

South Norfolk Council

**Asset Management Plan
and Programme**

2010/2013



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A. Foreword

The Council is required to produce an Asset Management Plan and Programme (AMP). The benefits and need for asset management planning continues to be promoted by central government and its profile has been raised in the Comprehensive Assessments of Local Authorities. This has been reinforced through the guidelines and standards produced by Communities and Local Government and RICS.

This Asset Management Plan and Programme has been developed from previous plans, to be a strategic forward looking document with strong links to local objectives. This plan covers the period until 2013 and is reviewed, refreshed and updated annually.

This Plan sets out how South Norfolk Council:

- **Manages its land and property assets**

The primary asset management objectives for South Norfolk Council are to ensure all its property assets support the corporate objectives of the Council and delivers the required returns. The focus for the current plan will be to continue improving the Council's income stream, position itself effectively for the future uncertainties due to the economic climate and ensuring the continuous delivery of value for money.

Asset management for South Norfolk Council is defined as;

“ensuring best value for money from assets in serving the strategic needs through the management of these assets both on a day-to-day basis through maintenance and operations and in the medium to long term by strategic and forward planning”

Assets are held corporately with day-to-day property management being the responsibility of individual services in liaison with the Property Team. This team is led by the Property Manager and is part of the Corporate Resources Directorate. The Corporate Resources Director is required to endorse all asset decisions.

- **Undertakes a strategic approach to asset management**

This plan reflects the 2009 restructure, the increase in commercial investments, the outcome of the budget bidding process, changes in staffing resources in the Property Team, the draft Corporate Plan, Comprehensive Area Assessment and the continuing developments in asset management.

This corporate management approach gives a formalised policy and procedure for reviewing assets on a regular basis to reflect changes in a number of areas including:

- Council strategy
- Corporate objectives
- Service requirements
- Best practice
- Central government requirements
- Legislation
- Economy and market conditions

It is vital for decisions to be made using a business case approach, considering the cost and suitability for use and service delivery. It is important that there is an effective mechanism in place for forward planning property requirements and provides a framework to make decisions about investment and disposal.

- **Delivers value for money**

The aim of this plan is to ensure that the Council delivers value for money for all its property assets by:

- Aligning corporate and service objectives and needs with property provision strategies and plans
- Ensuring they are maintained and fit for purpose
- Utilising its assets in the most efficient and effective way
- Making investment decisions based on a detailed business case.
- Identifying surplus assets through suitability assessments for disposal that supports the capital programme.

- **Makes and delivers strategic priorities**

Changes in the structure, as well as development in a neighbourhood focus for delivery of services, present the opportunity to strengthen the corporate management of assets.

Alongside this AMP is a Delivery Programme for Assets and an Asset Management Action Plan that set out the Council's priorities. This is a rolling plan to ensure assets have maximum efficiency for their use.

This plan requires all capital schemes to be reviewed the Asset Management Group (AMG) before going into the Capital Programme.

B. Executive Summary

1. Review of the Last Year

Budgets

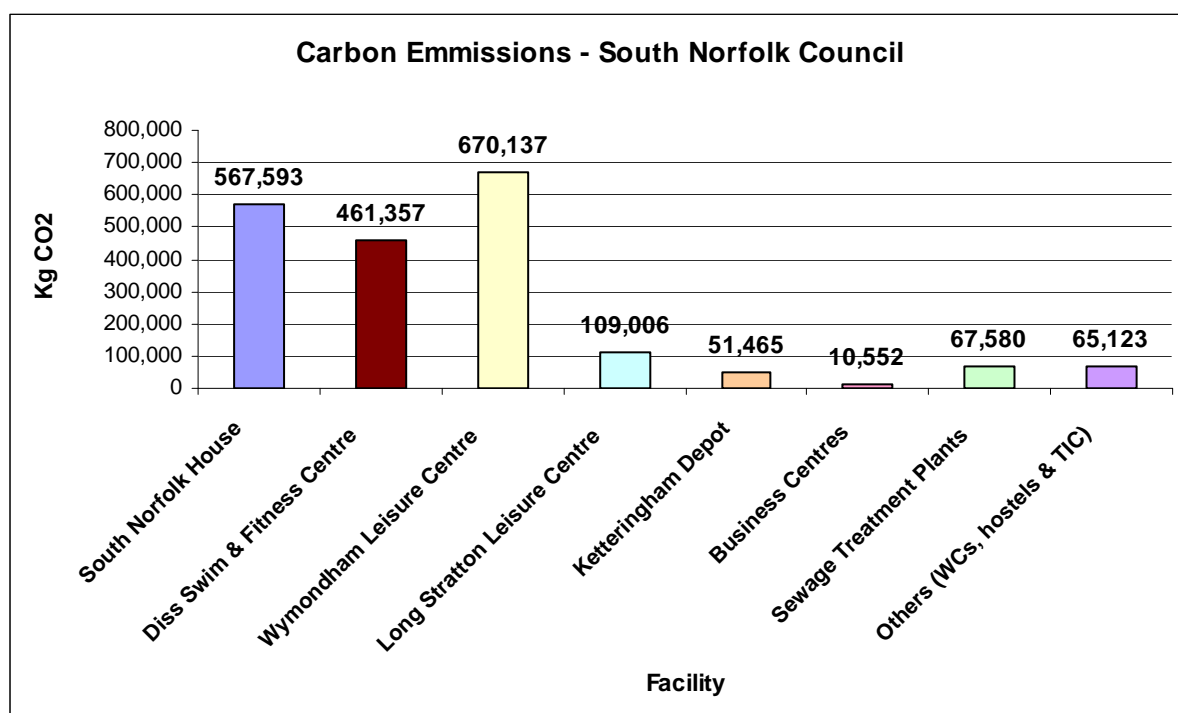
Additional budget provision was made in the 2008/09 budget to address the maintenance backlog in a number of assets. Benefits are now being seen at the car parks, leisure centres and Diss Business Centre. Budgets for 2009/10 have been reduced as a consequence of the economic downturn.

Environment

The 5 year Carbon Reduction Plan outlines the Councils strategy for reducing our emissions by 20% by 2014 (from a baseline of 2008/2009). Total carbon emissions from the Councils operations in 2008/09 were 3,854 tonnes. The cost associated with this carbon footprint was £871,031 with the majority being from vehicle fleet and electricity. The Council has 3 property assets that combined emit 85% of the carbon emissions from the Councils portfolio of property assets.

Objectives for SNC-owned buildings:

- To realise long-term financial savings from implementing carbon reduction projects.
- To reduce carbon emissions from the energy and water used within Council buildings
- Achieve a balance between costs and benefits gained



Acquisitions

Commercial investment acquisitions of Business Centre in Loddon, plus 2 strategic purchases in Long Stratton, were completed in 2008/09.

Disposals

Due to the economic climate and the effect on land and property values the Council has reviewed its disposals programme. The outcome is to delay the disposal of larger sites until the market improves.

Disposal of surplus land in connection with the Sewage Treatment Programme has continued as the value of these smaller parcels of land have not been affected.

Property Team

The Property Team for the last year has had sufficient staff with a newly appointed Property Manager. The previous backlog of work is now completed.

2. Existing Portfolio

Asset Register

A complete list of assets is held with the Property Team, which includes the address, size, use and tenure of each asset. A rolling programme is in place to ensure all the assets are inspected and assessed to ensure assets are fit for purpose.

Operational Assets

South Norfolk Council has a high comparative percentage of operational assets (assets held to support service delivery) to other Local authorities, but a small portfolio overall. Therefore it is imperative that focus remains on ensuring each asset performs to the optimum in supporting service delivery.

Non – Operational Assets

The non-operational portfolio is primarily land that has future potential for redevelopment. Other non-operational assets include 2 business centres, office accommodation, industrial ground leases and an industrial unit.

3. Performance Management

Benchmarking and performance are monitored against the nationally agreed property indicators as well as national indicators, local indicators and those identified by the individual services. This information highlights areas that have been successful and areas that require improvement. This allows the council to make informed decisions about asset management and delivery of services.

