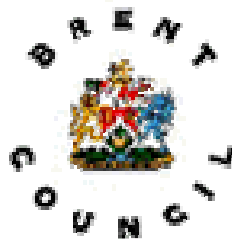


Executive
12 September 2005
Final version

London Borough of Brent Corporate Property Asset Plan

15th August 2005



London Borough of Brent Corporate Asset Plan 2005

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Executive Summary

1. Asset management aims to ensure the Council has the right space, at the right time, in the right place and at the right cost so as economically, efficiently and effectively to support its corporate and service goals and objectives. A core part of asset management is the regular upkeep of the Council's Corporate Asset Plan (CAP).
2. A former requirement of the Office of the Deputy Prime Minister (ODPM) to produce a CAP has been removed. However, the Comprehensive Performance Assessment criteria, in the "Use of Resources" section includes a criteria that:

"The Council has an up to date asset management plan that details existing asset management arrangements and outcomes, and planned action to improve corporate asset use."
3. This document therefore not only seeks to ensure the Council's assets are managed in the best way but also to support its ambitions to score highly in CPA assessments. It has been prepared in accordance with guidance produced by the Royal Institution of Chartered Surveyors, sponsored by the ODPM and focuses on schools and other land and buildings. Asset plans for other Council assets (eg housing and transportation) are covered in separate documents. The CAP integrates with the Council's core strategic management documents, especially:
 - the corporate strategic plan;
 - medium term and capital strategies and other resources strategic plans; and
 - service strategic plans.
4. Concurrently with the CAP 2005, the Council has updated its Capital Strategy.
5. Section 2 of the CAP outlines the Council's arrangements for asset management at Elected Member and office levels and explains the roles and responsibilities.
6. Section 3 sets out a revised statement of the Council's property asset aims and objectives and provides a summary position statement.

Aim

To optimise the contribution that the Council's estate makes to the achievement of the Authority's corporate strategy and the delivery of the Council's services to the citizens and communities of the London Borough of Brent.

Objectives

1	To improve the utilisation of the estate through improving its sufficiency (ie the right amount of space) and suitability (ie the right level of quality of accommodation) and through such initiatives as improved space management and adoption of new ways of working
2	To improve the condition of the estate
3	To minimise estate revenue running costs - commensurate with the overall level of the Authority's delivery of services
4	To maximise capital funds from external sources and the generation of capital receipts from within the estate for investment in its improvement
5	To improve the value / spending power of investment made through the capital programme
6	To provide or procure necessary property services efficiently, effectively and economically
7	To further develop property performance indicators, measurement and reporting
8	To support corporate goals eg CO2 emissions, energy and water consumption, the Council's environmental sustainability policies and accessibility initiatives
9	To achieve full compliance with statutory and regulatory provisions eg health & safety, legionella, asbestos and the Disability Discrimination Act
10	To keep the Council's property under review

7.

8. Section 4 provides core data about the Council's property assets together with some important conclusions, including:
 - a. the Council's estate, though considerably reduced in recent years with especially the reduction of the non-operational estate, is considerable. Total asset value is some £380m (NB excluding housing), with a total of some 630 separate properties;
 - b. total property maintenance backlog has reduced in the past few years, with the sale of property in poor condition declared surplus and the huge investment in the improvement of the Borough's schools. Total backlog now stands at some £36m, in comparison with £48m reported in the Council's CAP of 2002;
 - c. whilst maintenance backlog overall has been reduced, the extent of urgent priority work in respect of the non-schools estate has significantly increased and management action is being taken to address that need;
 - d. the data also suggests that the suitability of the Council's estate has improved although of course there are still major needs for improvement in the estate, for example in respect of libraries, where review work is now in progress; and
 - e. cross-referencing to an updated Corporate Office Accommodation Strategy 2005, the Council's office buildings extend to about 32,000 sq m of which 25,500 sq m are used as offices, with the remainder used for other purposes (eg Council Chamber). The offices accommodate some 2,400 workstations, with an average of 10.5 sq m per workstation and which compares well with national standards. Previous reports, about the new Civic Centre proposals, have noted that a large part of that office estate however is widely dispersed and not well suited to the Council's needs.
9. Section 5 looks briefly at external changes that may impact upon the Council's property work, especially in terms of the market place, whilst Section 6 looks at corporate and service goals and objectives and their key impacts on changes in terms of property needs in the coming years, then summarised in Section 7. Any changes to these priorities, for example associated with the Council's new organisational structure, will be considered in the forthcoming budget cycle. This CAP is intended to provide a helpful background and framework for that process as regards property asset management.
10. Section 8 highlights significant property work programmed for the years 2005/06 – 2008/09, based on priorities as at the time of the last budget cycle and the outcomes that that work aims to support at corporate and service levels.
11. Finally, Section 9 sets out a programme of work to support the implementation of the Council's property asset management. Included in this programme is strengthening the application of the Council's Environmental policies in the property asset arena and Appendix G sets out a new "Sustainability Policy and Action Plan" for that work. This is an ambitious programme. It will be substantially supported by the newly formed Property & Asset Management Team and importantly includes provision for a high level of reporting on core property asset issues to the Corporate Management Officer Team and to Elected Members.

1. Introduction and Context

1.1. The Purpose of the Corporate Asset Plan

Asset management aims to ensure the Council has the right space, at the right time, in the right place and at the right cost so as economically, efficiently and effectively to support its corporate and service goals and objectives.

1.2. The purpose of the Corporate Asset Plan (CAP), working at a strategic level, is to:

- review the Council's overall corporate and service needs for assets – taking as necessary a short, medium and long term view;
- review existing assets, including in terms of sufficiency, suitability, condition and sustainability;
- identify key issues and areas for change;
- evaluate options; and
- set out key strategies for guiding the future management of the Council's assets, including how implementation is to be monitored, performance measured and reported upon.

1.3. The CAP needs to be integrated with:

- corporate strategy;
- financial and other resources (eg people, ICT) strategies; and
- service strategies – eg through service asset plans.

1.4. The CAP seeks to ensure not only that the Council maximises the economic, efficient and effective use of its assets, but also scores highly in the forthcoming CPA assessments. An extract from the Audit Commission's "Guidance for Practitioners: Use of Resources" relating directly to asset management is reproduced at Appendix A.

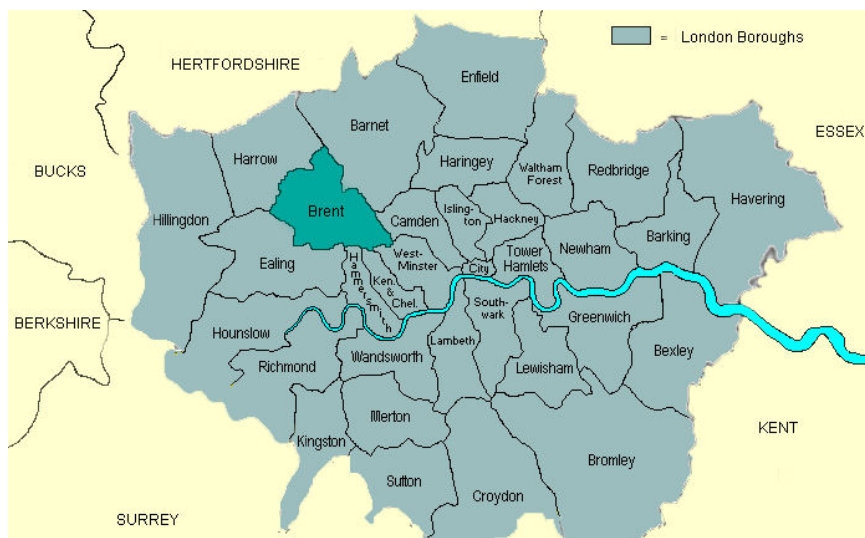
1.5. There are several key elements in the Council's total assets and including:

- HRA housing;
- schools;
- other land and buildings;
- highways; and
- other assets (eg vehicles).

This CAP focuses on a strategic framework embracing community schools and other land and buildings.

- 1.6. The Council last published a full CAP in 2002 in compliance with the Office of the Deputy Prime Minister's (ODPM's) requirement in the context of the "Single Capital Pot" which was assessed as "Good", with a summary update in 2003. The Council was not required, as a result of that, to produce an CAP in 2004. Previous CAP's were required to follow a prescribed format determined by ODPM which focused on ensuring asset management processes were being established in the authority.
- 1.7. The ODPM commissioned the Royal Institution of Chartered Surveyors to prepare new guidance on asset management which has now been published at <http://www.rics.org/Property/Propertymanagement/AssetManagementinLocalAuthorities230305.htm>. This encourages CAPs' to focus more on improved support in the achievement of corporate and service outcomes, rather than processes. What that means is that CAPs' should more specifically state what actions are best to be taken so as to maximise the efficiency and effectiveness with which assets support corporate and service delivery. This CAP has been prepared on the basis of that guidance and to which it is likely the Audit Commission will have regard in assessing the Council's asset management.
- 1.8. **The Borough**

The Borough of Brent, in the north-western sector of London, has a population of 252,000 and has very distinctive economic and social characteristics. Effectively split into two halves by the North Circular Road, some areas to the south experience inner city levels of social deprivation whilst some areas to the north boast tree-lined streets and a conservation area.



- 1.9. Brent's most striking feature is its ethnic and social make up. Its population is the second most culturally and racially diverse of all the local authorities in England and Wales. We have an ethnic majority community, with the white UK population accounting for less than 50% of all residents. The black and Asian communities account for over 40% and almost one in ten residents are Irish. Brent also has a high population of refugees and asylum seekers. Each community has its own cultural celebrations including Europe's biggest Irish Festival and the Hindu Navatri Festival.
- 1.10. Poverty, particularly in the south of the borough, is a significant issue. The gap between rich and poor in Brent is growing and the number of households on low incomes is increasing. Brent ranks as the 62nd most deprived authority in England on the 2004 Index of Multiple Deprivation.



1.11. The Resources Context

Full Council in February 2005 resolved a revenue programme of £367m for 2005/06 and a capital programme for the four years 2005/6 – 2008/09, as set out in table 9.3, Section 7 of the 2005/06 Budget and Council Tax report and reproduced below.

	Forecast	Recommended capital programme			
	outturn	2005/06	2006/07	2007/08	2008/09
	2004/05	2005/06	2006/07	2007/08	2008/09
	£m	£m	£m	£m	£m
General Fund spending	57.166	49.927	39.545	38.660	28.377
HRA spending	27.764	40.471	16.224	6.224	6.224
Total spending	84.930	90.398	55.769	44.884	34.601
General Fund resources	(63.278)	(49.927)	(37.040)	(36.678)	(28.377)
HRA resources	(27.764)	(40.471)	(16.224)	(6.224)	(6.224)
Total resources	(91.042)	(90.398)	(53.264)	(42.902)	(34.601)
Surplus carried forward	(6.112)	0	0	0	0
Deficit – to be funded	0	0	2.505	1.982	0

1.12. The Council’s Capital Strategy 2005 and Medium Term Financial Strategy provide the overall framework for the Corporate Asset Plan 2005. Appendix B sets out the Capital Strategy’s twelve objectives.

1.13. Work is in progress for the updating of the Council’s long term financial strategy, taking account of a number of current pressures for change and including:

- the impact of the Dedicated Schools Budget on revenue funding available for the non-schools budget (estimated £8m pa loss of revenue resources over the medium term);
- escalating impact of unsupported borrowing already agreed;
- funding required for the proposed new Civic Centre;
- establishing a clearer picture about the level of unsupported borrowing needed to meet corporate and service aspirations set out in the corporate strategy and service development

- plans in the longer term – which will require a better understanding of the sufficiency, suitability, condition and sustainability of the Council's existing assets;
- meeting expectations;
 - the probability that, with changes in census data, the Borough may have to adjust to more limited increases in the Council's grant in future years;
 - the proposed move to 3 year revenue and capital settlements from 2006/07 onwards;
 - the future flow of S106 planning gain financial contributions in comparison with necessary infrastructure investment expenditure.

2. Property Asset Management Arrangements

2.1. Introduction

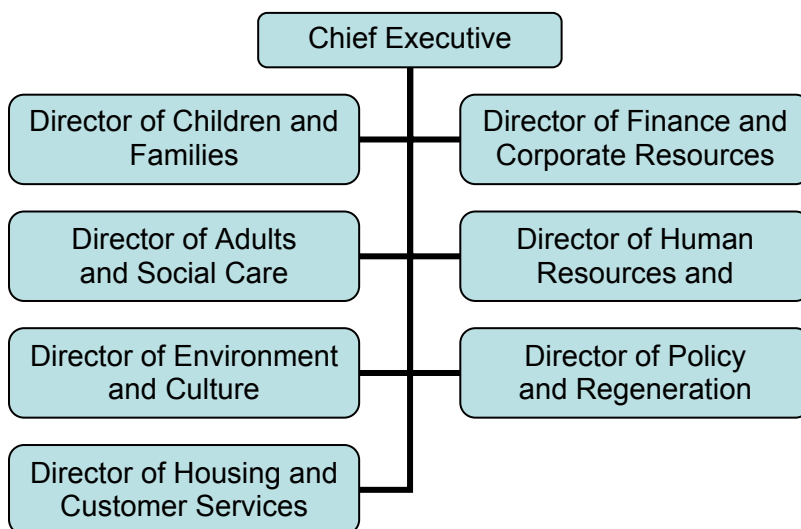
Members and the Corporate Management Team (CMT) are ensuring property asset management is being undertaken in the Council to high standards, with particularly in mind the Council's fiduciary duties and aspirations for CPA excellence.

2.2. The Council completed a Best Value Review of Property Services, Asset Management & Facilities Management with the publication of a report in August 2003. Appendix C sets out the current position on the report's key recommendations and Appendix D records the position in respect of issues raised by the Audit Commission in its review of that Best Value work.

2.3. A new Property Management Manual, available on the Council's intranet at <http://intranet.brent.gov.uk/offsite3.nsf/f9b8e29fa642fc6080256c59003fd920/2637334c20f17add80256fbf005a6f6f?OpenDocument>, was approved by the CMT in February 2005 – see report at Appendix E. Concurrently, as part of work to review the Council's corporate standards, new corporate property standards were also approved by CMT in February, available on the intranet at <http://intranet.brent.gov.uk/corpgov.NSF/24878f4b00d4f0f68025663c006c7944/48647b0788cefee780256f48005bd357?OpenDocument>.

2.4. Diagram No 2.1 illustrates the Council's new organisational structure, effective from July 2005, as approved by the Executive 12th April 2005.