4. Delivery Programme and Action Plan

The delivery programme and action plan is used to implement strategic development. The outcomes of these actions develop a greater corporate approach to assets management, which includes all the Services within the Council in the decision making process. This Action Plan has progressed since the last plan and can be found with an update in appendix 7.

5. Risks See Appendix 8 – Risk Matrix

Key risks have been identified and reviewed for this Plan and are:

- Financial Resources
- Economic Recession
- Local Government Review
- Health & Safety

There is a significant risk due to the economic downturn, affecting rental income, disposal values and demand for business units.

Individual risks are owned and managed by the relevant services. Overall management for asset management risks sits with the Asset Management Group, which seeks to reduce risks where possible.

1. Introduction

a. South Norfolk in Context

With the preparation of the Local development Framework it is likely South Norfolk will see major growth that will have an effect on demographics and population. Services and facilities that the Council provides will need to be flexible to respond to these changes.

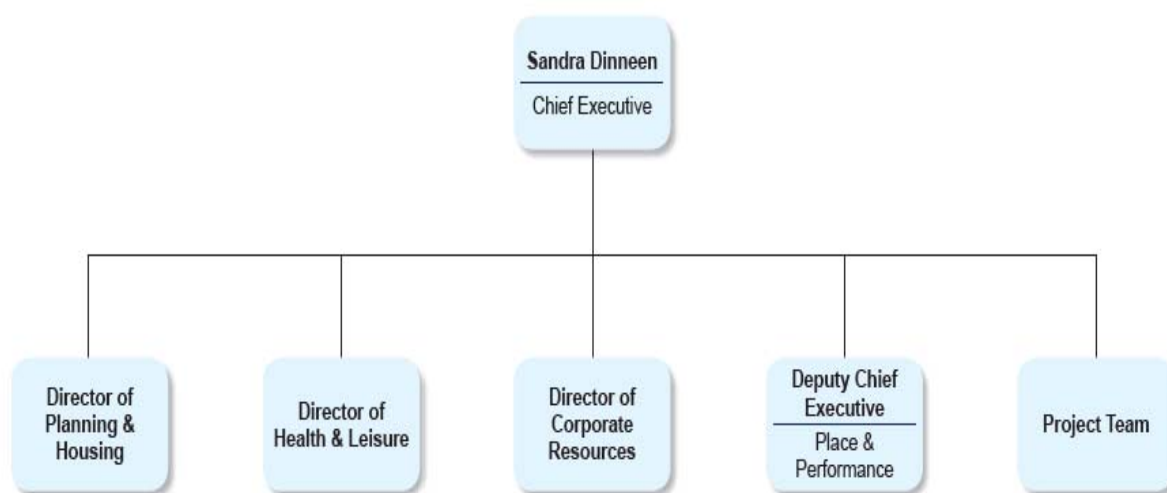
South Norfolk has a growing economy and with around 26000 new homes required along with improved and increased number of jobs, schools, transport and medical facilities for everyone in Greater Norwich Policy Area. The land for homes, employment and the infrastructure needed to support this will need to be identified in the Local Development Framework.

The area has excellent quality of life, with an important rich natural environment with a diverse geology and historic heritage. It is also home to part of the famous Norfolk & Suffolk Broads that are Britain's largest wetland with the status of national park. There are also numerous sites of special scientific interest, local nature reserves, conservation areas and many listed buildings.

Organisation and Political Structure

South Norfolk Council has a Cabinet Structure consisting of 6 Councillors with the Cabinet Member for Staffing, Resources and Finance having responsibility for services delivered by the Resources Directorate. This structure provides proper Member input and effective decision making as per the Governance Framework.

South Norfolk Council's New Management Structure



The new senior management structure replaces the Director of Finance, Property and IT with the Director of Corporate Resources, who has the same property responsibilities.

c. Financial Context

Capital Funding

South Norfolk Council's Rules for Financial Governance were revised in September 2009 and these set out the financial and internal controls of its activities with a section specifically for land and properties.

To be considered in the capital prioritisation process all capital schemes must have a Project Initiation Document including a full business case. The Asset Management Group considers and prioritises all bids by using a scoring matrix and makes a collective bid to Cabinet.

The Capital Programme 2009/10 sets out how the Council will manage its investment portfolio as well as the capital expenditure plans with a limit of £3 million for new property investments. The Capital Programme for 2009/10 to 2011/12 was reported to Cabinet on the 9 February 2009 and this states the need to earn a commercial return on investments to restrain council tax increases and fund services. In the current climate of low interest rates and low property values, this is the ideal time to develop the Council's commercial property portfolio.

Revenue Budget

Government has moved towards three-year settlement plans with pressures for local authorities to make greater year on year savings and capping for any excessive increases in Council Tax. Previous increases in the Revenue Budget had been used to carry out improvements to Diss Business Centre, car parks, Ketteringham Depot, South Norfolk House and Leisure Centres.

d. Corporate Planning Framework

A number of key strategies and plans direct the delivery of the councils overarching vision through the AMP. These include:

Local Area Agreement (LAA) and Sustainable Community Strategy (SCS)

The priorities for Norfolk are detailed in the LAA 2008/11 This agreement along with the SCS, a local delivery plan sets out the outcomes for South Norfolk Council and its partners. These outcomes are:

- Thriving Economy
- Improving Skills and Fulfilling Aspirations
- Improving Housing
- Environmental Sustainability
- Stronger Communities
- Safer Communities
- Support Independence
- Improving Health and Well-being

The Corporate Area Assessment (CAA) Use of Resources

The CAA will drive all organisations to assess the broader community uses of resources including land and property assets. Partnerships will continue to be formed with other public bodies and the voluntary sector to maximise the use of assets for the benefit of the local community.

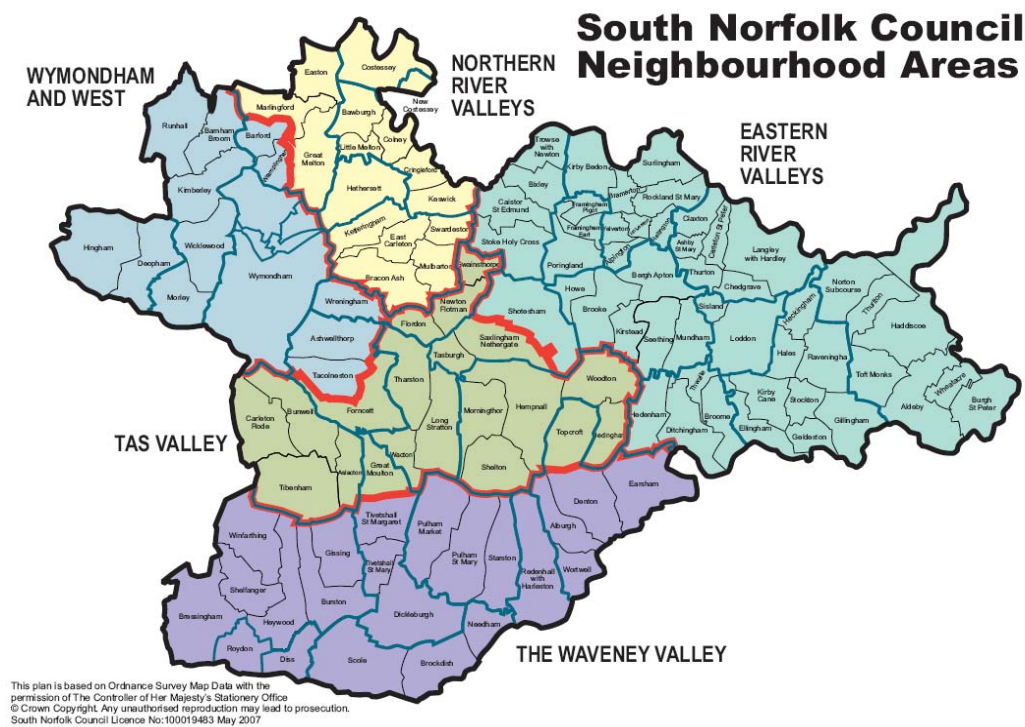
Norfolk Ambition

This brings together representatives from the public, private, voluntary and community sectors. They agree together, the long term vision for Norfolk will be by 2023:

- A place that inspires individuals and business to create, thrive and achieve.
- Communities that prosper, welcome and support.
- On England's frontline in tackling climatic change and environmental sustainability.

South Norfolk Alliance

This alliance is our Local Strategic Partnership that brings together the public, business, voluntary and community sectors. Neighbourhood working is critical to understanding and shaping the services communities want along with deliver its priorities. Five Neighbourhood Forums have been established in South Norfolk as the delivery arm of the Alliance. They are Wymondham and West, Northern River Valleys, Eastern River Valleys, the Waveney Valley and Tas Valley.



Corporate Plan

The Corporate Plan drives the objectives of the Council through corporate priorities and service plans. This AMP reflects on the Corporate Plan for 2009/10 and beyond, with the key priorities and objectives contained therein. Details of the Council's corporate planning cycle can be found in its Corporate Plan.

Directorate Plans

As well as changes in the customer base there are and will continue to be changes in the expectations of the customers that will place increased demands on the provision of services. A corporate framework for Directorate Plans has been developed and this includes a specific section for asset management that identifies the effects a planned change in the service will have on the assets of South Norfolk Council.

Other strategies included:

- Capital Strategy and Capital Programme
- Environmental Strategy
- Housing Strategy

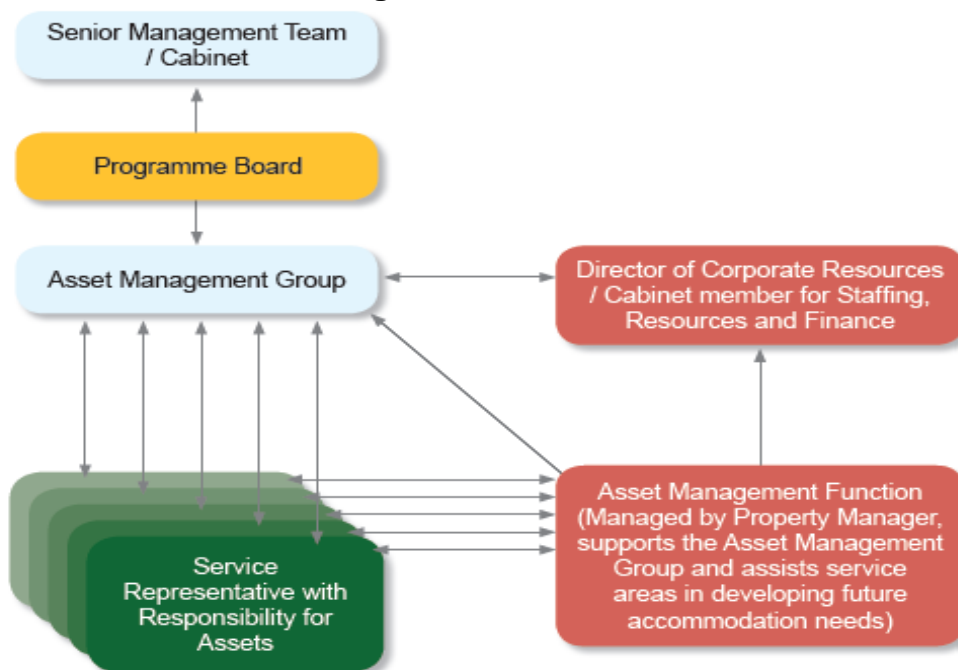
The inter-connections between the development of the AMP and the Council’s other key corporate and service plans and strategies are shown below.



e. Organisational Framework

The Council has developed an organisational and management framework in order to ensure steady progress towards the Asset Management Objectives that are set out in section 3 of this plan.

Corporate Roles for Asset Management



The Asset Management Group (AMG)

The AMG meets on a monthly basis and is chaired by the Director of Corporate Resources, who is also the Corporate Property Officer. The role of the AMG is to ensure the Council develops a strategic corporate approach, reviews all assets, support the priorities set out in the Corporate Plan and the Annual Plan, meeting service delivery needs in a cost effective way.

The Composition and Terms of Reference for the AMG are included in appendix 1.

The Asset Management Group brings the Property Strategy, its delivery programme and action plan, to Cabinet annually to approve the proposed use of assets to best meet the corporate objectives of South Norfolk Council.

Corporate Property Officer

The role and responsibilities of the Corporate Property Officer include coordinating all acquisitions and disposals of property assets within the limits set for delegated authority with all transactions supported by a financial appraisal and reported through the AMG.

All budget bids are analysed and prioritised against their contribution to the Council's priorities. More detail is provided in the Capital Strategy.

f. Property Team

Property Management

- Estate management, acquisition and disposal, lease renewals and negotiations, valuation, management of private sector leased properties, street lighting and name plating.
- This team comprises 3 office based staff, supplemented by the use of external consultants and staff based at Diss Business Centre.

Building Maintenance Surveyor

- Maintenance and improvement programmes for all existing assets.

g. Drivers for Change

There are a number of external and internal drivers for change that effect service demands and can either directly or indirectly influence Asset Management.

- Demographic Changes to the population size, age structure and migration.
- LDF will impact on the demands and development opportunities, such as reuse of vacant sites, local housing needs and land for economic development.
- A major change that has been seen during this plan, which will have a significant impact on service demands, is the national and local economy. The current climate has also impacted on the property market with a limited number of investment opportunities available, rental values and income that the Council receives from property investments.
- Due to the effects of the current economy and pressure on budgets the Council has been proactive in considering working with other Local Authorities to provide efficiency by operating as shared services. The Council continues to work with Breckland District Council on common areas, looking for opportunities to improve services by working together.

Legislation and Guidance

Central government policies and strategies have made a number of impacts on the delivery of asset management both strategically and operationally and these include:

- Comprehensive assessments and the use of resources section including asset management.
- The new national indicators and the environmental impact and responses to climate change.
- The Natural Environment and Rural Communities Act 2006 (S40) has placed an obligation on Local Authorities to conserve and enhance biodiversity in exercising all of its functions.
- Display Energy Certificates requirement to show energy use on selected public buildings. Energy Performance Certificates required for investment properties.
- Local Government Review and opportunities for acquisition or disposal, which may arise.
- Local government asset management guidelines, standards and a framework.
- Devolution of power and the Quirk review into the Community Ownership and Management of Assets.

2. Review of Progress

The Council has key projects that have been developed from community and service needs. These projects are reviewed on a monthly basis by the Programme Board and include:

- **Sewage Treatment Improvement Programme**
This project included the replacement, upgrading of plants in the district that will be either transferred to Saffron Housing Trust or adopted by Anglian Water. The target for completion is December 2009.
- **Sites for Gypsies and Travellers**
Funding is available to acquire additional sites within the district.
- **Low Cost Housing**
Strategic Housing Team are work in partnership with Housing Associations to bring forward land for affordable housing development in the district.
- **Total Place**
A new initiative that looks at how a 'whole area' approach to public services can lead to better services at less cost. It seeks to identify and avoid overlap and duplication between organisations – delivering a step change in both service improvement and efficiency at the local level.

The impact of the economic downturn means all of the public sector needs to find radical new solutions to not only deliver better value for money, but also better local services more tailored to local needs.

Total Place is the next big step to redesign how we do things and by doing so, improve the quality of life for all communities.

Policy Framework and Performance

3. Objectives and Priorities for Assets

a. Objectives for Assets

The AMG has developed a robust framework for Corporate Asset Management and the following objectives apply:

- Adopt corporate approach to the use, management, and procurement of assets to ensure assets supports the Council's corporate and service delivery plans and makes a positive contribution to the improved delivery of local public services
- Implement systematic suitability assessments to identify surplus and under performing assets to ensure the asset base is fit for purpose in terms of suitability, efficiency, condition, cost and environmental impact.
- Identify and secure efficiency savings through strategic management of asset and report performance
- To invest in assets which produce a return in excess of the bank rate for money held on deposit
- Provide an accurate asset management information and data base

b. Priorities for Assets

The corporate priorities emphasise the work of the Property Strategy in delivering asset value protection, supporting service delivery and effective financial performance. These priorities are:

Be business like and efficient providing the services people value the most

Spread the risk of the current Investment Strategy of cash deposits by investing in assets that offer a financial return above long term interest rate levels which support other Council priorities.