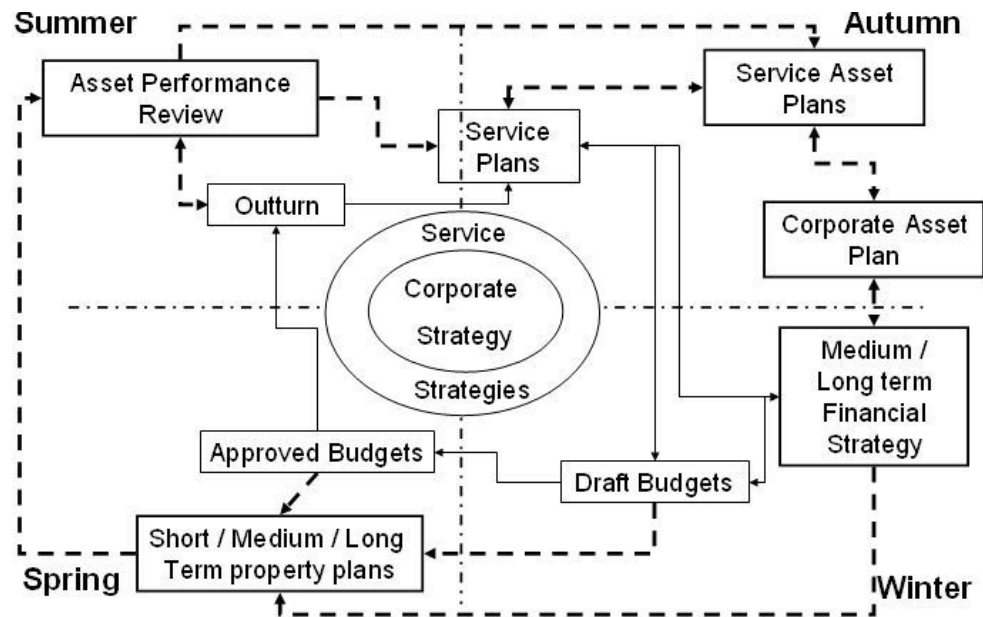
Diagram No 2.1: Brent Council's New Organisational Structure from July 2005



2.5. Corporate Planning Framework

Diagram No 2.2 illustrates the Council's corporate planning framework which is driven and co-ordinated by the Chief Executive and the Corporate Management Team (CMT), reporting to the Executive.

Diagram No 2.2: The Council’s Corporate Planning Framework



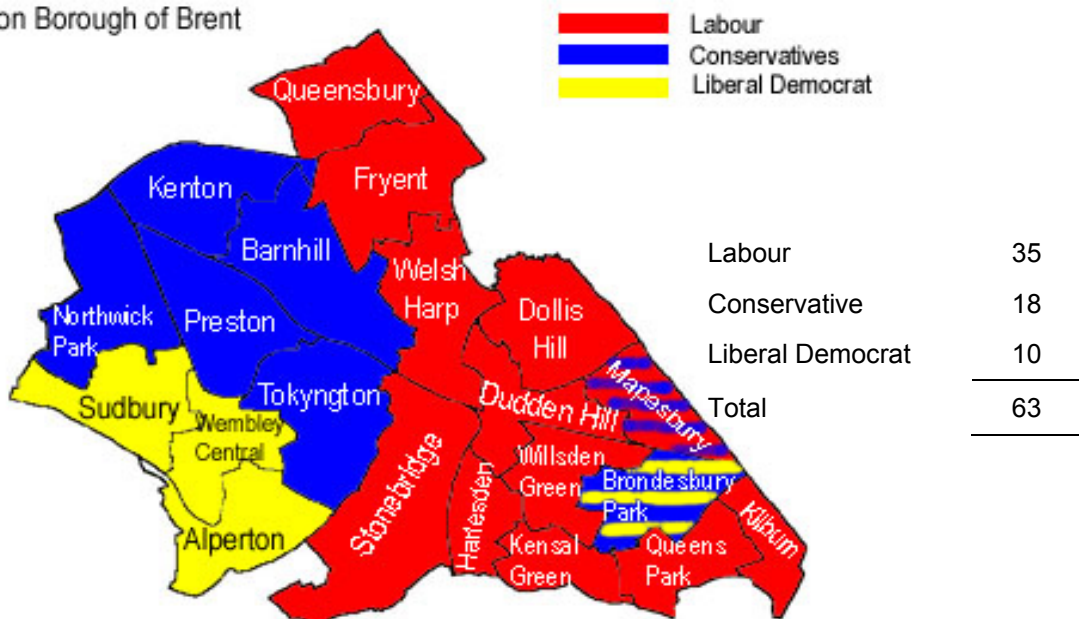
2.6. Central to this framework are the following:

- the corporate strategy: “Building a Better Borough”;
- the Council’s annual Local Improvement Plan 2005-06: “Improving Brent – Excellent Services for a Diverse Community”;
- departments’ and services’ strategic development plans, prepared each autumn;
- the Council’s prudential management regime and the capital and medium / long term financial strategies;
- the Council’s capital and revenue budgets, as approved by Full Council in February 2005; and
- the Council’s Asset Management Plans for Housing and Schools.

2.7. The Council

There are 63 elected council members:

London Borough of Brent



2.8. **The Executive & Engagement of Elected Members**

In pursuit of the Full Council's policies, the Executive is responsible for most of the Council's decision making not otherwise delegated to officers and comprises the Leader and nine other members, each with a particular portfolio:

- (Leader) Corporate Strategy and Policy Co-ordination
- (Deputy Leader) Finance and Corporate Resources
- Crime Prevention and Public Safety
- Adults, Health and Social Care
- Local Democracy and Consultation
- Environment, Planning and Culture
- Human Resources and Diversity
- Children and Families
- Regeneration and Economic Development
- Housing and Customer Services

2.9. **Corporate Management Team**

Chaired by the Chief Executive, the CMT meets fortnightly:

- to drive and provide corporate effect in pursuit of Full Council, Executive and other committees' directions;
- to consider issues including as relating to corporate and services goals and objectives and bearing upon property asset management;
- to consider reports, including relating to the Council's capital and revenue financial strategies and the strategic planning, management and monitoring of the capital and revenue programmes and relating to property asset management;
- to co-ordinate reports to Executive, lead and other members.

2.10. **Capital Board**

Attended by the Deputy Leader and portfolio holder for Finance and Corporate Resources and reporting to CMT, the Board is comprised of the following:

- Director of Finance and Corporate Resources (chair);
- Deputy Director of Finance & Corporate Resources;
- Deputy Borough Solicitor;
- Director of the Housing and Customer Services;
- Head of Financial Management;
- Head of Policy & Projects, Environment & Culture; and
- Head of Property & Asset Management.

Representatives of other corporate and service area directors attend as necessary, determined by the agenda.

The Board has the role of leading on:

- corporate capital strategy;
- corporate asset strategy;
- programme prioritisation, monitoring and reporting on the Council's capital programme; and
- pursuing continuous improvement in value for money obtained in the capital programme.

2.11. **Civic Centre Steering Group**

This group is responsible for directing the investigation and development of proposals for a new Civic Centre, chaired by the Chief Executive and with representatives of each of the

Council's main service areas. See report to Executive 11th July 2005: "A Civic Centre for Brent" and Corporate Office Strategy 2005.

2.12. "New Ways of Working" Group

Set up under the auspices of the Council's Efficiency Board, this Group has been charged with the task of developing the Council's strategy for adopting "New Ways of Working" to achieve continuous improvement in the efficiency and effectiveness of its office activities. This work in particular links to the development of the Council's proposals for a new Civic Centre for the Borough.

2.13. Corporate Asset Management Group

Chaired by the Head of Property & Asset Management and reporting to the Capital Board, this group comprises representatives of all departments of the Council and has the role of:

- development of the Council's Corporate Asset Plan;
- development of asset management strategies;
- co-ordination of services' asset planning; and
- monitoring and reporting on asset management.

2.14. Corporate Office Accommodation Group

Formed originally to co-ordinate office moves arising from the Council's new organisational structure, this Group now has the role of maintaining a cross-organisational perspective on the use and management of the Council's office accommodation – both "Muniport" and other. The Group comprises representatives of all Departments and is chaired by the Director of Finance and Corporate Resources.

2.15. Housing / Children and Families Group

Chaired by the Director of Children and Families Department, with membership including the Assistant Director Environment and Culture, this group ensures a balanced view is taken of relative priority of land use for housing and schools in pursuit of the corporate objective of "quality of life".

2.16. Head of Property & Asset Management

The Head of Property & Asset Management has the role of "Corporate Property Officer" with the following responsibilities:

- to develop and support the roles, responsibilities and accountabilities of those involved in property management;
- to develop and support the corporate property strategies, policies and processes necessary to pursue improved performance in property management;
- to develop and support integrated property management planning and to promote consultation, providing links between service managers and internal stakeholders to the AMP, Capital Strategy and capital programme;
- to develop and support the Council's property performance measures and incentives and to provide property information to those that need it;
- to develop and support, jointly with the Director of Finance and Corporate Resources, option appraisal, whole-life-costing and investment prioritisation processes, to support the formulation of the rolling capital programme; and
- to keep property and its management under review.

2.17. Corporate and Service Area Directors

Corporate and Area Service Directors are responsible for:

- the annual preparation of strategic development plans for their services; and

- the use and management of property in the delivery of their services and for accounting for its need, condition and use to the Council.

2.18. Service development planning processes have been strengthened so as more sharply to take a strategic medium term view and integrate more closely with corporate resources strategies. In preparing their service development plans, guidance prompts corporate and services area directors to:

- review their needs for property assets in the delivery of their services;
- liaise with the Head of Property & Asset Management in particular as to:
 - releasing property assets that have or will become surplus; and
 - changed or new property requirements.

2.19. **Supporting Property Asset Management**

Proposals were approved by the Executive in April 2005 for the merger of the former Corporate Property Services and the facilities management teams from the former Corporate Support, together with enhanced staff resources. These proposals, illustrated at Appendix F, seek:

- to ensure continued development of the Council's corporate asset plan and the management of its property assets as a corporate resource to meet its corporate and service goals and objectives;
- to help in meeting the challenges of ensuring the Council's estate is fit for the purposes for which it is held;
- to bring new approaches and enhanced resources to the increasingly complex areas of commissioning works, maximising value for money and complying with statutory and other codes; and
- to address the need to review the shape and structure of Corporate Property Services and Facilities Management to provide an integrated property asset and facilities management service.

2.20. In addition the Council has in place a set of consultant framework agreements, as scheduled in the Property Management Manual. These agreements are for three years from 1st April 2003, with provision for 2 year extensions. Architectural services are being re-tendered to run for three years from 1st April 2006 in order to broaden the range of services available. It is proposed that the other framework agreements will be extended to expire 31st March 2008.

2.21. **Consultation with Stakeholders**

The Council's Central Consultation Team is responsible for developing and implementing the Council's corporate consultation strategy and for developing and spreading good practice across the organisation. To facilitate this, a number of consultation mechanisms have been set up by the Council and including:

- five Area Consultative Forums;
- a 2000 strong Citizens Panel; and
- a range of Service User Consultative Forums.

These consultation mechanisms inform property asset strategy and implementation of property work, with the links especially provided in the CAP and service development plans.

2.22. **Partnership, Shared Service and Co-Location**

Partnership and joint working are fundamental in modern delivery of local authority services to the public along with the associated shared use of property. For example, partner organisations occupy some 3000 sq m of the Council's office accommodation. Specific examples are illustrated in Table No 2.1.

Location	Partner	Council Service	Notes / Lead Property Partner
Mahatma Gandhi House	Brent Housing Partnership	Housing & Customer Services	Brent Council
Dyne Road	Brent Housing Partnership	Housing & Customer Services	Brent Council
Brent House	CAPITA	Finance & Corporate Resources	Brent Council
Brondesbury Road	Mental Health Trust	Adult & Social Care	Brent Council
London Road	Mental Health Trust	Adult & Social Care	Brent Council
9 Willesden Lane	Mental Health Trust	Adult & Social Care	Brent Council
Courtyard	Mental Health Trust	Adult & Social Care	Mental Health Trust
John Wilson House	Mental Health Trust	Adult & Social Care	Brent Council
London Road	Brent PCT	Adult & Social Care	Brent Council
Bryant Avenue	Brent PCT	Audit & Social Care	Brent Council

Joint property asset management planning is emerging with these and other organisations which will become an increasing feature of the future management of the Council's assets.

3. Corporate Property Asset Policy & Summary Position Statement

3.1. The Council's estate is important in five key ways:

- enabling the efficient and effective delivery of services as required by the community;
- portraying the best impression of the Council to the public;
- providing a safe, healthy and pleasant working environment for staff;
- potential for demonstrating good application of the Council's strategies and policies eg environmental sustainability, good design and compliance with the Council's Unitary Development Plan and health and safety policies;
- support to partnership working, leverage of additional funds and regeneration strategies.

3.2. Corporate Property Aims & Objectives

The over-riding aim of the Council's property strategy is:

To optimise the contribution that the Council's estate makes to the achievement of the Authority's corporate strategy and the delivery of the Council's services to the citizens and communities of the London Borough of Brent.