Become among the best in the country for recycling

The Council currently has 106 mini recycling centres. The AMG investigates opportunities to link this provision in future developments or at existing assets.

Get to grips with anti-social behaviour and environmental crime

The design and provision of assets support this.

Preserve the special character of our market towns and villages

Acquiring new assets and maintaining the existing assets to protect the character.

Make South Norfolk a culturally and economically richer place to live and work

Consider employment and cultural opportunities provisions at existing assets and new developments by working in partnership with other bodies.

Innovate and deliver low cost housing for local people

Investigate opportunities with affordable housing providers to develop existing land holdings. Use capital budget to make these schemes better value for money.

Improve the health and well-being of people living and working in South Norfolk

Assessing the suitability and developing the provision and range of leisure opportunities.

4. Existing Portfolio and Performance

a. Existing Portfolio

The portfolio has a value of over £20 million as at 31 March 2009 with the overall balance of the portfolio is skewed to operational assets, which leaves limited 'surplus'. The split in valuation is circa £12.8 million operational, £7.9 million non-operational with the majority being freehold.

	No.	Asset Value March 2009 £million	Maintenance Budget 2009/10	Income Budgets
Corporate				
- South Norfolk House	1	£2,268	£45,330	£22,230
- Car Parks	18	£2,325	£55,000	£256,672
- Business centres offices/ind units	4	£1,119	£32,243	£340,765
- Ind. Ground Leases	11	£1,330	£8,843	£117,000
Housing				
- Temporary accommodation	5	£1,265	£36,000	£5,000
- Development sites	6	£4,926	See miscellaneous	£0
Leisure and Economic Development				
- Leisure Centres	3	£5,765	£69,000	£1,319,960
Environmental Health				
- Public Toilets	7	£0,541	£13,648	£0
- Mini-recycling centres	66	£0,186		£0
- Depot	1	£0,460	£20,496	£15,350
Miscellaneous Includes garden plots, garages, bus depot, agricultural land, tourist information office		£0,597	£40,162	£50,300
AMP (allocated to specific projects in year)			Nil	-
Total		£20,782	£320,722	£2,126,797

2010/11 Maintenance and Income budgets see appendix @@

Key Assets

South Norfolk House (council offices)

Replacement of ceilings and carpets are required, however remain outstanding. A significant level of backlog maintenance continues to relate to this property.

Cygnets House

A former care home acquired in 2009, a review of the property, along with adjacent land has been undertaken and a comprehensive redevelopment is being investigated.

Leisure Centres

A review of leisure services was undertaken and has highlighted the need for updating the condition surveys, undertaking lifecycle budgets and improvements.

Hostel Provision

The Council operates a number of hostels for the use of temporary accommodation. The Council did acquire an additional property in Long Stratton for temporary accommodation. There is a shortage of accommodation in Diss.

Ketteringham Depot

A significant level of backlog maintenance continues to exist in this property and a focus on improving the existing draining system is underway.

Car Parks

There is a rolling programme for resurfacing car parks with 2 being undertaken in 2008 and one organised for 2009. Grounds maintenance is limited due to funding constraints.

Business Centres

Due to a break clause provision at 2013, there has been opportunity to consider the long term purpose of Diss BC. The review has considered the option to continue the lease until 2023 or possibility of acquiring the freehold. Loddon BC was acquired as an investment early 2009, with minor maintenance works completed, summer 2009.

Poringland development land

The council is working jointly with a neighbouring landowner to gain planning permission for a mixed use development. The Councils land will be developed to provide a number of homes and a small commercial office/light industrial park. A Transport Assessment and Environmental survey has been undertaken in preparation for submission of a planning application.

Park Road, Diss

A feasibility study has looked into options for the Bus Station, TIC, Public Toilets and leisure provision. Negotiations with Landowners have taken place.

Friarscroft Lane, Wymondham

A Health Centre has been constructed on part of the site. An affordable housing scheme has also been prepared and a planning application has been submitted. The remaining area within this site is included in the disposal programme.

b. Data Management

The Property Team is responsible for maintaining an accurate record of all land and property assets, with each asset having a unique reference number. The Asset Register is held, managed and maintained by the Property Team working closely with the Financial Services Team.

c. Performance

The Property Team are responsible for the collection, analysis and reporting of data the production of property performance information and local benchmarks as appropriate.

Property Performance Indicators have been selected to consider the performance of assets as well as considering the performance of the Service. Collectively, the indicators will be used as a mechanism to improve on investment, as well as

allowing decisions to be made using reliable data.

It is recognised that the data needs to be kept up to date and is accurate if the results are to be used to make a business case for additional resources in these areas. The Asset Management Group will decide the priority for these performance indicators and where appropriate any targets to drive improvements.

South Norfolk Council subscribes to the Institute of Public Finance benchmarking Scheme this enables comparison of the results for the indicators with other councils either with similar authorities or by region.

i. Property Spend

Figures for spend on property are collected but not for the total property costs and not across the whole portfolio. The Property Team and the Asset Management Group will address this during the coming year.

Maintenance Costs

Maintenance costs are reported on a quarterly basis to the Asset Management Group. To deliver improved value on these costs the Councils uses a panel of contractors and obtaining quotes.

Energy Costs

Energy purchase using the Council's Procurement Officer has produced savings ongoing review of these utility contracts is in place. Further savings are planned through using Anglian Farmers where possible.

The energy costs for South Norfolk remain below the average for the benchmark.

Over the last year, to minimise energy costs we have undertaken works including :

- Movement sensors on lighting controls
- Energy efficient hand dryers
- Upgrade of heating controls

Water Costs

The water costs comparison show a South Norfolk cost of £0.48 per sq. metre of floor space per annum.

During the last year we have installed a water saver unit at a business centre and have began implementing a showering policy at the Leisure Centres to reduce the level of swimming pool backwashing.

ii. Carbon

Energy consumption and emissions are monitored and used in reporting on the indicators by the Property Team. A reduction in Carbon emissions remains a key target. Energy Performance and Display Energy Certificates have been undertaken on all public and investment buildings as required.

iii. Accessibility

To comply with DDA requirements the council assess existing and new assets and undertaken improvements if appropriate.

iv. Suitability

Suitability assessments are used to ensure that Council assets are fit for purpose by providing the most suitable resource. This is a comprehensive assessment of aspects such as appropriateness, quality/condition, location, tenure, commerciality and utilisation. This allows the AMG to make informed decisions and take action that meets the current and future service needs.

This process has been undertaken to review open space and a rolling programme of assessments on remaining assets has been implemented.

Income Generation

In the last financial year income from car parking has increased with the introduction of parking charges at Loddon and adjusting the car parking and season ticket charges in all other car parks. This has resulted in the gross revenue increasing from £205,428 in 2007/08 to £266,770 in 2008/09.

Disposals

Assets are identified for The Disposals Programme, either through the outcome of a suitability assessment and are therefore deemed surplus to requirements or if there is a strategic or financial benefit to the Council.

Prior to disposal an option appraisal is undertaken to consider opportunities such as low cost / affordable housing, community use and best value with a decision based on option appraisal.

The capital programme is a rolling programme of land sales that are required over a 3-year period to generate additional capital receipts. The land planned to be disposed of are:

- Chestnut Road, Pulham St Mary
- Friarscroft Lane, Wymondham
- Shotesham Road, Poringland
- Cygnet House, Swan Lane, Long Stratton

The current economic and property market conditions have seen a significant fall in land values and a reduction in the number of potential purchasers. It was agreed to monitor the values and market conditions to enable the Council maximises capital receipts.

Delivery Programme and Action Plan

5. Improvement Programme

To ensure the effective management of all assets it is essential to be clear why the asset is being held. All assets are reviewed regularly and decisions are taken based on the Property Asset Strategy in appendix 4, which sets out the criteria for defining the reasons why a property is being held.

The capital and revenue funding requirements to support future development of the Asset Management Plan and Programme have been identified within the three-year Capital programme. Additional bids will be taken forwards as specific bids for 2010/13 later in the year and this plan will be amended once the outcome of those bids is known.

a. Capital Programme

Potential capital schemes will only be progressed if referred to in the relevant Service Plan and approved by the AMG. If a Directorate wishes to progress a scheme not in this plan, it will be subject to consideration and recommendation by the AMG and as an exception report to Cabinet.

Management of the capital programme include:

- All schemes are subject to approval in connection with the delegated limits. Appendix 4.
- Bidding forms to be supported by a business case.
- AMG to carry out the capital scheme prioritisation.
- Investment and disposal decisions made on thorough option appraisal, whole life costing, and assessment of revenue implications.
- Reporting of predicted overspends to Members as soon as possible.
- A project management system to track schemes as they travel through the process.

b. Planned Maintenance Programme

Implementation of maintenance programmes enables assets to function efficiently, to be safe environments, allow the council to plan expenditure, obtain best value and to prioritise works. Using a rolling programme of inspections, condition surveys, whole life costing and assessment of service and community needs, a transparent and efficient maintenance programme can be produced.

This planned programme was implemented as assets have previously suffered from maintenance deficiencies, an issue which has impacted on service delivery, asset value, usage, long term maintenance costs and requirements.

A planned 5 year programme of works was undertaken in 2005 that formed a bid for monies to reduce the backlog. This programme is reviewed annually to identify new maintenance issues and to monitor the backlog of works.

In 2008/09 Cabinet allocated an additional budget for works at Leisure Centres, Car parks and Diss Business Centre. Increases to the maintenance budgets had been anticipated for 2009/10 and 2010/11, however due to the economic climate and financial pressures this has had to be curtailed.

With the decrease in the budgets it is essential to achieve best value and the council aims to achieve efficiencies through managed procurement, improved use of buildings and a reduction in running costs.

There is a backlog of works relate to South Norfolk House and Ketteringham Depot, the AMG recommends a further injection of resources to undertaking the most urgent and essential works at these properties. Due to budget pressures the AMP budget has been reduced by £94,000pa and therefore only priority maintenance works will be undertaken. The AMP budget will be reviewed through the AMG.

c. Surplus and Underused Assets

The AMG continues to review of all assets no matter how small. A number of surplus and underused assets have been identified and include:

- Open spaces
- Temporary accommodation from Private Sector Landlords
- Surplus land from sewage programme
- Compound and Land at SNH
- Office accommodation at SNH
- Miscellaneous Land
- Redundant Wells

Option appraisals are undertaken to determine the future of these assets. The outcome of some appraisals has enabled the Property Team to generate additional income by letting and disposing of some of these assets and in turn reduce the Councils liability in terms of maintenance.

d. Partnerships

The government has issued guidance on how to develop asset ownership within the third (voluntary) sector. The Council investigates opportunities and considers shared services, joint working and collaboration with others to develop long term strategic approach to assets management.

Discussions in 2009 with the PCT have resulted in a proposal to extend the doctors surgery in Diss and SNYA using surplus space at Long Stratton Leisure Centre.

Capital grants have been approved for Diss CAB, Corn Hall, Pennoyers School and GAC. Further grants may be awarded in 2010/11 as set out in the Capital Strategy.

6. Acquisitions

The Council has had a recent change to strategy in relation to acquiring property assets. In each instance a full business case is prepared and considered by the AMG using the following criteria:

- To improve service delivery both current and proposed as contained in Directorate Plans.
- To provide a minimum return of 5% per annum.
- To secure additional value for existing assets.
- To take opportunities that can in the future provide opportunity and wealth to the South Norfolk community.
- To maintain or improve the value for money for service delivery.
- To maintain a balanced non-operational investment property portfolio.

The AMP includes a specific section on this along with acquisition and disposal policies and procedures, which are covered by the Property Strategy in appendix 4.

Commercial Investments

The South Norfolk Council's has a small investment portfolio, which produces a small return on capital. Treasury Management Strategy provides the opportunity to develop the Council's cash investments into direct and indirect property. The Council has acquired an additional business centre that meets the council's criteria. New areas to be considered for investment are included in appendix 5

Opportunity Land Purchase

The capital programme included a provision of £1.2 million to finance the purchase of strategic opportunities that support the Council's strategic objectives. This has been used to acquire three properties, which adjoin South Norfolk House and land for a car park at Cemetery Lane, Wymondham. There is no further budget in 2010/11 and therefore all acquisitions will have to deliver a rate of return. A bid for budget for 2010/13 will be submitted.

Composition, Procedures and Terms of Reference

Asset Management Group (AMG)

The AMG is responsible for managing, developing policy and strategy, the Council's assets. Whilst the Asset Management Group does not have any executive decision making powers, asset management issues and reports are referred, through the Corporate Property Officer, to the Senior Management Team and Members as appropriate.

Membership

- Director of Corporate Resources
- Cabinet member for Staffing, Resources and Finance
- Corporate Property Manager (Chair)
- Building Surveyor
- Representative from Accountancy Services
- Performance Team representative
- Service Heads or Representatives – Planning Housing and the Built Environment, Health and Recycling, Corporate Resources and Place and Performance.

Meeting frequency

- Every four weeks.

Terms of Reference

- To challenge and review the provision, use and performance of the Council's fixed assets and its related property services in order to ensure that their effective use secures best value.
- To support the Corporate Property Officer in developing the approaches and systems which enable the delivery and monitoring of the Corporate Property Strategy, inform its review and facilitate the better strategic management of the Council's assets.
- To ensure there is an integrated corporate approach to asset management by leading on Asset Management within the Directorate and ensure its inclusion in Directorate Plans.
- To agree the prioritised pre planned maintenance programme.
- To act impartially to assess project benefits and to prioritise between projects where there is competing resource ensuring all projects are consistent with the Property Strategy.
- To act impartially when assessing projects from competing Directorates with outcomes agreed to ensure effective use of assets and best value.
- To consider the option appraisal, whole life costing and risk appraisal information when all capital investment, maintenance or disposal decisions are made.
- To review all acquisitions, maintenance, change of use, disposals etc to a sought by officers where the value exceeds £100,000.
- To recommend courses of action in accordance with the AMP to Cabinet.

- To ensure that in allocating capital investment priorities and asset utilisation, account is taken of environmental impacts and energy efficiency of corporate assets, viewed over the design life, or the remaining life of the asset, set in context against future fuel market and legislative scenarios.
- To ensure good project and budget management within all asset projects
- To monitor Capital and Revenue budgets.
- To ensure there are clear corporate objectives for holding property and identify surplus property for disposal or alternative use.
- To ensure sufficient and accurate data is available to facilitate an analysis of portfolio performance, measurement and asset management decision making.
- To support the Environmental Strategy to reduce energy costs and carbon emissions.
- To identify risks, manage and monitor risk reduction.

National Property Performance Management Initiative Indicators

PMI.1 (863): Condition & Required Maintenance

A	% Gross internal floor-space in condition categories A – D.
B	Required maintenance by cost.
C	Annual percentage change to total required maintenance over previous year.
D	Total spend on maintenance.

PMI 2 (871): Environmental Property Issues

A	Energy Costs/Consumption - £ spend per m2 GIA and kwh per m2 GIA.
B	Water Costs/Consumption - £ spend per m2 GIA and m3 per m2 GIA.
C	CO2 Emissions - tonnes of carbon dioxide per m2 GIA.

PMI 3 (872): Suitability Surveys

A	% by GIA sq.m., for which a Suitability Surveys have been undertaken.
B	Number of properties, for which a Suitability Survey has been undertaken.

PMI 4 (873): Building Accessibility Surveys

A	% of Portfolio by GIA sq.m., for which an Access Audit has been undertaken.
B	Number of properties, for which an Access Audit has been undertaken.
C	% of Portfolio by GIA sq.m., for which there is an Accessibility Plan in place.
D	Number of properties, for which there is an Accessibility Plan in place.