3.3. This is under-pinned by ten objectives:

	Objectives	Headline Performance Measures
The Estate		
1	To improve the utilisation of the estate through improving its sufficiency (ie the right amount of space) and suitability (ie the right level of quality of accommodation) and through such initiatives as improved space management and adoption of new ways of working	<ul style="list-style-type: none"> • Office occupancy improved to average 10.5 sq m gross per workstation, following Office Strategy 2003 and establishment of Corporate Office Accommodation Group • Office Accommodation Strategy updated (2005) • Schools operating at capacity • Encouragement of shared accommodation, co-location and partnership working • Review of Adult & Social Care utilisation in progress • Efficiency Board initiative on "New Ways of Working" in progress • Establishment of Call Centre to bring previously separate teams together for improved service and better use of space
2	To improve the condition of the estate	<ul style="list-style-type: none"> • Rolling condition survey initiated in 2005/06 in respect of non-schools property • Quinquennial survey practices in place for schools since 2000 • Backlog in schools reduced from £33m 2003 to £20m 2004/05 • 2004/05 revenue outturn report (Executive July 2005) provided £1m fund to support additional maintenance work • Parks backlog of £0.5m cleared
3	To minimise estate revenue running costs - commensurate with the overall level of the Authority's delivery of services	<ul style="list-style-type: none"> • Annual monitoring in place • See Section 4 – running costs

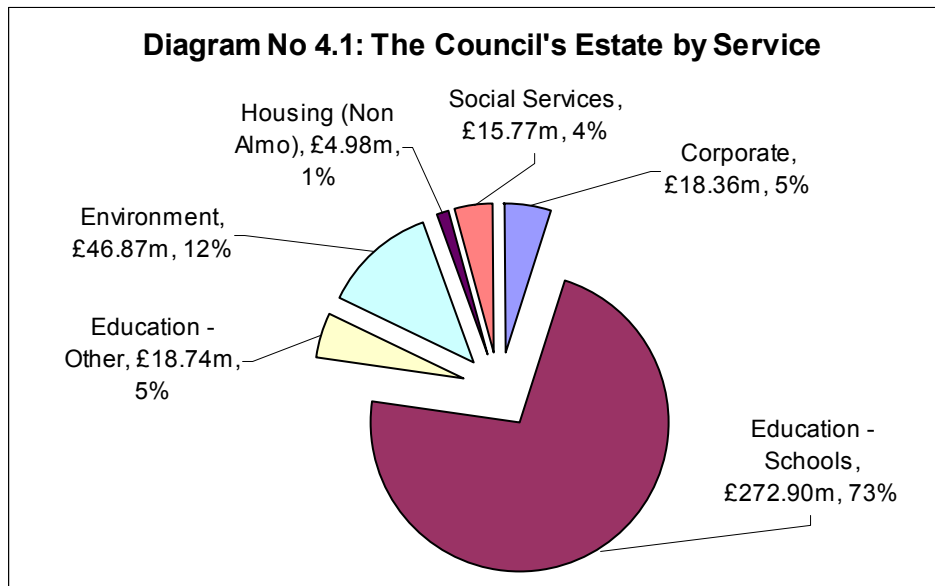
Property Capital Finance		
4	To maximise capital funds from external sources and the generation of capital receipts from within the estate for investment in its improvement	<ul style="list-style-type: none"> • Capital receipts target for 2004/05 £763,000 • Significant external funds generated through partnership (£33.9m in 2004/05, £24m in 2005/06) • PFI replacement of Willesden Sports Centre
5	To improve the value / spending power of investment made through the capital programme	<ul style="list-style-type: none"> • Capital Board keeps capital investment under constant review • Pilot study in progress to improve performance measures in respect of schools capital programme • Co-ordination mechanisms in place to ensure best use of LEA and schools' funding for property works
Property Support Activities		
6	To provide or procure necessary property services efficiently, effectively and economically	<ul style="list-style-type: none"> • The Council relies substantially on a set of select consultants, under framework agreements, following thorough tender processes • Architectural services are being re-tendered in 2005/06 to make a wider range of skills more readily available
Property Management Activities		Headline Performance Measures
7	To further develop property performance indicators, measurement and reporting	<ul style="list-style-type: none"> • Systems and practices in place to support key measures and reporting – see Section 4 in particular • Plan formulated to develop further – see Section 9
8	To support corporate goals eg CO2 emissions, energy and water consumption, the Council's environmental sustainability policies and accessibility initiatives	<ul style="list-style-type: none"> • Council's Energy policy reviewed March 2005 • Property energy & water policy reviewed – see section 9 and Appendix G
9	To achieve full compliance with statutory and regulatory provisions eg health & safety, legionella, asbestos and the Disability Discrimination Act	<ul style="list-style-type: none"> • DDA and Asbestos initiatives in 2003/04 and 2004/05, now substantially completed • Corporate and service area directors have practices and procedures in place to ensure compliance • Rolling condition surveys now in place will provide an additional check
10	To keep the Council's property under review	<ul style="list-style-type: none"> • Review in progress for Adult & Social Care • Future programme formulated – see Section 9 • Office accommodation reviewed in updating Office Accommodation Strategy (2005)

- 3.4. Section 8 sets out significant property work planned over this and the following three years in pursuit of these aims and objectives and Section 9 sets out targets and management action planned over the next 3 – 5 years, in the light of conclusions drawn from within this report.

4. The Existing Portfolio and its Current Performance

4.1. The Asset Base

The Council has a property asset base (non-ALMO) valued at some £380m which comprises a range of property types. Diagram 4.1 illustrates the estate in terms of the service for which property is held, whilst Table 4.1 shows the estate by property type.



4.2. High Level Property Asset Performance Indicators

ODPM, when initiating Asset Management Plans as part of its Single Capital Pot initiative, originally required data to be submitted in respect of:

- property condition;
- maintenance backlog;
- internal rate of return on property held for investment purposes;
- property management costs;
- property running costs per sq m, in terms of:
 - repairs & maintenance;
 - energy;
 - water.
- CO2 emissions.
- capital programme performance in terms of projects achieved within 5% of budget and time estimates.

4.3. There is now no requirement to submit the above data.

4.4. Work is currently being undertaken by a consortium of local authority property officer groups, led by COPROP (The Directors of Property in Local Government Association) and in association with ODPM and complementary to RICS' publication: "Asset Management in Local Government" (see paragraph 1.7 above). This is likely to conclude by recommending the following as core PI's:

- property condition;
- building accessibility;
- suitability – in terms of the percentage of Councils' estates surveyed in the last 5 years;
- energy and water costs and CO2 emissions.

Table No 4.2: The Council's Estate by Property Type

Operational Assets	Capital Value £m	No of Assets	Gross Area Sq M Buildings
Housing - Non ALMO	3,654,450	79	
Schools - Community	166,722,000	37	120,500
Schools - Foundation	106,215,000	11	112,000
Other Childrens & Families	1,352,000	14	9,891
Day Nurseries	1,750,000	4	1,923
Libraries ¹	13,488,000	11	6,684
Cemetery Buildings ²	237,500	6	300
Sports Centres	13,175,000	3	7,821
Offices	15,103,487	31	34,090
Car Parks ³	820,500	12	
Community Centres	4,556,050	11	6,019
BACES Adult Education Centres	7,150,000	7	5,616
Childrens Care Homes	500,000	2	660
Adult Care Homes	7,635,000	15	4,290
Stores & Depots	1,553,500	8	2,546
Parks & Pavilions ⁴	4,190,800	121	3,500
Service Tenancy Houses	14,172,000	36	2,810
Adult Dare Centres	7,174,000	11	8,415
Other Adult	625,000	4	1,120
Youth & Community Centres	2,475,000	3	3,352
Misc	1,600,500	23	2,883
Total Operational Assets	374,149,787	449	334,420
Non-Operational Assets			
Commercial Starter Units	1,647,550	90	3,132
retail	594,600	74	5,700
Misc	1,229,000	17	2380
Total Non Operational Assets	3,471,150	181	11,212
Total All Property Assets	377,620,937	630	345,632

¹ Includes Museum, now part of Willesden Library

² Cemeteries 34.4 ha

³ Car parks 1.65ha

⁴ Parks 452 ha

4.5. This new guidance is not yet finalised or formally published. The Council will continue to monitor this work and to participate in benchmarking activities, including especially the following:

- IPF Ltd (the consultative arm of CIPFA);
- The London Boroughs ACES Group.

4.6. Meanwhile, the data in this section largely follows the original ODPM definitions which provides comparability with data in the Council's earlier Asset Management Plans. The performance indicators reported are intended to give a high level indication of the "direction of travel" of the Council's property asset management.

4.7. **Condition**

Table No 4.2 summarises current repair and maintenance backlog, in respect of schools and non-schools parts of the Council's estate.

Table No 4.2: Maintenance Backlog: Schools & Non-schools: 2005

Priority	Non-Schools		Schools					Total Backlog	
	£m	%	Community £m	VA £m	Foundation £m	Total £m	%	£m	%
1	£4.83m	30.63%	£1.32m	£0.30m	£1.48m	£3.10m	15.37%	£7.93m	22.07%
2	£6.12m	38.81%	£2.82m	£1.29m	£2.05m	£6.15m	30.53%	£12.27m	34.16%
3	£4.82m	30.56%	£5.71m	£2.57m	£2.62m	£10.90m	54.10%	£15.72m	43.89%
Totals	£15.77m	100.00%	£9.85m	£4.16m	£6.14m	£20.16m	100.00%	35.93	100.00%

4.8. Maintenance backlog reported in 2003 was as follows:

Non-Schools	£13.463m
Schools (Community, VA & Foundation)	£26.91m
Total	£40.373m

4.9. The overall condition of the Council's estate has improved over the past few years with particularly significant improvement in the condition of schools. Recent condition surveys evidence that some non-school buildings need a high level of urgent high priority work – work assessed as high priority has increased considerably in respect of non-schools. Since the last full AMP in 2002, growth in backlog of non-school property has been largely contained through disposal of surplus property in poor condition, with intensification of use of the retained estate.

4.10. Taking the estate overall, building condition may be summarised as in Table No 4.3:

Table No 4.3: Building Condition - Overall		
	2004/05	2002/03
A	9.41%	10.6%
B	77.64%	80.6%
C	12.73%	8.6%
D	0.22%	0.2%

4.11. Table No 4.4 summarises the Council's non-housing estate in terms of the total floor area of buildings in each condition for 2004/05 and similar figures for 2002/03.

Table No 4.4: Building Condition: % gross internal floor-space in condition categories A-D		
	2004/05	2002/03
(a) Operational Assets		
A Good Condition	9%	10%
B Satisfactory Condition	78%	80%
C Poor Condition	13%	8%
D Bad Condition	0%	2%
(b) Non-Operational Assets		
A Good Condition	4%	8%
B Satisfactory Condition	71%	75%
C Poor Condition	25%	17%
D Bad Condition	0%	0%

4.12. Table No 4.5 provides an analysis of backlog in terms of operational and non-operational non-school assets.

Table No 4.5: Backlog of Maintenance by Cost expressed as (i) total value and (ii) as a % in priority levels 1 – 3 – Non-Schools				
	2004 / 2005		2002/03	
	£m	%	£m	%
(a) Operational Assets				
Urgent Repairs (Priority 1)	£4.45m	30%	£0.43	4%
Essential Repairs (Priority 2)	£5.6m	38%	£4.45	42%
Desirable Repairs (Priority 3)	£4.65m	32%	£5.82	54%
(b) Non-Operational Assets				
Urgent Repairs (Priority 1)	£0.38m	40%	£0	0%
Essential Repairs (Priority 2)	£0.42m	42%	£0.15	15%
Desirable Repairs (Priority 3)	£0.17m	18%	£0.87	85%
(c) Non-Operational Surplus Assets				
Urgent Repairs (Priority 1)	£0	0%	£0.24	14%
Essential Repairs (Priority 2)	£0.1m	100%	£1.5	86%
Desirable Repairs (Priority 3)	£0	0%	£0	0%
TOTALS				
Urgent Repairs (Priority 1)	£4.83m	31%	£0.670	4.98%
Essential Repairs (Priority 2)	£6.12m	39%	£6.1m	45.1%
Desirable Repairs (Priority 3)	£4.82m	30%	£6.7m	50.1%
Total Backlog	£15.77m		£13.46m	

4.13. Capital Board and CMT received reports in 2004/05 which:

- drew attention to accumulating high priority work necessary to address backlog;
- underlined the importance ensuring compliance with health & safety legal requirements;

- emphasised the increasing risks of building closures and other dangers unless new management initiatives were taken.

4.14. Accordingly:

- Full Council approved funding provision for a centrally commissioned annual condition survey in 2005/06 (now undertaken);
- Capital Board and CMT agreed a strengthening of support and monitoring of corporate and service area directors' property repair and maintenance responsibilities comprising, requiring:
 - the Property & Asset Management Team:
 - to advise directors of priority work on the basis of the annual condition survey;
 - to monitor their compliance; and
 - directors to devote a higher level of spending necessary to repair and maintenance to fulfil their obligations.

4.15. At its meeting on 11th July, the Executive set aside a fund of £1m, out of savings on the 2004/05 revenue budget, to be applied in supporting priority repair and maintenance work that could not otherwise be funded from within service budgets.

4.16. The new organisational structure for Property & Asset Management will give some capacity to provide a level of professional support to corporate and service area directors which is necessary to ensure work is correctly identified, prioritised, specified, commissioned and executed to secure best value for money.

4.17. These initiatives are aimed at ensuring at least minimum standards in repairs and maintenance – namely compliance with health & safety legislation and arresting the decline in building condition. It should be noted that minimum requirements of the CPA Use of Resources assessment include that:

“The council has an annual programme of planned maintenance based on a rolling programme of property surveys.”

4.18. To secure the higher levels of CPA Use of Resources assessment, the Council needs to demonstrate its strategy for the reduction of backlog and including:

- reduction of the estate;
- increased levels of expenditure on maintenance; and
- enhanced value for money in maintenance work, through adopting new approaches (eg strategic partnership with contractors).

4.19. Further reference is made to this in Section 9 below.

4.20. **Suitability**

Table 5.5 show the overall suitability of the estate and how that has changed. This suggests that the proportion of the estate particularly in the C band is still higher than desirable.

Table No: 4.6: Building Suitability by % floor-space in categories A - D		
	2004/05	2002/03
(a) Operational Assets		
A Good	47%	60%
B Satisfactory	41%	26%
C Poor – needs significant investment	10%	13%
D Not fit for Purpose	2%	1%
(b) Non-Operational Assets		
A Good	0%	0%
B Satisfactory	40%	50%
C Poor – needs significant investment	50%	40%
D Not fit for Purpose	10%	10%

4.21. Further work, in association with service area directors, is planned in the measurement and prioritisation of work to address suitability, alongside service development planning processes and the development of more detailed service asset plans.

4.22. Running Costs

Table No 4.7: Property Running Costs – Non-Schools		
	2004/05	2002/03
(a) Strategic management costs per sq m GIA of the property portfolio	£0.84	£0.61
Area of Property Portfolio	129,880	129,800
(b) Repair & maintenance costs per sq m GIA	£12.01	£10.91
(c) Energy costs per sq m GIA (gas, electricity, oil, solid fuel)	£7.00	£7.75
(d) Water cost per sq m GIA	£1.30	£1.27
(e) CO2 emissions in tonnes of carbon dioxide per sq m	0.08 – 0.1 ⁵	0.09

4.23. Appendix G comprises a Property Asset Sustainability Strategy (2005). This includes important programmed work in respect of energy needs, purchase and use and water consumption. These initiatives should result in reducing the burden of increasing charging rates for energy or even actual savings in future years: current pilot work will provide a basis for setting targets for savings and the justification for any investment that may be required to achieve those savings.

⁵ Fluctuations in energy market make it difficult to assess.

4.24. **Capital Programme Management**

Table No 4.8: Capital Programme Management by time and cost (Corporate Projects)		
	2004/05⁶	2002/03
(a) Cost predictability: % of projects where outturn falls within 5% of the estimated outturn	92%	96%
(b) Time predictability: % of projects falling within 5% of the estimated timescale, expressed as a % of the total number of projects completed in the financial year	92%	89%

4.25. **Investment Portfolio**

Table No 4.9: Overall Average Internal Rate of Return (IRR) for each of the following:		
	2004/05	2002/03
(a) Industrial Property	12%	12%
(b) Retail Property	12%	12%
(c) Agricultural Property	The Council does not hold such property	

4.26. **Local Performance Indicators**

Table No 4.9 sets out the Council's local performance indicators. Further development of LPI's is proposed in 2005/06 – see Section 9.

⁶ Survey of performance 2004/05 in progress: results not yet available.

Table No 4.9: Local Performance Indicators

Local Performance Indicator	2003/04 Performance	2004/05 Target	2004/05 Performance	2005/06 Target	2006/07 Target	2007/08 Target	2008/09 Target
Buildings with facilities for people with disabilities	45%	65%	77%	80%	85%	90%	95%
Rent invoices sent to tenants 14 days prior to date rent due	100%	100%	60% ⁷	100%	100%	100%	100%
Level of lettings in Commercial portfolio	95%	95%	97%	95%	95%	95%	95%
Rent invoices collected within 3 months of being demanded	89%	98%	95%	95%	95%	95%	95%
Planned / reactive repair and maintenance ratio	N/A	N/A	N/A	30% / 40%	45% / 55%	60% / 40%	60% / 40%
Assembly Hall – No of lettings against lettable days	73.3%	75%	78%	75%	75%	75%	75%

⁷ Problems introducing new invoicing procedures re Bridge Park. Now running at 90% and improving.

5. External Changes and their Implications for Property

5.1. The Relevance of the Market Place

Economic conditions impact fundamentally on the Council's property asset management:

- how services may best be provided and the inter-play between the public and private and voluntary sectors, with consequences in terms of the Council's space needs;
- changes in demand for the Council's services, stemming from shifts in the socio-economic composition of the Borough's population;
- terms and conditions for the employment of Council staff which may impact upon accommodation standards (eg increased expectation for the provision of air-conditioning and more flexible working arrangements);
- acquisition and disposal of property and the movements in capital values and shifts over time in rental values; and
- employment of property consultants and contractors and the impact that may have on the costs of property maintenance and new works.

5.2. This section looks briefly at current discernable trends and draws some tentative conclusions.

5.3. The Local Economy

Paragraphs 1.8 to 1.10 above described the Borough. The Brent Unitary Development Plan (UDP) 2004 states its overall strategy as:

- to improve the environment of the Borough;
- to promote regeneration of areas in need of renewal, ensuring that new development is sustainable; and
- to encourage access to new development for the whole of the community.

5.4. Key objectives within that overall strategy include:

- meeting employment needs and regenerating industry and business;
- supporting town and local centres – which have been in decline, with modern trends in retailing;
- promoting tourism and the arts.

5.5. Key developments in the Borough include:

- considerable investment in the regeneration of Wembley and South Kilburn;
- the existence in the Borough of Park Royal, some 360 hectares (900 acres) as one of the largest industrial estates in London;
- the influx of a variety of small to medium sized employers to replace lost employment; and
- the Borough's high level of accessibility both within London, especially in the context of Underground services, as well as to the rest of the country.

5.6. The Property and Construction Markets

Assuming that the general ambitions of the UDP are achieved, then two basic conclusions can be drawn:

- in the short / medium term there may be considerable competition for construction services. That may bring risks of increased costs and secondly risks of the ready willingness of consultants and contractors to take on the Council's work. Given that the Council's works contracts are generally in the small to medium category, the risk may be greater in terms of skilled construction workers, such that the cost risks may not prove too great. This could be more complicated:

- other major development may get underway in the north-western part of London – for example the development of the Lee Valley: and, with the Olympic bid being successful, that could happen sooner than later; and
- public investment nationally in schools, hospitals, etc plays a significant part in the total construction market; but
- the Wembley Stadium construction is nearing completion and that may ease local pressures a little.

The Royal Institution of Chartered Surveyors states that construction prices rose 14.3% nationally in 2004, compared with inflation in the same period of 3.6%. The Council's own experience, with construction tenders often coming in over budget, would confirm that picture locally. In the short term, it may be speculated that construction price increases will level off somewhat from levels seen in 2004.

What this means is that:

- **new capital projects must be carefully monitored to ensure briefs, designs and variations are matched at all stages with budgets; and**
- **appropriate levels of contingencies must be included in estimates and budget provisions.**
- in the longer term, with the completion of the Wembley, South Kilburn and other developments likely to be stimulated by those regeneration projects, and with progress towards the other objectives of the UDP, it should be expected that property capital and rental values will rise over time. The extent of those rises can only be a matter of speculation.

A second aspect in the longer term may be increased activity of the investment market in the Borough which may increase the supply of suitable property that would be available for the Council's purposes.

Thirdly, the Council has established a practice of the judicious use of PFI. As its own experience in the associated processes increases and the general appeal of the Borough to the investment markets increases, PFI terms may become increasingly attractive with time.

It would therefore continue to be prudent for the Council to maintain a balance of freehold, leasehold and other solutions to meeting its property asset needs.

5.7. Consultants

The Council places considerable reliance upon external professional consultants in its property work. In 2004/05 some £3m was spent on such services, by comparison with just some £600,000 in-house costs of Corporate Property Services and Facilities Management.

5.8. Two issues in particular will be taken forward in order to secure better value for money and to foster good working relationships with consultants:

- developing the forward planning and commissioning of work from consultants; and
- developing performance measurement and monitoring of those arrangements.

5.9. Meanwhile, consideration will be given to how best services currently commissioned from external consultants should be procured as from April 2008, upon the expiry of currently proposed two year extensions from April 2006.

6. Corporate & Service Goals & Objectives - Property Asset Implications

6.1. Overview

This section summarises the key corporate and service issues impacting upon the Council's property asset needs. In Section 2 above, it was noted that the Council approved a new organisational structure which came into effect in July 2005. That provides the framework for this section.

6.2. Corporate Goals & Objectives

The Council's vision for "Building a better borough" is expressed as:

"Brent will be a borough where all its communities enjoy a high quality of life and will be able to fully participate in society. Brent Council will have a reputation for good democratically accountable leadership, strong partnerships and excellent services. Brent will be a borough proud of its diversity, served by an ambitious, progressive and outward looking council. Brent will be a home of choice for its diverse population and businesses."

6.3. There are five key strategic priorities:

1. supporting children and young people;
2. promoting quality of life and the green agenda;
3. regeneration and priority neighbourhoods;
4. tackling crime and community safety; and
5. achieving service excellence.

6.4. Table 6.1 summarises property asset implications associated with each of these priorities.

6.5. Underlying this, the Council's Local Improvement Plan 2005-06 "Improving Brent – Excellent Services for a Diverse Community" sets out clear and defined objectives for change and improvement and how each service area will achieve those objectives.

The Council is working determinedly to tackle the many challenges in the provision of its services and general support to its diverse community. Key current strategic initiatives include:

- the Council's Corporate Strategy 2002 – 2006 "Building a Better Borough"⁸;
- Local Improvement Plan 2005/06 "Improving Brent – Excellent Services for a Diverse Community";
- regeneration strategies including Wembley and South Kilburn;
- a re-organisation of the Council's departments;
- a proposal for a new Civic Centre:
 - to improve the public's accessibility to the Council and its services;
 - to support improved cross-organisational working; and
 - to improve the Council's efficiency and effectiveness, in the light of initiatives.

⁸ The Council's Corporate Strategy is currently being reviewed for the period beyond 2006.

Table No. 6.1: Corporate Priorities and Property Asset Implications

Corporate Strategic Priority	Property Asset Implications
Supporting children and young people;	<ul style="list-style-type: none"> • Programme of new childrens centres • Improvements to schools
Promoting quality of life and the green agenda;	<ul style="list-style-type: none"> • Management and improvement of libraries, parks and leisure facilities • Design in new property work • “Considerate Contractor” policies • Sustainable construction policies practices • Proposals for improvements in the provision of Adult and Social Care services • Council’s Energy policy (Executive March 2005) and Property Asset Sustainability Policies & Strategies
Regeneration and priority neighbourhoods;	<ul style="list-style-type: none"> • proposals for new Civic Centre, incorporating a new Central Library • consideration of provision of 8,200 sq m of new community floor space as part of the Wembley Regeneration • provision of new sports facilities in South Kilburn, through New Deal for Communities Regeneration Programme • review of the estate to release assets for social housing etc • Partnership working in property work eg Granville and work through LIFTCO to deliver new assets in priority neighbourhoods
Tacking crime and community safety; and	<ul style="list-style-type: none"> • Design standards to minimise the risks of crime in respect of the Council’s estate and to maximise community safety • Repairs and maintenance policies and strategies
Achieving service excellence.	<ul style="list-style-type: none"> • Restructuring of the former Corporate Property Services to create a new strengthened Property & Asset Management Unit • Development of performance management disciplines in property and asset management, at corporate, service, property activity, staff and consultant / contractor levels • Joint working between front-line services and the property function to improve project / programme briefing and to secure better value for money in property work. • Development of option appraisal & whole-life-costing approaches to support investment prioritisation

6.6. Childrens and Families Department

In response to the Childrens Act 2004, the Executive approved the creation of a new Childrens and Families Department in December 2004. This brings together those parts of the former Education, Arts & Libraries and Social Services Departments that deal with children.

6.7. This new Department comprises:

- Achievement and Inclusion: providing generic services to schools which are targeted according to needs;

- Family Support: bringing together child protection services along with services for Looked After Children and young people including those who may require adoption or fostering, as well as the Youth Offending Team and Children with Disabilities;
 - Strategy & Partnership: integrating the strategic planning and commissioning functions across the Department; and
 - Finance & Performance: leading on work around finance, budgets, asset management, IT, HR and Customer Care issues.
- 6.8. In response to Government guidance, a Children's Strategic Partnership Board has been created, with representation, amongst others, from the Mental Health Trust, PCT, Police, Probation, Learning & Skills Council and the Directors of Adult and Social Care, Housing and Environment & Culture Departments. The overall purpose of this Board is to ensure the co-ordinated provision of services to Children in the Borough.
- 6.9. These fundamental changes will potentially bring significant new demands affecting property asset management in particularly three ways:
- a) an additional floor has been leased at Chesterfield House to provide flexibility in the consequential office accommodation needs to give effect not just to the new structure but to helping to foster the new ways in which these services are to be provided;
 - b) the Childrens Act 2004 and associated guidance places considerable emphasis on encouraging partnership working across a wide range of public and voluntary organisations. The details of how these, in many cases, existing relationships will develop in future is being considered in depth: it is apparent that, not only will there be a need for a general review of office accommodation for the service around the Borough but also:
 - there will be more joint use of accommodation – in respect of both the Council's offices, as well as those of other organisations; and
 - there will be an opportunity to review the way in which services are provided and to adopt new ways of working (eg remote working, hot desking, etc) in maximising of efficiency and effectiveness; and
 - c) the new approach to the provision of Childrens and Families services includes radical plans to locate services in schools and the community, involving partners and the voluntary sector at more strategic levels, placing greater emphasis on prevention and early identification of potentially vulnerable children.
- 6.10. As regards childrens centres, the Council has taken the lead on and commenced three projects within its own estate, in addition to partnering in a number of others:
- Carlton, South Kilburn;
 - Curzon, Roundwood; and
 - Chalkhill.

- 6.11. Capital funding of some £2.4m (together with a revenue allocation) has now been secured from Central Government in respect of a further 6 centres to be provided over the next two years and work is in progress to identify suitable schemes. Given the lower level of funding allocated in this latest round, partnership will be even more important in their achievement than has generally been the case to date.
- 6.12. Finally, as regards schools, the Brent Education Service was assessed by OfSTED in 2004 as a 2 star upper service with good prospects for improvement. The achievement of pupils in Brent Schools continues to improve. The percentage achieving 5+ A*-C grade GCSEs increased from 50.7 per cent in 2004 to 53.3 per cent in 2004. This puts Brent above the national average of 51.1 per cent. Key Stages 1 (7 year olds) and 3 (14 year olds) also showed marked improvements in most subject areas. An Education Development Plan sets out detailed actions for academic improvement in all areas and in particular at Key Stage 2 (11 year olds) where levels of achievement in two subject areas went down in 2004.
- 6.13. The Department maintains an asset management framework for the management of the schools estate which comprises:
- 60 maintained primary schools, of which 37 are community schools, 20 are voluntary aided and 3 foundations schools; and
 - 13 maintained secondary schools and 1 City Academy. Of these, 8 are foundation schools, 4 are voluntary aided and 1 is a community school.
- 6.14. A three year rolling capital programme has been approved by the Executive and incorporated into the capital programme agreed by Full Council in February 2005. Key elements of this programme are:
- development initiatives aimed at stock renewal and expansion of provision including major rebuilds and expansions at Wembley Manor, a hut replacement programme in the context of schools' masterplans and preparation of renewal of the secondary schools estate under the Building Schools for the Future (BSF) Programme;
 - continuing work on priorities identified in the Education Asset Management Plan, including hut replacement;
 - provision of additional secondary school places; and
 - reduction of surplus primary school places.
- This time span will also see the provision of new buildings for Copland Community School and Technology Centre. Underpinning the Investment Plan is the information contained within Education Asset Management Plan and the review of demographics to establish the sufficiency of school places over the next nine years, in the context of the Council's five main themes.
- 6.15. The overall aim is to raise the percentage of schools judged good - very good by OfSTED, targeting 50% by March 2006.
- 6.16. There are two major factors likely to impact on the outcomes of the Investment Plan regards schools:
- the Council has submitted an Expression of Interest for the renewal of the secondary schools estate under the Government's Building Schools for the Future programme. It has been placed in Waves 7-9 of the programme taking account of the Indices of need – Free School Meals and exam results. Current expectations are to be included in an announcement in 2008/09 year for investment in 2010/2011.
 - the Chancellor of the Exchequer announced, in the March 2005 Budget, proposals for additional funding for the provision of new / replacement primary schools. It is not yet clear how those proposals will benefit the Borough.
- 6.17. **Adult & Social Care Department**

With the introduction of a statutory requirement to appoint a Director of Adult Social Services and the publication of the Government's Green Paper "Independence, Well-being and Choice –

Our Vision for the Future of Social Care for Adults in England”, this Department provides a new adult-focussed service and will include:

- Community Care: comprising Adult Physical Disability, Brent Learning Disability Partnership, Brent Mental Health and Services to Older People;
- Elders, Public Health & Voluntary Sector: dealing with public health promotion, development and implementation, joint working with NHS and inter-agency liaison on health and the social care agenda;
- Quality and Support: encompassing strategic planning and performance, information technology and staff training and support; and
- Finance and Resources: providing financial and asset management support.