PMI.5 (874): Sufficiency (Capacity and Utilisation) Office Portfolio

A.1	a) Operational office property as a percentage of the total portfolio. b) Office space per head of population.
A.2	Office space as a percentage of total floor space in operational office buildings using NOS to NIA.
A.3	Office or operational buildings shared with other public agencies.
B.1	Average office floor space per number of staff in office based teams.
B.2	Average floor space per workstation.
B.3	Annual property cost per workstation.

PMI.6 (875): Spend

A	Gross Property Costs of the operational estate as a % of the Gross Revenue Budget
B	Gross Property Costs per m2 GIA.

PMI 7 (876): Time and Cost Predictability

A	Time Predictability, Design.
B	Time Predictability, Post-Contract.
C	Cost Predictability, Design.
D	Cost Predictability, Post-Contract.

Appendix 3

Property Performance Measures	Local PI	National Property Indicator	Targets
% Gross internal floor-space in condition categories A – D	863	NaPPMI 1A	Improve the condition of accommodation.
Spend on required maintenance per square metre GIA	875	NaPPMI 1Dii	
Energy, Costs and Consumption.	865	NaPPMI 2A&B	Reduce consumption at South Norfolk House by 1% per annum.
Time and cost predictability.	876	NaPPMI 7	
Suitability surveys completed.	872	NaPPMI 3	
CO2 emissions	NI 185	NaPPMI 2C	4% annual reduction from local authority operations.
Accessibility surveys.	873	NaPPMI 4	

NB. Targets will be developed by the Asset Management Group and be dependent on resources

Property Asset Strategy

Objective

The objective of the Strategy is to ensure that the property portfolio can deliver the required financial and Service returns to the Council.

Introduction

The Council recognises the assets it holds are vital to service delivery, and the Council Property Strategy ensures that returns from assets are maximised. Property assets are treated as a corporate resource, albeit are designated as being in Portfolio related groups to ensure focused management and hence maximum value can be achieved. All assets are subject to suitability surveys that evidence their individual performance, identifies where change is required and enables the decision making process accordingly.

The Property Strategy sets out the way change is managed for the portfolio.

Aims

- Optimise the utilisation of assets to meet Council's priorities and objectives
- Identification of surplus and underused assets
- Increased partnerships to deliver services
- Development of the commercial property portfolio
- Improve health, safety, accessibility and environmental performance of assets
- Reducing maintenance backlog
- Pursue best value for money in property management activities

These aims are subject to having adequate resources.

Operational Portfolio

The objective for Operational Asset Management is to ensure all property assets support best value service delivery.

The operational property is sub-divided into groups of assets under each of the Council Portfolios. This allows alignment of the management of performance on an individual as well as portfolio by portfolio (and service by service) basis.

The performance is measured via this Plan and reviewed by the suitability assessments and reported to AMG and Portfolio Holders.

The outcomes from this assessment will lead to one of four outcomes

- No change
- Change (purchase, disposal, modification) - to align the asset better with service needs
- Retention for income generation or future development
- Disposal including replacement

Change proposals will either be capable of being implemented by the service within existing resource, or will require capital investment.

Where capital investment is required this will be subject to a capital bid to Cabinet and Council via the Asset Management Officer Group.

Any disposal and acquisition recommendations will be made by the same process as non-operational assets.

Non-Operational Assets

Non-operational assets are held for investment returns, supporting partnerships and for future 'hope' value realisation.

Non-Operational Assets are allocated in the same way as operational assets by Portfolio.

The Portfolio Asset reviews will identify whether these assets are held:

- To provide investment returns
- To support a partnership
- To await future opportunity
- For another reason

Where the asset is held to provide asset returns, the target returns will be set for each asset by the Director of Corporate Resources and approved via the Asset Management Officer Group.

Where other reasons exist for holding that asset, the assets will be subject to review under the suitability process.

Disposals

Any asset that becomes surplus to requirements due to its underperformance or it becoming surplus will be considered for disposal and will be expected to include a suitability assessment and option appraisal to ensure that alternative uses by all the Services have been considered as well as possible community use.

The Council will seek to ensure 'Best Value' for all disposals, which may result in assets being retained by the Council and put to alternative uses, or assets may be used for community improvement projects.

Once a disposal has been identified, and any specific conditions have been developed, the disposal will need to be approved via the AMG. Disposals will be at the best price available in the open market or ensuring appropriate agreed community returns.

Disposal considerations will include potential liabilities associated with the asset, alternative uses, and the required investment returns and future service needs of the Council.

The underlying principle of disposals will be that any value enhancement will be carried out prior to the disposal process, e.g. for vacant land outline planning consent may be sought.

Proceeds will be returned for distribution corporately, subject to the Council's bid processes, unless the disposal has been identified and approved specifically to support other transactions.

Disposals Protocol - Authority

The governance framework for all acquisition decisions is as follows:

Value up to £100,000

To be approved by the relevant Service Director and the Corporate Property Officer.

Value of between £100,000 and £250,000

Agreed by the Asset Management Group, assuming that the Cabinet member for Property and the Corporate Property Officer are in agreement.

Value in excess of £250,000 a full business case is required.

The Asset Management Group will consider and make a recommendation to Cabinet, with the approval of the Corporate Property Officer.

In all dealings with property matters it is essential that the highest levels of probity and confidentiality are maintained to ensure that best consideration is achieved under the Council's statutory duty. Members have a fiduciary duty to the residents of the District to obtain best consideration.

Methods of disposal

A disposal requires key input from colleagues in Finance, Planning, Property and Legal.

The Property Manager shall with the AMG, determine the most appropriate method by which surplus property should be disposed of. This method should require the open invitation of competitive bids, (whether by auction or by advertisement), unless the Director of Corporate Resources is advised that an alternative method of disposal would be appropriate. Examples of possible exceptions are as follows:

- Sale to a sitting tenant
- Sale of an access which would enable a purchaser to release development value locked up in other property
- Sale to an adjoining owner or Sale of a part-interest in a property where amalgamation of interests could enable substantial “marriage value” to be realised.
- Sale to a public body (eg a Housing Association) at less than market value where other benefits are offered to the Council, provided that such sale is within the General Order (Statutory power), or receives Secretary of State consent.

These examples are given on the basis that the Property Manager in consultation with the AMG considers that negotiations with one party would produce a higher figure, or other non financial consideration such as economic, social or environmental benefits, for the wellbeing of residents of the District.

In all such cases where the value of the property to be disposed of is over £50,000 a contemporary valuation must be obtained for officers to consider. In general this will be provided by independent experts and will be kept confidential for reasons of probity as its purpose is to ensure market bids are received that are based on what can reasonably be achieved in planning terms.

Acquisition and Investment Strategy

	Geographical Area	Tenure		Objective		
		Leasehold	Freehold	Investment	Service Support	Community Support
Investment Opportunity Identified						
Business Parks	Hethel	*	*	*		
	Norwich Research Park	*	*	*		
Business/Innovation Centres	None Specific		*	*		
Car Parks	Loddon		*	*		
	Harleston		*	*		
	Diss		*	*		
	Wymondham		*	*		
Employment Land/Buildings	Diss	*	*			
	Loddon	*	*			
	Wymondham	*	*			
	Harleston	*	*			
Land Assembly	Diss		*	*		
	Wymondham		*	*		
Land swap opportunities	None Specific	*	*	*		*
Low Cost Housing in partnership with RSLs	Subject to need		*		*	*
Opportunist Investment	None Specific			*		*