6.18. Adults and Social Care Strategy aims to:

- Develop and modernise day services to promote independence and social inclusion of service users.
- Produce residential services, which meet national care standards.
- Enhance our ability to work in Partnership and provide joined up service solutions.
- Strengthen performance management, reduce risk and provide staff with the tools to do the job.

As part of the implementation programme; Adult Social Care is reviewing and remodelling all day services e.g. John Wilson House, new millennium day centre.

We are reproviding poor standard residential care homes with state of the art supported accommodation. For example we are reproviding Homelea and Melrose House residential homes and working in partnership with Housing to provide special needs housing and supported accommodation through a PFI scheme. We have a development programme to support social care and health priorities through Brent's Supporting People programme 2005-10. Priorities here include the development of services for frail older people, people with drug and alcohol problems, women at risk of domestic violence and people with physical and sensory disabilities.

Office accommodation is being modernised to facilitate modern working and the integration of services with our partners. For example we are planning to co-locate some of our services with the PCT.

6.19. **Environment & Culture Department**

Now with a wider focus, as reflected by its title, this Department includes:

- Sports & Leisure: eg the Parks Service, swimming pools, etc;
- Streetcare and Transportation;
- Policy & Regulation: embracing building control, environmental health, health and safety, planning, Registrar of Births, Deaths & Marriages and Trading Standards; and
- Lifelong Learning and Cultural Services: formerly part of Education, Arts & Libraries and including BACES, Libraries, Cultural and Heritage Services.

6.20. The Audit Commission undertook an inspection of Brent's cultural services (Sports, Parks, Cultural, Heritage and Library services) in July 2004, judging the services as a “good” two star service that has promising prospects for improvement. Some problem issues were identified in the Audit Commission's report and including:

- satisfaction ratings in the sports service were low and noted improvements needed to be maintained;

- with some exceptions, the quality of the building stock was deteriorating and the report continued: “While this is partly related to the age of facilities it does also demonstrate corporate weaknesses in asset management in recent years”;
 - improving the infrastructure for cultural services required significant levels of investment and the challenge of identifying those levels and then putting in a robust framework to attract them has not yet been tackled.
- 6.21. The Council’s Public Library Position Statement 2004 was approved by the Executive in September 2004. That report stated the vision and ambition for the library service, developed in the Best Value Review of Libraries, Museum and Archive in 2003, as:
- “Our vision is that, in ten years time, library, museum and archive services in Brent will be recognised by residents and stakeholders as exemplars of excellence at the forefront of innovation....”*
- 6.22. The report stated that “The relocation and refurbishment of library buildings will require significant capital funding either from Brent Council or through partnership working, or a combination of both....” Meanwhile, a proposal to include a major library facility is proposed to be incorporated into the proposals for the new Civic Centre.
- 6.23. There needs to be a clearer asset plan for the management of this service and, given the growing potential liabilities in respect of the existing deteriorating library estate and the potential high cost of doing something about it within a constrained funding regime, such a plan will inevitably involve a fundamental review of the strategy for the provision of library services. A review of libraries is now proposed, to be concluded during 2006/07.
- 6.24. Major initiatives are underway in respect of sports services:
- the procurement of the new Willesden Sports Centre through a PFI scheme;
 - tendering a new management arrangement for Vale Farm Sports Centre; and
 - negotiating the provision of a new public swimming pool in association with a private sports centre at Kingsbury. There is strong member interest in this scheme but which has proved problematic is progressing.
- 6.25. An updated Parks Strategy 2004 – 2008 was approved by the Executive in December 2004. This identifies four themes to deliver improvements to parks and open spaces:
- Provision of Parks;
 - Maintenance;
 - Funding;
 - Participation.
- 6.26. Much of the challenge tackled in the Parks Strategy concerned increased need and expectations on the one hand and matched funding on the other, whether from within the Council’s budgets or obtained from external partnerships and S 106 planning obligations monies.
- 6.27. **Housing & Customer Services Department**
- Housing now includes the One-Stop-Shops / Call Centre services, formerly part of Corporate Services. A distinction must also be made in terms of property assets falling with the HRA and managed by the ALMO, Brent Housing Partnership (BHP) and those that are outside that envelope.
- 6.28. The Housing Service Development Plan 2005 – 2006 provides a summary of the changing framework within which the Department’s services are provided as well as of the key initiatives and strategic plans for the next few years. Three particular issues may usefully be picked out for reference here:

- ODPM has moved away from the Housing Investment Programme process in favour of a regional approach for the allocation of resources. This is having a significant effect on resources directly available to the Council;
- this new approach also impacts fundamentally on how housing services are implemented, with much greater emphasis now on partnership with other public bodies, DSL's and the private sector;
- particularly in respect of social housing, the service needs ideally to increase reliance on the Council's use of Prudential Code freedoms.

6.29. In property asset terms, of relevance to the Corporate Asset Plan, two particular issues should be highlighted:

- the proposals for the regeneration of South Kilburn and the management of those parts of the Council's estate not managed by BHP;
- office accommodation needs. The Housing SDP evidences that its teams are not ideally accommodated at Mahatma Gandhi House, with various teams on different floors, and identifies a need to accommodate additional staff.

6.30. As regards the One-Stop-Shops / Call Centre service, the future management strategy is being reviewed, now that that service is linked with Housing. There may be opportunities:

- to co-locate the service in area housing offices;
- to release some existing One-Stop-Shops;
- to exploit further electronic accessibility;
- to develop links with other service of the Council with front-line presence around the Borough eg Libraries.

There may also be implications in terms of the Council's consideration of increased neighbourhood working.

6.31. **Policy & Regeneration**

This unit comprises five teams:

- Regeneration Team (including 3 Neighbourhood Renewal Teams and Brent In2 Work and SRB Programmes);
- Civic Centre project development;
- Corporate Policy Team;
- Community Safety;
- Administrative Support Team

6.32. With its role in corporate policy development, strategic planning and delivery of corporate initiatives and programmes, it is vitally important that the CAP demonstrably links to the work and purposes of this Unit as a whole.

6.33. However, it is the first two Teams listed in paragraph 6.31 to which particular attention needs to be drawn to property asset management here – Regeneration and the Civic Centre project Teams. These represent a wide range of extremely large implications for all resources – people, property, finance, ICT - in the short / medium term, in their implementation and, in the longer term for the impact the schemes themselves will have on the Borough and the Council as an organisation.

6.34. The proposal for a new Civic Centre, to come into use in 2010/11, is likely to be the single most important property issue of direct significance to the Council. There are numerous highly significant aspects to this project:

- its potential impact on improved public accessibility and on the public's perceptions of the Council;

- the opportunity to fundamentally review how the Council works cross-organisationally, as well as with its partners;
- the opportunity to re-engineer the Council's services and functions – which is much more than just about the property aspects of new ways of working;
- the immense amount of complex work that will be involved in planning, and achieving the end result – both within the Council and with external partners, contractors, developers, etc.

6.35. A draft office accommodation strategy deals with the interim management issues and the lead-up to the new Civic Centre. That strategy addresses:

- short and medium term office accommodation needs;
- the strategic management of the Council's freehold and leasehold interests in office space;
- necessary repairs, maintenance and improvements to that space in the interim and longer term;
- the development of the Council's approach to new ways of working which are likely to form a fundamental role in the scenario of the new Civic Centre.

6.36. As to regeneration, the South Kilburn scheme needs particular reference. This is starting to move into the stage of evolving a delivery vehicle. How the Council will take a leading role in that vehicle, properly support its functions and manage financial commitments arising are key issues that need to be seen in a corporate strategic context.

6.37. **Corporate**

This sweeps up a range of central functions and including:

- Chief Executives Office;
- Democratic functions;
- Finance & Corporate Resources;
- Human Resources & Diversity;
- Legal & Democracy; and
- Consultation and Consultation.

6.38. There are a number of accommodation issues that arise from this list which are dealt with in the draft Corporate Office Strategy.

6.39. **Likely Future Council Requirements**

This section as so far dealt with key issues impacting on property asset management in the context of the Council's four year rolling capital programme. This sub-section looks beyond that timescale.

6.40. The concept of community asset planning, advanced by Sir Michael Lyons in his report "Towards Better Asset Management of Public Sector Assets" (December 2004), is likely to develop over the next few years and would be an opportunity for the Council to promote its lead role in the Borough, and especially so in the context of partnership working.

6.41. Building Schools for the Future

Reference has already been made at paragraph 6.16 to the uncertainty above surrounding the likelihood of the Council's bid for a Building Schools for the Future allocation being successful. In the meantime, preparatory work is planned to ensure the Council is ready and able to deliver such a programme, anticipating success. At the same time, it will be important to develop an alternative strategy in the event that the bid is excessively further delayed or ultimately unsuccessful. As things stand, this is likely to relate more to foundations secondary schools, than the Council's community schools.

6.42. New Ways of Working

Both in terms of the Council's self-interest in efficiency and effectiveness, as well as to support the achievement of targets, there is a need to press ahead more aggressively with new ways of working.

6.43. New ways of working, in physical terms, is about such things as:

- open plan offices;
- appropriate office furniture and IT equipment;
- elements of hotdesking, touch-down points, provision of appropriate meeting areas;
- home and distance working, involving the ability to use a variety of work locations;
- flexible work hours;
- ability to co-locate staff from different teams and from different parts of the Council for the purposes of cross-organisational and partnership working;
- electronic document management systems and disciplines on paper file storage.

6.44. Moving to new ways of working is a challenging process. The demand for property is derived from service need. It should follow (but traditionally, it has not always) that services be first clear about the purposes for which they need property and how they intend to operate in that space, having first considered different working options to arrive at the most effective and efficient in terms of ALL resources – people, property, finance and ICT. New ways of working seeks efficiencies and effectiveness in total terms – and not just property costs. Challenges extend to staff and management concerns, requiring links to be made to staff training and support as well as the development of the Council's personnel policies.

6.45. The Council has established a task group, under the Efficiency Board, to consider this topic.

6.46. Neighbourhood Management

Neighbourhood management aims to tackle quality of life ("liveability") issues in communities through:

- Better management of the local environment;
- Increasing community safety;
- Improving housing stock;
- Working with young people; and
- Encouraging employment opportunities.

Policy Action Team 4's report on Neighbourhood Management recommended testing the concept through a Pathfinder programme. The 20 first round Pathfinders were announced in July 2001, all of which entered the programme's implementation phase in 2002. 15 second round Pathfinders were announced in December 2003, providing additional programme learning in areas not fully covered in the first round.

Whilst no parthfinder project is located in the Borough, the Council has considerable experience in working in this way with its initiatives on Neighbourhood Renewal, as at St Raphael's, Brentfield, Mitchell Brook, Harlesden and Stonebridge.

The Government intends to encourage the extension of the principles of Neighbourhood Management and the Council is currently considering how it may respond, along with the implications for partnership working and the management of resources in general.

- 6.47. In his report to the Executive's meeting in February 2005 "Modernising Brent Council: Proposed Structural Changes", the Chief Executive stated:

"We also know from Government pronouncements that there is a strong push towards neighbourhood management, consumer choice and citizen empowerment at the local level. This is one reason why we have been progressing our work on neighbourhood renewal and ward working – like the Government, we want to see a stronger engagement between local people and elected authorities at every level and this more local approach addresses that agenda very directly. Although our approach to neighbourhood management and ward working is still at a developmental stage, we should be clearer in 12-18 months how we want to take this process forward."

- 6.48. Depending on what conclusions are eventually reached, this debate may have a significant impact on how services are delivered in the longer term and therefore upon property asset needs.

7. Review, Challenge, Options & Evaluation

7.1. Introduction

This Section briefly summarises the key areas for change in Councils property asset management – a “Gap Analysis”.

7.2. Service Areas

a) Childrens & Families Department

- the proposed broader remit for schools as community facility bases;
- the continuing need for extensive investment in community schools – and the uncertainty as regards securing BSF funding;
- the extensive maintenance backlog which will only be solved through capital expenditure, mostly an LEA responsibility;
- the latest funding allocation for the next round of childrens centres;

b) Adult & Social Care Department

- need to remodel day centres;
- possible PFI jointly with Housing to replace existing housing provision for persons with learning disabilities and to increase capacity;

c) Environment & Culture Department

- the need to formulate a clear asset management strategy for libraries;
- the on-going programme of proposals for PFI and management contracts of the Council’s sports centres at Willesden, Vale Farm and Kingsbury;
- the need for significant investment in the Bridge Park Sports and Business Centre;
- the need for investment in the Borough’s parks and open spaces to improve the standard of provision and upkeep;

d) Housing & Customer Services Department

- the demands of regeneration projects, and in particular South Kilburn and Wembley, in terms of both support and property implications, not least in the context of facilitating the provision of social housing;
- the opportunity, with the new organisational structure, to review the provision of the Council’s One-Stop-Shop / Call Centre services;

e) Corporate

- the Council’s commitment to its regeneration policies and strategies;
- the proposals for the new Civic Centre;
- a range of changed office accommodation needs – arising from
 - the new organisational structure;
 - proposals to provide the Council’s services in new ways, in response to customer needs and expectations and in response to Government guidance; and
 - the needs and opportunities to adopt new ways of working in the provision of “back-office” functions eg mobile working, hot desking, etc
- the challenges of managing the existing freehold and leasehold office estate in the short and longer term, in the context of the proposals for a new Civic Centre, not yet committed.

7.3. Corporate Issues

Running across the estate, the issue of backlog maintenance has also to be tabled, along with the Audit Commission's expectations expressed in the CPA Assessment documentation 2005.

7.4. The capital programme makes new provision for annual condition inspection of non-school and non-ALMO housing property from 2005/06, the last survey having been carried out in 2000. The results of the new survey are now available. The Corporate Management Team has noted that corporate and services area directors need to commit to a greater level of expenditure and action to improving the fitness for purpose of their property.

7.5. Whilst revenue monies for repairs and maintenance are devolved to community schools, that level of funding alone will be inadequate to resolve the maintenance backlog issue which therefore largely remains an LEA responsibility in terms of capital expenditure.

7.6. Accordingly, a maintenance strategy needs to be developed, integrated in respect of both the schools and non-schools parts of the estate in order for the Council to demonstrate the "Use of Resources" Level 3 requirement:

"There is a plan in place to reduce the level of backlog maintenance and this has been approved by members."

7.7. Option Appraisal, Evaluation and Whole-Life-Costing

The capital programme 2005/06 – 2008/09, approved by Full Council in February 2005 made limited provision for new starts in those years, given the levels of funding available and prior commitments in the programme. The Council has revised its investment prioritisation process, as set out in the Capital Strategy 2005 – see Appendix H.