Delivery Programme for Assets- AMP 2009/12

Delivery Programme for Assets	Timing	Update	Priority
Development appraisal of Land south of Park Road Diss and a feasibility study to look into options for the Bus Station, CAB, TIC, Public Toilets, leisure provision and Diss Town Council offices.	2009/11	Discussion has been undertaken with several adjoining land owners. This is ongoing and is unlikely to be delivered in previously set 2008/09 timeframe.	1
Protect the Leisure Centre asset with a targeted reduction in maintenance backlog and support Business Development with feasibility studies to develop Leisure Centre accommodation.	2008/10	A review of Leisure Centers has been undertaken and some maintenance and improvement works have been completed	1
Investment to bring Sewage Treatment Plants to adoption standards.	2008/10	This programme is due for completion early 2010.	1
Increased provision of Low Cost Housing with the asset transferred / spent but the council will benefit from ongoing nomination rights to Registered Social Landlords and properties protected through legal agreements.	2008/11	Land has been identified for Low Cost housing and planning permission has been submitted on 2 sites.	1
Identification of locations and acquisition of sites for Gypsies and Travellers.	2008/11	Sites have been identified in the G & T plan. Adoption of the plan is expected in 2010	1
Delivery of £3million per annum from cash deposits as Invest to Save / Property Investment in new investments producing a rate of return of at least 5% per annum.	2008/11	A business center in Loddon was acquired. The economic climate has seen very few suitable investment opportunities become available.	1
Opportunity land purchase of £1.2million to purchase assets to support future service delivery e.g. the purchase of Cygnet House and a Zero Waste Site.	2008/11	Cygnet House was acquired in 2009 along with an additional property to provide alternative access. No further funding available.	1
Complete energy audit of those properties occupied by South Norfolk Council by the 1 October 2008 and to have Energy Performance Certificates and Display Energy Certificates in place as required by the legislation.	2008/09	EPC's and DEC's have been undertaken on the relevant properties.	1
Playgrounds Maintenance and DDA compliance.	2009/09	This project has been implemented, however, pressure on budgets has caused a delay in the completion.	2

Rationalisation and reorganisation of accommodation at South Norfolk House to improve efficiency by maximising the occupation of the building following the reduction in employee numbers due to the Large Scale Voluntary Transfer and the departure of a substantial proportion of the Building Control Team. Potential for co-location and integration of service delivery with other public sector organisations will be considered to reduce the costs in use and provide a source of additional revenue.	2009/10	The re organisation has been completed and has resulted in surplus accommodation. Office space has since been let.	2
To comply with Environment Agency and Health & Safety legislation resolve the drainage and asbestos issues at Ketteringham Depot.	2008/09	Asbestos air testing has been undertaken along with additional investigation. Consultants provided advice on drainage in 2008. Further investigation was required and improvement works are due early 2010.	1
Improve and upgrade The Manse to produce better quality accommodation.	2009/10	Works have been undertaken to improve both the internal and external of this property.	2
Support service area in progressing rationalisation and modernisation programme of amenity land.	2008/10	A review of amenity land has been undertaken to determine "fit for purpose".	1
Reductions in energy and water consumption from operational property. Identification of poorly performing properties	2008/10	Movement sensors, energy efficient hand dryers, water saving unit and showering have been implemented to minimise energy and water consumption.	1
Develop further partnership agreements with the Local Education Authority for the development and use of schools for use by Leisure and Sport.	2008/10		3
Maintenance of continuous air quality monitoring stations so that the asset can continue to be used and provide useful information for statutory Air Quality reviews.	2010/11	This has been implemented and will be continued.	3
Repairs and improvements to the existing mini recycling centres due to their increased use and identification and acquisition of new sites linked to the disposals programme to ensure opportunities are not lost.	2010/11	Consideration for additional mini recycling centers, is undertaken when reviewing existing assets and potential acquisitions.	3
Review of long-term provision of Ketteringham Depot facilities for refuse collection in South Norfolk is dependant on Local Government Reorganisation and any potential opportunity purchases, which might become available.	2010/11	An initial review was undertaken in 2009, this requires further investigation before the full review is completed.	3

Delivery Programme for Assets 2010/13

Delivery Programme for Assets	Timing	Update	Priority
Review Land south of Park Road Diss and a feasibility study to look into options for the Bus Station, CAB, TIC, Public Toilets, leisure provision and Diss Town Council offices.	2010/13		1
Delivery of £3 million per annum from cash deposits as Invest to Save / Property Investment in new investments producing a rate of return of at least 5% per annum.	2010/13		1
Increased provision of Low Cost Housing with the asset transferred / spent but the council will benefit from ongoing nomination rights to Registered Social Landlords and properties protected through legal agreements.	2010/13		1
Review hostel accommodation – consider opportunities due to potential over supply in Wymondham and lack of accommodation in Diss	2010/12		2
Progress development sites at Poringland, Long Stratton and Wymondham through to Planning Permission.	2009/11		1
Ketteringham Depot - review drainage issues and implement outcomes. Consider opportunities to acquire adjacent Land.	2010/12		1
Identification of locations and acquisition of sites for Gypsies and Travellers.	2008/11		1
Review and implement carbon reductions, where economically possible and subject to funding – see property maintenance priorities. Quarterly monitoring and performance feedback to be give to services. From April 2010.	2009/13		1
Option appraisal for the Store /Yard and Disaster Recover Suite at South Norfolk Campus	2010/12		2
Increase the range and % of recyclable materials at Mini Recycling Centres by reviewing the MRC optimisation.	2010/11		1

Property Maintenance Priorities 2010/13

Property Maintenance Priorities	Timing	Update	Priority
South Norfolk House Review and implement improvement works and planned maintenance at South Norfolk House. Switch room drainage Fixed Wiring Test Fire protection to Computer Room Replace suspended ceiling Replace chiller and all refrigeration/AC equipment using R22 Replace carpets Replace generator	2009/10 2010/11 2010/11 2010/11 2011/12 2012/13 2013/14		1
Ketteringham Depot Review drainage issues and make improvements where possible Surface repairs to hard standing area Electrical upgrading Cleaning of underground fuel tank Replacement of insulation to roofing Insulation to office areas	2010/11 2010/11 2011/12 2009/10 2010/11 2010/11		1
Leisure Centres Review and implement improvement works and planned maintenance at Leisure centres. WLC Replace fitness suite floor New Signage and emergency lighting UV water treatment system Replacement steam room Voltage optimisation Changing room alterations Replacement hoist DLC New signage Provide cycle shed Upgrade pool lighting Voltage optimisation Provide CHP unit LSLC Extend car park Upgrade sports hall lighting Provide Cycle shed Replace sport hall floor Upgrade main changing rooms Voltage optimisation	2010/11		1
Car Parks Review Car park resurfacing programme with works at either Diss or Wymondham.	2010/11		2

Asset Management Action Plan - AMP 2009/12

Delivery Programme for Corporate Asset Management Initiatives	Timing	Comments	Priority
Develop an Office Accommodation Strategy	2009/10	A review of the office accommodation has resulted in surplus space being let.	2
Implement risk improvement measures as identified at Appendix 9	2008/09	Risk improvement measures have been implemented where appropriate	1
Develop a property review methodology including suitability assessment.	2008/09	A suitability assessment methodology will be developed further in 2010.	1
Review the suitability assessment process, which will include gathering user views and apply this with a programme of asset reviews.	2008/09	The suitability assessment process will be reviewed in 2010 and has been added to the new action plan	1
Implement programme of area based, cross service property reviews, beginning with Diss, Poringland and Wymondham.	2009/10	This programme will be implemented in 2010 and has been added to the new action plan	1
Review and respond to the continuing challenge of the Comprehensive Assessment Use of Resources.	2008/11	District councils will not be assessed for Use of Resources 3.2 for the period 2009/10. A submission in 2010 will be undertaken as preparation for the official assessment.	1
Effectively manage Asset Management Plan and Programme inputs of individual directors by embedding asset management planning within the culture of the Council including Service Plans.	2008/11	Monthly Asset Management Group Meetings have been held with directors or their representatives to ensure the AMP is embedded. Additional meetings have been held to ensure asset related projects are included in both the AMP and Service Plans	2
Review the AMP annually and the approach to asset management to reflect organisational priorities and best practice.	2009/11	The AMP has been reviewed on an annual basis and agreed by Cabinet.	1

Develop a maintenance strategy to eliminate high priority items and centralise the maintenance budgets.	2009/10	A planned maintenance programme for the next 5 years is in place and this is reviewed on an annual basis.	2
Monitor the measuring and benchmarking of property performance and implement ways to link this with service delivery performance.	2009/10	Data has been used to monitor performance of assets.	2
Complete an 'Information Paper' for members focused upon determining the Council's approach to Community Use of Buildings.	2010/11	This information paper will be completed in 2010 and has been added to the new action plan.	2