7.8. Underlying the prioritisation process is the requirement for all major projects to be subjected to formal option appraisal, in accordance with Audit Commission and DfES guidance and as set out in the Council's Capital Strategy 2005. Whole life costing approaches are being integrated into this process and carried through from the stage of project / programme formulation, through design to implementation.

7.9. Conclusion

The major areas for change in property asset management, outlined in paragraph 7.1 above, are significantly different to those identified during the last autumn budget process. In particular, the Council's recent review of its organisational structure has spurred reviews of fundamental issues which need to be considered in parallel with reviews of corporate resources strategies – and not least:

- capital and revenue medium / long term strategy: work is needed to firm up, for each area of major change, costed options to inform the development of strategic funding options;
- ICT: some options (eg greater reliance on mobile working) would require significant development of the Council's ICT strategies;
- property: possible options need to be identified for meeting the new needs encompassed in the areas of major change, at the same time as greater certainty needs to be provided in order better to support continuous improvement in property asset management.

7.10. The Council will need to reflect on conclusions in respect of these issues in its autumn 2005 budget cycle.

8. Property Work Programme

8.1. This section sets out the Council's programme as reflected in Full Council's February 2005 budget decisions. The programme will be reviewed in the autumn 2005 budget process, in the light of the Council's new organisational structure to reflect changes in the Council's priorities and of how its services are to be delivered, taking into account current Government guidance – which the earlier sections of this CAP have analysed in terms of their possible impact on property asset management strategy.

8.2. The key property asset progress in 2004/05 and priorities for 2005/06 – 2008/09 and their links to outcomes are set out in Appendix I.

8.3. **Project Management**

The Council attaches high priority to the development of performance management across the organisation. Initiatives include:

- a clear process of corporate and service development planning;
- the monitoring of the set of Best Value performance indicators and "Vital Signs" quarterly reports to the Executive;
- a requirement for annual business plans for all service areas; and
- disciplines for setting targets and monitoring local service performance indicators.

8.4. To support this in respect of the capital programme, the Council is adopting the Prince2 project management methodology as a driver for improved value for money in new investment. Essential key elements of this approach are:

- a focus on business justification;
- a defined organisational structure for the project management team;
- a planned approach;
- an emphasis on dividing projects and programmes into manageable and controllable stages;
- flexibility in approach appropriate to the project or programme in question; and
- provision for formal reporting arrangements.

8.5. This initiative will be led by the Finance and Corporate Resources Department, with a programme of initial pilots, workshops, support documentation and establishment of a mentoring system to be fully operational by April 2006.

8.6. **Schools Investment Plan**

The Children and Families Department maintains partnership with consultants in the delivery of the Schools Investment Plan not only to ensure delivery of the capital programme but also the need to optimise the impact of the planned spend on raising targeted standards in education and optimising the sufficiency of school places in partnership with stakeholders.

9. Strategic Property Asset Management Implementation

9.1. Introduction

This Section outlines plans for developing the Council's strategic property asset management better to support the pursuit of its corporate and service goals and objectives in general and the pursuit of the Council's property asset objectives in particular.

9.2. Property Asset Objectives and Actions Plan

Table 9.1 sets out proposals for action in respect of each of the Council's property asset objectives. This lists actions that are priorities in achieving continuous improvement in the management of the Council's property assets: the list does not include more day-to-day asset management activities, such as relating to the on-going management of the Council's commercial portfolio.

9.3. Roles and Responsibilities

The Property Management Manual (PMM), available on the Council's intranet, sets out roles and responsibilities in property management, based on the Council existing Constitution which places considerable responsibilities on corporate and services area directors.

9.4. To strengthen corporate asset management and support to corporate and services area directors, at paragraph 2.15 above, it was explained that the former Corporate Property Services and the Facilities Management team from the former Corporate Support are to be merged. The new Property & Asset Management Team's structure is illustrated in Appendix F.

9.5. The effectiveness and efficiency of the current historic allocation of roles and responsibilities will be kept under review. There are significant areas for improvement in property asset management. Further work on the development of the various strands of proposals for improvement may lead to conclusions that:

- a widening and deepening of the corporate Landlord role; and / or
- the new organisational structure for the Property & Asset Team may need its resources further enhanced.

9.6. Review of Decision Making Processes

The Council's Constitution sets out guidelines on decision making and levels of delegation in relation to property asset management. Issues for consideration include the development of:

- a) the embedding of asset management into the organisation's strategic management processes;
- b) the briefing and involvement of elected members and the Corporate Management Team (CMT) in corporate property asset issues eg
 - involvement in reviews of property issues – a scrutiny area;
 - reports on key strategic property asset issues and key stages;
 - the roles of the Director of Finance and Corporate Resources and the lead Executive member for Resources, as champions for property asset management, at officer and member levels respectively; and
- c) consultation processes to enhance the transparency with which views of the public, service clients, corporate and services area directors and their staff, external partners etc are fed into the formulation of asset management strategy. The corporate consultation policy and framework will provide an overall guide to that activity.

Table No. 9.1: Strategic Property Asset Management Implementation

Key Objectives / Actions		Targets / Timeframes	Lead
The Estate			
1) To improve the utilisation of the estate through improving its sufficiency (ie the right amount of space) and suitability (ie the right level of quality of accommodation) and through such initiatives as improved space management and adoption of new ways of working			
a.	Review suitability model	Sept 2005	P&AM / CAMG
b.	Review suitability assessments with corp & service area directors	March 2006	P&AM / CAMG
c.	“New Ways of Working” pilot framework and set up 3 or 4 pilots	May 2006	New Ways of Working Group / Efficiency Board / COAG
d.	Develop scheme for central co-ordination of meeting rooms	June 2006	P&AM (FM)
e.	Further development of performance monitoring and target setting for occupancy rates and costs for each building – see Best Value Review	June 2006	P&AM / CAMG
f.	Pursue Office Accommodation Strategy 2005	On-going	P&AM / COAG
2) To improve the condition of the estate			
a.	Complete preparation of maintenance programme from 2005 condition survey in respect of non-school property and advise corp and service area directors	August 2005	P&AM
b.	Support corp and service area directors in implementation of their repair and maintenance obligations and collate process & performance data including as to consultants / contractors	March 2006	P&AM / CAMG
c.	Implement a repairs and maintenance programme in respect of the Muniport and Commport	March 2006	P&AM
d.	Review repairs and maintenance strategy and options for implementation and report to CMT and Executive, integrated with schools repairs and maintenance	June 2006	Capital Board
e.	Implement any new repairs and maintenance strategy	April 2007	Capital Board / P&AM

Key Objectives / Actions		Targets / Timeframes	Lead
3) To minimise estate revenue running costs - commensurate with the overall level of the Authority's delivery of services			
a.	Review data collection and collating mechanisms	June 2006	P&AM / Finance
b.	Develop benchmarking, feedback to corp and service area directors and exception reporting and advice	Sept 2006	P&AM / CAMG
Property Capital Finance			
4) To maximise capital funds from external sources and the generation of capital receipts from within the estate for investment in its improvement			
a.	Complete development of strategy for provision of phase 2 of childrens centres	December 2005	Childrens Centre Steering Group
b.	Support to South Kilburn Regeneration (Housing)	On-going	Housing & Customer Services
c.	Support to emerging regeneration housing projects: Church End & Sudbury	On-going	Housing & Customer Services
d.	Capital receipts target 2005/06 £1.746m (non RTB)	March 2006	P&AM / Capital Receipts Monitoring Group
5) To improve the value / spending power of investment made through the capital programme			
a.	Support corp and service area directors in implementation of their capital programme works and collate process & performance data including as to consultants / contractors	March 2006	P&AM
b.	Linking with Childrens & Families Dept's initiative, review performance management in use of consultants / contractors and develop corporate strategy	March 2006	Capital Board / P&AM / Childrens & Families Dept
c.	Support the development of Approved List of Contractors and improved monitoring of performance	On-going	Procurement / P&AM

Key Objectives / Actions		Targets / Timeframes	Lead
Property Support Activities			
6) To provide or procure necessary property services efficiently, effectively and economically			
a.	Complete filling of approved new organisational structure for Property & Asset Management	November 2005	P&AM
b.	Implement integration of Facilities Management and Property teams	October 2005	P&AM
c.	Develop and implement Customer Survey and targets for service improvement in respect of P&AM	March 2006	P&AM / CAMG
d.	Complete re-tendering of architectural framework agreement to run from 4/06	April 2006	Procurement Team
e.	Establish monitoring system and processes for commissioning of work under consultant framework agreements	December 2005	P&AM
f.	Review procurement strategy for consultants (with regard to re-tendering framework agreements to run from 4/08) in association with Procurement Team	2007/08	Capital Board / CMT
g.	Development of approved list of Facilities Management suppliers – See Best Value Review	March 2006	P&AM / CAMG
7) To further develop property performance indicators, measurement and reporting			
a.	Review property asset information needs, existing data systems and develop proposals for development	November 2005	P&AM / CAMG
b.	Secure any necessary approvals for expenditure arising	December 2005	P&AM / Capital Board
c.	Develop participation in Benchmarking (eg ACES , IPF) to inform CAP 2006 and development of service asset plans	June 2006	P&AM / CAMG
d.	Introduction of web-based access to asset management data enabling end-users to access data and local updating	April 2006	Children & Families Dept

Key Objectives / Actions		Targets / Timeframes	Lead
Property Management Activities			
8) To support corporate goals eg CO2 emissions, energy and water consumption, the Council's environmental sustainability policies and accessibility initiatives			
a.	Prepare and issue guidance to corp and service area directors and Council's select consultants re application of Energy Performance of Buildings Directive (to apply from 4 th January 2006) and ensure call-down consultancy services are in place to support corp and service area directors in compliance	Sept 2006	P&AM / Environment Dept
b.	Implement above guidance on Energy Performance of Buildings Directive in respect of Muniport	December 2005	P&AM (FM)
c.	Complete energy efficiency pilot review of 10 most energy significant buildings, develop energy efficiency strategy on basis of findings and report with proposals to CMT & Executive	December 2005	Capital Board / P&AM / Environment Dept
d.	Investigate Council's water consumption and report to CMT & Executive with proposed strategy for reductions	April 2006	Capital Board / P&AM / Environment Dept
e.	Complete current review of energy procurement and formulate future strategy	December 2005	Procurement Team
f.	Pursue wider sustainability application – See Property Asset Sustainability Policy and Actions Plan	On-going	P&AM / Environment
g.	Performance reporting on Sustainability Policy and Actions Plan	January 2006 July 2006	Capital Board Executive (CAP report)

Key Objectives / Actions		Targets / Timeframes	Lead
9) To achieve full compliance with statutory and regulatory provisions eg health & safety, legionella, asbestos and the Disability Discrimination Act			
a.	Review of high priority H&S issues arising from 2005 building condition survey and ensuring clear guidance provided to corp and service area directors as necessary	August 2005	P&AM
b.	Completion and monitoring of Asbestos Management Strategy	On-going	P&AM / HSL
c.	Monitoring of DDA strategy as agreed by CMT 10 th March 2005	On-going	P&AM
d.	Support to new Disability Equality Liaison Group	On-going	Corporate Diversity Team
e.	Monitoring report on general H&S corporate issues	March 2006	P&AM
f.	Review of general H&S roles, responsibilities and implementation and report to Capital Board, CMT and Executive, as appropriate	Sept 2006	P&AM / CAMG
10) To keep the Council's property under review			
a.	Complete current reviews re Older Peoples and People with Learning Difficulties Day Centres and of Mental Health Services	?	Adult & Social Care / P&AM
b.	Continue Civic Centre Study	On-going	Civic Centre Steering Group
c.	Develop and initiate post capital project review processes and practices	March 2005	P&AM / Capital Board
d.	Undertake review of Libraries	Sept 2006	Childrens and Families Dept / P&AM
e.	Review of property implications of Council's Neighbourhood policy, when determined	TBA	P&AM / Capital Board / CMT
f.	Develop asset plans to complement corp and service area directors' strategic development plans	June 2006	P&AM / Corp and Service Area Directors

Notes:

P&AM Property & Asset Management Team
 CAMG Corporate Asset Management Group
 COAG Corporate Office Accommodation Group
 CMT Corporate Management Team
 HSL Health & Safety Licensing, Environment & Cultural Department

Appendix A: Audit Commission: Comprehensive Performance Assessment Criteria 2005 (Extract)

2. FINANCIAL MANAGEMENT		
How well does the council plan and manage its finances?		
Key line of enquiry 2.3 The council manages its asset base		
Audit Focus		
Evidence that: <ul style="list-style-type: none"> the council has a capital strategy and fixed asset management plan the council reports to members on asset management 		
Criteria for Judgement		
Level 2	Level 3	Level 4
<p>* The council has an up to date corporate capital strategy linked to its corporate objectives and medium-term financial strategy.</p> <p>* The council has an up to date asset management plan that details existing asset management arrangements and outcomes, and planned action to improve corporate asset use.</p> <p>* The council maintains an up to date asset register.</p> <p>* The council has a designated corporate property function.</p> <p>* The council's arrangements for reporting to members are sufficient to ensure that they fulfil their responsibility in relation to the council's land and buildings portfolio at both a strategic and service level.</p> <p>* The council has an annual programme of planned maintenance based on a rolling programme of property surveys.</p> <p>* The council has assessed the level of backlog maintenance.</p> <p>* The council's capital programme gives priority to potential capital projects based on a formal, objective approval process.</p>	<p>A member has been allocated portfolio responsibility for the council's fixed assets.</p> <p>* There is a plan in place to reduce the level of backlog maintenance and this has been approved by members.</p> <p>The council has developed a set of local performance measures in relation to assets that link asset use to corporate objectives.</p> <p>* The council makes investment and disposal decisions based on thorough option appraisal and whole life costing.</p>	<p>Performance measures and benchmarking are being used to describe and evaluate how the council's asset base contributes to the achievement of corporate and service objectives, including improvement priorities.</p> <p>The results of performance measurement and benchmarking are communicated to stakeholders where relevant.</p> <p>The council has developed an approach for the co-ordination of asset management information and its integration with relevant organisational financial information.</p>

Appendix B: Capital Investment Objectives (Capital Strategy 2005)

1. To maximise the use of assets in meeting current and future service (and cross-cutting) needs by ensuring that premises are:
 - suitable and sufficient for their purpose;
 - accessible to those with special needs;
 - safe and secure;
 - based within the communities which they serve;
 - are in a satisfactory condition.
2. To ensure that existing and new assets are provided and managed in an efficient, cost effective and sustainable manner. In particular, by ensuring that premises and other assets are:
 - efficient in their use of energy, water and other resources;
 - efficient in terms of property management and other running costs;
 - reviewed regularly to ensure they continue to meet service needs and to detect potential disposals.
3. To initiate opportunities for achieving costs and energy savings in the future.
4. To generate optimum financial return from non-operational commercial properties.
5. To promote excellence in education and raise the education achievement of all our schools.
6. To improve the quality of life for people living, studying, working in or visiting the Borough by promoting sustainable development.
7. To facilitate the growth of the local economy where this does not conflict with other key Council objectives.
8. To improve the quality of life and contribute to community facilities for the wider benefit of residents of the Borough by maintaining and enhancing:
 - the built environment;
 - parks and open spaces;
 - streetscape;
 - community safety
 - heritage of the area.
9. To contribute to the development of a transport system for the Borough which is:
 - safe;
 - efficient;
 - environmentally acceptable; and
 - makes full provision for walking and cycling.
10. To facilitate the building of new social housing and to improve the quality of all the Borough's existing homes.
11. To enable residents (especially those with special needs) to live with as much independence as possible.
12. To provide Information Technology Systems and other equipment that support the efficient and effective operation of services and widen access to those services.

Appendix C: The Council's Best Value Review Recommendations

Recommendation	Current Position
Lead Member for Resources is given overall responsibility for Property Matters amongst Members and ownership of all properties to be given to Corporate Property Services (except HRA stock and VA and Foundation schools)	In place. Corporate Property Services being restructured as Property & Asset Management Unit and attached to Director of Finance and Corporate Resources
Additional resources for corporate property to manage its ownership role.	Restructuring will provide additional in-house resources, especially to support new works, repairs and maintenance, health & safety, mechanical & electrical services
Introduction of asset rents for services using properties supported by service level (or rental) agreements.	Not in place. Dependent on asset valuations (overdue from consultant) and adjustments to budgets. Likely now to be introduced in 4/06
Properties surplus to requirements to be re-allocated or disposed of.	Property Management Manual sets out appropriate practice guidelines and actions incorporated into Corporate Service Strategic Development planning processes
Development of an approved list of facilities management suppliers.	Not in place. Proposed to be pursued in 2005/06
A one-stop shop approach for property with a possible merger of corporate property and corporate facilities management.	Proper & Asset Management Unit will incorporate the former Corporate Property Services and the facilities management teams from the former Corporate Support
Corporate facilities management to be provided with additional funding to take over management of more service buildings.	This facility can be implemented as and when appropriate and agreed, subject to the approval of the Director of Finance and Corporate Resources
Information systems to enable recording and monitoring of performance and target setting for occupancy rates and costs for each building.	Not in place. To be considered alongside a proposed review of the Council's property asset information strategy – see CAP
Promotion of space planning, hot desking and home-working.	Gershon Task Group addressing this, concurrently with consideration of the Council's office strategy and proposed arrangements for the new Civic Centre – see CAP. New Property & Asset Management Unit seeks to secure improved space management services
An annual property plan based on property needs identified by service areas.	Incorporated into corporate strategic service development planning and current initiatives planned to strengthen those practices
Revenue and capital programmes to include plans to bring properties up to an acceptable standard.	Limited additional funding in 2005/06 to fund annual property inspections of the non-school & non-HRA estate. Report to CMT March 2005 advocated need to increase proportion of service budgets devoted to repairs & maintenance, health & safety, etc and processes put in place to provide to services area directors maintenance work programmes arising out of the annual property inspections

Recommendation	Current Position
Further review of the feasibility of re-locating the civic centre and municipal portfolio pending the outcome of the Wembley stadium fringes feasibility study.	In progress, led by the Chief Executive
Production of an interim accommodation strategy for administrative buildings for the period until a new civic centre becomes ready for occupation.	See Corporate Office Accommodation Strategy (July 2005) approved by CMT 14 th July 2005
Quick reviews of rents, underutilised property and telecommunications masts to generate additional income.	Undertaken in 2003/04 and 2004/05. Management action in place for similar new work, reviews, etc

Appendix D: Audit Commission Best Value Inspection Recommendations

Recommendation	Current Position
Develop a medium term property strategy covering all council property assets which addresses current and future needs.	Fulfilled by this CAP
Develop a set of clear and challenging consolidated aims for property and facilities management services, in consultation with users and staff, supported by service standards.	Fulfilled by this CAP
Introduce regular monitoring and review of service quality using consultation and feedback from customers.	Fulfilled by this CAP
Demonstrate the contribution of property services to the council's equality and diversity objectives.	Fulfilled by this CAP
Develop the improvement plan into a more useful operational plan including milestones, timescales and staff and financial resources.	Fulfilled by this CAP
Identify a senior lead officer to drive the implementation of the BVR recommendations and the cultural change required.	Director of Finance and Corporate Resources now leads as chief officer "champion". Head of Property & Asset Management has the "Corporate Property Officer" role & responsibility
Formulate an effective mechanism for monitoring contractors' performance.	This will a key issue to be pursued on appointment to the new post of Head of Property & Asset Management, and the new Technical Property Team
Ensure the proposed IT system will meet the needs of the current and future service.	To be considered alongside a proposed review of the Council's property asset information strategy – see CAP
Integrate property ownership and management information onto one database to develop an accurate baseline for property costs and performance.	To be considered alongside a proposed review of the Council's property asset information strategy – see CAP
Set improvement targets for property management and usage once the proposed performance management system is established.	To be considered alongside a proposed review of the Council's property asset information strategy – see CAP

Appendix E: Property Management Manual – Introductory Report

**London Borough of Brent
Corporate Management Team
10th February 2005
From the Director of Corporate Services**

1. Summary

1.1. This report explains:

- the background to the development of the draft Property Management Manual; and
- the general approach upon which the draft Property Management Manual (dated 3rd February 2005) is based.

1.2. The Manual is necessary:

- to ensure clarity of roles and responsibilities in property management; and
- to provide essential guidance and support in property management functions.

1.3. In the medium or longer term, it may be agreed that changes should be made in how the Council's property is managed that are more fundamental which may require changes not only to the Manual but also to the Constitution.

1.4. It is important to say that the Property Management Manual is not a bureaucratic exercise but serves a practical purpose of necessity in supporting the Council's pursuit of:

- best value for money from its property assets (ie better services, with better assets);
- Compliance with statutory and other codes (eg health & safety, asbestos, etc); and
- CPA Excellence.

1.5. The Corporate Property Standards and the Property Management Manual are much about "how" things should be done in property management. That must be linked with forward thinking on "what" property work is required and that is the purpose of the Corporate Asset Plan (CAP) and asset planning at services' levels. The Audit Commission is proposing to give higher and more specific attention to this subject in future CPA assessments, as part of the use of resources. The Council last prepared a CAP in 2002: a new CAP is currently being drafted on the basis of new guidance published by RICS / ODPM. A separate report will be made to CMT shortly about the new CAP in particular and the Council's asset planning framework in general.

2. Recommendations

2.1. That the Corporate Property Standards and the Property Management Manual be formally adopted.

2.2. That CMT members note that the Manual set outs more specific requirements and guidance in the following particular areas:

- the strengthening of medium term forward planning of new property requirements, in the context of corporate and service director's service development plans ;
- processes and practices aimed at securing better value for money in the procurement of new works;
- obligations on corporate and service directors as regards property repairs and maintenance; and
- the essential role of keeping property and its management under review as a driver for efficiency and effectiveness.

3. Background

- 3.1. The Council concluded a Best Value Review of Property Services, Asset Management and Facilities Management with a report in August 2003.
- 3.2. That Review identified a number of areas where there were to be:
 - changes to existing property management arrangements;
 - greater clarity about roles and responsibilities; and
 - more specific support and guidance.
- 3.3. The Property Management Manual is designed to fulfil those requirements in one coherent document.

4. General Approach to the Council's Property Management

- 4.1. The underlying principles upon which the Manual is based are:
 - a) the Councils' over-riding aim, in the management of its estate, is:

“To optimise the contribution the Council's estate makes to the achievement of the Authority's Corporate Strategy and the delivery of the Council's services to the citizens and communities of the Borough of Brent.”
 - b) the Council's property is owned and held corporately;
 - c) in accordance with the Council's existing constitution:
 - i. the Manager, Corporate Property Services is responsible for:
 - supporting the property management roles of the Council and Executive and acting as Corporate Property Officer;
 - the provision of corporate property client services in the procurement and strategic management of professional property services; and
 - provision of a range of property services.
 - ii. Corporate and service directors are responsible for the use of property in the delivery of their services and for accounting for its need, condition and use to the Council. This can be imagined as the role of “Tenant” or “Occupier”.
 - d) the Council is committed to ensuring best value from its property assets and to its management in the most effective and efficiency manner;
 - e) the management of property assets is to be integrated with, not only corporate and service goals and objectives, but also with the strategic management of other resources – personnel, finance, ICT.
- 4.2. In order to make the Property Management Manual easy to use, it is comprised of a series of modules structured on the basis of:
 - a) the distinct, but inter-related, activities involved in property management and illustrated in diagram No 1; and
 - b) the need for different management arrangements in respect of different classes of the Council's property or portfolios, viz:
 - i. Muniport – ie corporate administrative offices;
 - ii. property used in the delivery of services (including those parts of the Housing Service not within the purview of BHP);
 - iii. the commercial estate; and
 - iv. LEA Schools
- 4.3. There are proposed to be effectively three levels of guidance:
 - a) corporate property standards – (see Appendix E);

- b) the Property Management Manual; and
 - c) more detailed guidance in support of particular issues or themes which may develop over time, as need and occasion arises.
- 4.4. It is intended that the guidance shall be available on the Council's intranet which will enable it to be updated or added to easily and as often as necessary.
- 4.5. The Property Management Manual itself has three levels of guidance:
- a) standards to which compliance is compulsory (shown in bold type, boxed);
 - b) standards to which compliance comprises best practice recommendation (shown in bold type, unboxed); and
 - c) explanatory text (shown in regular type).

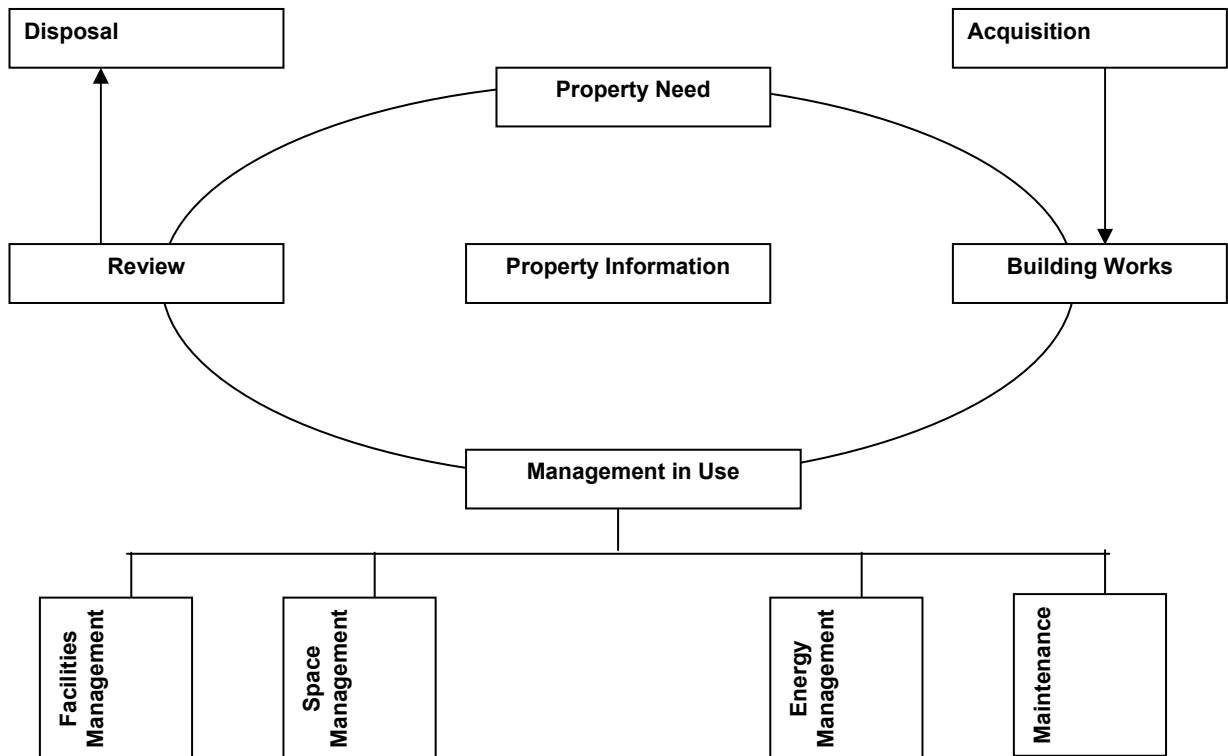


Diagram No 1: Property Management Activities

5. Key Points in Roles and Responsibilities in Property Management

5.1. Attention is particularly drawn to some key points, as set out in the Property Management Manual:

a) **Need:**

- Corporate and service directors are reminded of their obligations to keep the need for property used in their services annually under review and each year to report changes in property need they anticipate in their service development plans.
- Given the lead-in time new property requirements often involve, it is particularly important that these activities be undertaken in medium term context – eg 3 – 5 years.
- New needs, involving capital expenditure, will need to be considered within the Council's capital prioritisation process, including as to option appraisal and whole-life-costing (taking into account both capital and revenue implications of the project);

b) **Acquisition:**

- All property acquisitions, whether freehold, leasehold or otherwise, are to be undertaken by the Manager, Corporate Property Services.