Asset Management Action Plan - 2010/13

Delivery Programme for Corporate Asset Management Initiatives	Timing	Comments	Priority
Update the condition surveys undertaken in 2002 and use findings in the review of planned maintenance and suitability assessments.	2010/11		1
Develop a property review methodology including suitability assessment.	2010/11		1
Review the suitability assessment process, which will include gathering user views and apply this with a programmed of asset reviews, as required.	2010/11		1
Report suitability assessments to AMG	2010/11		1
Implement programme of area based, cross service property reviews, beginning with Diss, Poringland and Wymondham.	2010/13		2
Investigate impact on Operational Assets due to climate change (flooding and extreme weather conditions)	2010/13		2
Review and prepare for Carbon Reduction Scheme if SNC properties meet current thresholds.	2010/13		1
Develop the Asset Register to combine information held on values and condition/suitability assessments	2010/11		1
Review Risks Matrix – Appendix 10 To ensure effective risk management	2010/11		1
Review and respond to the continuing challenge of the Comprehensive Assessment Use of Resources.	2010/13		1
Review annually the Asset Management Plan and Programme and approach to asset management to reflect organisational priorities and best practice.	2010/13		1

Maximise opportunities for partnership working by undertaking a joint mapping exercise of assets and asset needs/requirements	2011/13		1
Review all existing maintenance contracts and make savings were possible without compromising "fit for purpose" and value for money	2010/11		1
Implement Tree Strategy and rolling programme of tree inspections and maintenance.	2010/11		1
Review street nameplate procedures to ensure a good service is provided and value for money on existing contracts.	2010/11		2
Provide updates of Action Plan to AMG, Management Team and Cabinet	2010/13		1
Provide updates of significant maintenance undertaken/required on assets including carbon reduction measures.			1
Complete an 'Information Paper' for members focused upon determining the Council's approach to Community Use of Buildings.	2010/11		2
Set up/join a benchmarking group of similar sized councils to share information on benchmarking and performance.	2010/11		2
Review of Commons and Parish land where the council has a responsibility but does not own the asset.	2010/11		1
Review market conditions and values to commence disposals programme when appropriate.	2010/13		2
To review the existing equality impact assessments relating to Council assets and implement a rolling 3 yearly review programme.	2010/13		2
Improve the quality and sustainability of Play Areas on new developments by implement agreed policy for the adoption of play areas and commented sums and undertaking PSS Live inspection and recording system	2010/11		1

Risk Matrix

These risks are to be analysed in accordance with South Norfolk Council's Risk Management methodology.

Number	Risk (abbreviated)	Current Rating	Target Rating
28	Fire at South Norfolk House (includes other Council Premises)	5	5
34	Equalities legislation/statutory duties not complied with	6	2
40	Serious pollution incident at sewage treatment plant	6	4
44	Local Government Reorganisation	20	4
47	Leisure Centres unable to provide a service	3	3
60	Significant no. Sewage Treatment Plants not adopted	4	6
117	Major interruption in the supply of electrical power supply	4	4
145	Unable to deliver excellent service to our Customers (property)	4	4
147	H & Safety of staff, customers and the public on Council Property	10	12
152	Asset Management Plan not delivering	6	6
159	Insufficient maintenance of SNC properties	8	6
171	Contamination of building and /or people with asbestos	4	4
188	Failure of standby generation at South Norfolk House	8	8
213	Failure of maintenance/construction work	4	4
218	Serious injury or death to persons or property due to tree failure	8	2

Appendix 12

	Legionella	Asbestos Containing Materials (ACMs)	Work @ Height	Snow & Ice	Electrical Installations & PAT	Boiler maintenance	Fire safety
SNH	No formal assessment carried out but a number of works have been completed to minimise the risks e.g. smaller holding tanks, anti-strat pumps to calorifiers. Routine temperature monitoring carried out by services engineer and water quality testing carried out by independent contractor.	<p>Survey carried out in 2003. Recent experience suggests that remedial works identified as required during the survey were not carried out to the correct standard. This is likely to be true of other sites where the survey was carried out as part of the same contract (see below).</p> <p>Asbestos policy needs to be updated to ensure that minor works authorised at local level are only carried out after reference to the asbestos register or in consultation with Property & Facilities</p>	<p>Generic policy and risk assessment to be completed by Neil/Phil.</p> <p>Each site to identify any specific high risk activities to enable further assessment to be carried out e.g. changing lights at Diss SFC</p>	Review and revise S&I risk assessment for SNH and other sites below	Generic assessment/policy required for all sites	Generic assessment/policy required for gas and oil boiler maintenance	Risk assessment completed and procedures in place

	Legionella	Asbestos Containing Materials (ACMs)	Work @ Height	Snow & Ice	Electrical Installations & PAT	Boiler maintenance	Fire safety
LSC	Formal assessment carries out. Numerous improvements works carried out subsequently. Regular monitoring carried out by independent contractor	See SNH	See above	See SNH	See SNH	See SNH	Risk assessment (partially completed) and procedures in place
WLC	As above	See SNH	See above	See SNH	See SNH	See SNH	Risk assessment required. Procedures in place
DSFC	As above	See SNH	See above	See SNH	See SNH	See SNH	Risk assessment required. Procedures in place
Diss BC	No formal assessment. Each unit has point of use electric boiler. There are no showers or other systems likely to create an aerosol	See SNH	See above	See SNH	See SNH	NA – electric point of use boilers installed	Risk assessment required. Procedures in place
Loddon BC	No formal assessment. There is one shower.	Survey carried out in 2008.	See above	See SNH	See SNH . undertaken 2009.	See SNH. Undertaken 2009	Risk Assesment completed 2009.
TIC	No formal assessment – unlikely to have any high risks	See SNH	See above	NA	See SNH	NA – electric point of use boilers installed	Risk assessment required.

	Legionella	Asbestos Containing Materials (ACMs)	Work @ Height	Snow & Ice	Electrical Installations & PAT	Boiler maintenance	Fire safety
Ketteringham Depot	Assessment for car wash facility carried out in July 2006, identified that car wash facility running on recycled water was a very high risk. Car wash now operates on fresh water only and risk has been reduced to acceptable levels. Car wash may not be returned to recycling without further modification to system to ensure water quality and subsequent assessment. No formal assessment carried out on the rest of the site. There are showers on site that are used infrequently and these may be a source of risk.	See SNH. Asbestos cement cladding is used extensively in the construction of a number of buildings at Ketteringham Depot. All ACMs should be maintained in good condition. Workshop staff have concerns that the previous use of the workshop and blowing out of brakes could mean that there is significant asbestos debris present in the workshops. Phil has spoken with P&F and agreed to some air monitoring later in the summer and to provide Chaz/DO with advice re concern.	See above	Risk assessment to be carried out. Gritting bins are available on site	See SNH	See SNH	Risk assessment required. Procedures in place
Toilets	No formal assessment – high risks unlikely as there are no significant aerosols	See SNH	See above		See SNH	NA – electric point of use installed	NA

	being created						
	Legionella	Asbestos Containing Materials (ACMs)	Work @ Height	Snow & Ice	Electrical Installations & PAT	Boiler maintenance	Fire safety
Public car parks	NA	NA	See above	Risk assessment to be carried out	See SNH – ticket machines	NA	NA
Hostels & PSLs	No formal assessments – risk could be variable due to periods of no occupancy	We have no records that surveys have been carried out. Type 2 surveys should be carried out on all hostels built pre 1990.	See above	NA	See SNH	See SNH	Assessments were started but at the time Housing took this role on themselves. However, I suspect that this may not have been completed and I suspect that there may be some works still outstanding.
Cemeteries	An assessment of the stability/safety of the memorials at our 2 sites should be carried out.						
Trees	An assessment of the condition of trees in sites that we own/occupy/manage should be carried out During 2009, the Council has undertook to implement a Tree Strategy to ensure trees within the Councils ownership are managed and maintained adequately . A rolling programme of professional inspections are to be undertaken in 2010						