- In order to support the Council's objective of obtaining best value from its estate, it will be important to demonstrate, in securing the necessary consents and approvals for acquisitions, that there is a sound business case.

c) **Building Works:**

- Whilst corporate and service managers currently have the lead role in commissioning new property works, it is important that new works be designed to corporate standards (to be developed), be undertaken by contractors competent in the nature of work involved and that the correct procedures be used to appoint consultants and contractors – to ensure compliance with statutory and other codes and that works are undertaken effectively, efficiently and economically;
- post project reviews should be undertaken in respect of significant works, in consultation with the Manager, Corporate Property Services.
- "As built" drawings and specifications are to be provided to the Manager, Corporate Property Services, for retention as part of the Council's corporate property records.

d) **Management in Use:**

- The Manual makes clear the activities that are entailed in management in use which must be undertaken.
- Rentals are already payable by corporate and service directors for space their services occupy in the Muniport. In 2006/07, a scheme is proposed to be introduced providing for rentals also to be payable in respect of other property occupied for service delivery purposes. There will need to be associated revenue budget adjustments to support that initiative which is intended to provide incentive for property efficiency.
- As to property repair and maintenance, a recent pilot condition survey has indicated that backlog maintenance has increased very substantially. This is worrying, not only for the implications it may have in terms of depreciation of the Council's assets but for likely increased risks in terms of health and safety in general. It would appear that inadequate attention has been being paid to corporate and service directors' repair and maintenance responsibilities and to the value for money being obtained from the processes they use in doing so. It is therefore proposed, subject to members shortly agreeing funding, that the Manager, Corporate Property Services will (by mid 2005/06):
 - complete a condition survey of the Council's non-school estate; and
 - provide corporate and service directors with recommendations as to the minimum priority repairs and maintenance to be undertaken in the coming year in fulfilment of their obligations stemming from the Council's Constitution.

e) **Review:**

- The Council has not had an effective practice of keeping its estate or its management under review but needs to do so, in order to drive improved value for money – relevant not least in terms of initiatives.
- In part, Best Value and other reviews will provide opportunities for such reviews and it will be important that those processes do extend to assets used in the service area or theme under review.
- Beyond that however, the Manager, Corporate Property Services is charged with maintaining a programme of property reviews, to be agreed from time to time, by the Corporate Management Team and to be undertaken in partnership with relevant corporate and service directors. Such reviews may be at corporate, service, geographic, or theme levels.

f) **Disposals:**

- The identification and management of all surplus property assets are to be handled in accordance with the new Disposals Policy (11th January 2005).
- The Manager, Corporate Property Services, is to be responsible for all disposals.

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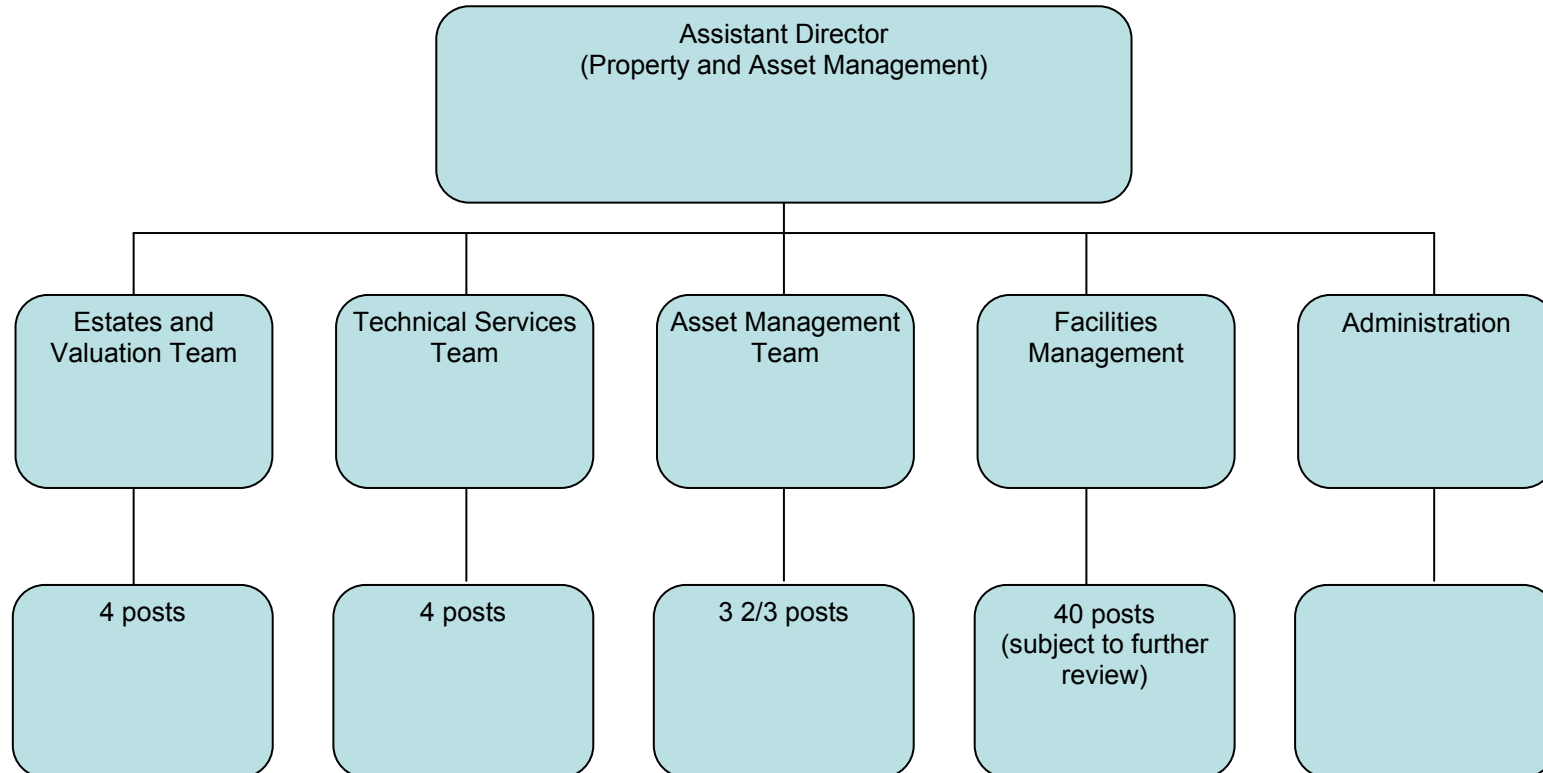
- 5.2. A key provision in the Property Management Manual is that: “All personnel undertaking property management responsibilities shall exercise the proper level of skill required for the particular task.” A number of requirements support that principle:
- a) Professional services shall be commissioned where:
 - i. personnel do not have the required skill(s);
 - ii. works contract price exceeds £5,000; or
 - iii. work may reasonably be expected to affect the structure, electrical or mechanical fabric of the property or, in a significant way, the external fabric of the property or where there may be Health & Safety risks eg asbestos.
 - b) Corporate and service directors shall use the Council's selected consultants unless otherwise agreed, for particular reasons, with the Manager, Corporate Property Services.
 - c) It is also required that corporate and service directors keep the Manager, Corporate Property Services advised of new commissions, whether in respect of the Council's selected consultants or otherwise, so that the Manager, Corporate Property Services can develop performance monitoring of consultants and better inform their future management and re-tendering processes.
- 5.3. Finally, the Council last prepared a corporate Asset Management Plan, along with a Corporate Capital Strategy in 2002, in compliance with ODPM's Single Capital Pot requirements. Those documents were much about ensuring the Council had established the appropriate processes for a more strategic approach to the management of its assets.
- 5.4. The Royal Institution of Chartered Surveyors, commissioned by ODPM, is about to publish new guidance on the preparation of Asset Plans which suggests a focus more upon outcomes in pursuance of corporate and service goals and objectives. This is reflected in draft proposals for the development of the Audit Commission's CPA processes where, in terms of “Use of Resources” one of the checks is in respect of the organisations' Asset Plans and key processes in how asset management is undertaken.
- 5.5. With advanced information about these initiatives, drafting has commenced on a new Corporate Asset Plan for the Council which will:
- set out the Council's key corporate and service goals and objectives;
 - outline the Council's aim, key objectives and strategies for asset management;
 - indicate the principal areas of change and options considered;
 - provide a plan for the improvement of the Council's property asset management in general and key property work in particular.

6. Conclusion

- 6.1. The Property Management Manual will provide essential guidance and support within the existing Constitution.
- 6.2. There are however a number of areas where further consideration needs to be given to how best property should be managed. For instance:
- commissioning new works is increasingly complex and critical in terms of compliance with statutory and other codes and value for money;
 - repair and maintenance of the Council's estate is a clear problem area and the Council's allocation of roles and responsibilities no longer matches the practices of most other local authorities;
 - consideration is being given to the future shape and structure of Corporate Property Services and Corporate Support to ensure that the Council can properly support the management of its property assets and its corporate and service needs.

Robert Lee – Corporate Property Services
Marcus Perry – Corporate Property Services
Bernard Diamant
Director Corporate Services

Appendix F: Property & Asset Management Structure



Appendix G: Property Asset Sustainability Policy & Action Plan

London Borough of Brent Property Asset Management Sustainability Policy & Action Plan

The Council through its Corporate Strategy and Corporate Environmental Policy is committed to promoting and implementing sustainable development. This work supports the UK Sustainable Development Strategy: “Securing our Future” and is enabled by the power of well-being included within the Local Government Act 2000.

1. Aim

To ensure full regard is paid to all aspects of sustainability at all stages of the property life cycle, in support of the Council’s corporate sustainability objectives.

2. Objectives and Targets

Within the reasonable constraints of resources and technology:

1. To achieve energy savings in respect of the Council’s property portfolio in line with the Council’s Energy Policy Statement (March 2005) target to reduce its CO2 emissions by at least 20% by 2010 (relative to estimated 1990 levels);
2. To reduce water consumption by at least 10% by 2010 (relative to 2004/05 levels);
3. To implement and support the objectives of the Council’s Travel Plan (March 2002) as they relate to the Council’s property portfolio.
4. To implement and support the Council’s Internal Recycling initiative and waste minimisation objectives as they relate to the Council’s property portfolio.
5. To integrate good practice measures outlined within the Council’s SPG19: “Sustainable Design, Construction and Pollution Prevention” in respect of all major property works (including adoption of the ICE Demolition Protocol).

3. Policies

1. To integrate this Sustainability Policy into all supporting asset management documents and guidance so as to have full regard to sustainability at all stages of the property life cycle;
2. To use the Council’s SPG19 Sustainable Development Checklist “Self Assessment” tool in respect of all property works (whether new build, extension, renovation or refurbishment) to ensure a minimum score of “Fairly Positive” is achieved
3. For all property works above a value of £1m, to commission Building Research Establishment’s Environmental Assessment Method (BREEAM) pre- and post-evaluation reports to ensure a minimum standard of “Good” is achieved;
4. For all property works above a value of £1m to incorporate wherever possible an element of renewable energy technology (in line with the Mayor or London’s Energy Strategy objectives).
5. To adopt good practice with regard to sustainability when commissioning property repairs and maintenance (through reference to national organisations and publications).
6. To integrate whole life costing methodologies within decision-making in respect of all initiatives to address the above objectives (as detailed within IDeA/NPS guidance);
7. To promote awareness of all aspects of sustainability in respect of the management of the Council’s property assets through the Property Coordinators Forum and to all staff through the Council’s Going Green initiative;

8. To ensure all energy (gas, electricity, oil) used in all property directly managed by the Council is purchased through centrally tendered energy supply contracts, procured by the Council's Procurement Team and to encourage all LMS and GM schools to avail themselves of the same service in order, through taking advantage of economies of scale and bulk purchasing, to secure the best supply terms.

4. Actions

1. To keep all asset management plan documents and other property management guidance up-to-date, including as to these sustainability objectives and policies;
2. To include in the Capital Board's terms of reference the corporate lead for achieving the objectives of this policy;
3. To undertake a pilot review of the Council's ten most energy significant buildings in order to develop a costed plan for improving their energy efficiency (funded by a grant from the Carbon Trust (approx 30%) and the balance from the Council's Efficiency Fund) and to report the findings of that pilot work, together with proposals for extending that work to the remainder of the estate and outline proposals for a programme of energy efficiency investment, by Christmas 2005;
4. To complete work on estimating the Council's 1990 energy consumption levels and property assets' component of that (comprising all the Council's property but excluding ALMO housing);
5. To support corporate and service area directors in the application of the Energy Performance of Buildings EU Directive and to apply it to Muniport and other portfolios directly managed by Property & Asset Management Team.
6. To target CO2 reductions of 5% in the first three full years, with the balance of the 20% (see above) targeted reduction split between the remaining years to 2010;
7. To participate actively in the London Boroughs Property Energy & Water Management Group;
8. To seek advice and/or commission consultants to advise upon water efficiency in the Borough's property portfolio (excluding ALMO housing) and to assist in the development of an investment efficiency strategy and programme for recommending to the Councils' Executive by April 2006;
9. To improve existing energy and water consumption monitoring and to extend benchmarking with comparable London Boroughs (eg NW Group);
10. To complete by end 2005, the current review of gas and electricity purchasing arrangements in respect of the Council's property (excluding ALMO housing) and of purchasing options, the latter in association with the London Centre of Excellence and to move on to review oil purchasing in 2006.
11. To work with Energy Solutions NW London (formerly Brent Energy Network) in ensuring the promotion of awareness of all aspects of energy and water conservation, including ensuring that all "Property Co-ordinators" have up-to-date ready practical guidance on day-to-day energy and water efficiency management actions (as attached);
12. To develop standard sustainability design specification statements for new works in respect of the Council's property assets;
13. To identify and where practicable seek external accreditation for good practice measures implemented as part of this action plan e.g. the Carbon Trust "Energy Efficiency Accreditation Scheme";
14. To report half-yearly to Capital Board (Jan and July) on progress on implementing the sustainability strategy and the effectiveness of the policies and annually, in the CAP, to CMT and the Executive.

Appendix H: Revised Capital Project Prioritisation Proforma

Capital Project Bid Form

This form must be completed for each capital investment proposal included in the

2006/07 Budget Setting Process.

Form compilers must refer to Explanatory and Guidance Notes before completing this form.

Box 1 and Box 2 should be completed by Corporate Finance. Form compilers should not fill in these boxes.

Box 1			Box 2	
Score Card	Total Score	Max Score	Recommendations @ February 2006	Tick
Section A - General Information		10	'Approved In Full'	
Section B - Objectives and Strategy		17	'Approved in Part'	
Total Score		27	'Rejected'	

This form is split into three sections: -

- Section A - General Information
- Section B - Objectives and Strategy
- Section C - Resources 'Continuing' and 'New' investment proposals.

Section A - General Information

1.0	General	
1.1	Directorate and Department	
1.2	Business Unit and Business Unit Manager	
1.3	Project Manager (Name)	
1.4	Telephone Number	

2.0	Description Of Investment Proposal
2.1	Project title
2.2	Please provide a brief description of the investment proposal

3.0	Status Of Investment Proposal	Continuing (start in 2005/06)	New (start in 2006/07)
3.1	Is the proposal a 'Continuing' or 'New' investment proposal Please tick as appropriate		
3.2	Start date of project		
3.3	Completion date of project		

4.0	Prioritisation	Please Tick ✓	Points allocated by Corporate Finance	
			Total Score	Max Score
	How will the Proposal meet the following criteria? Please tick those applicable			
4.1	Has a Project Plan been prepared for this proposal? Please state and give evidence.			1
4.2	Has the proposal been contractually committed? Please state and give evidence.			1
4.3	Is there a mandatory/statutory/legal obligation to provide service? Please state and give evidence.			1
4.4	Will the proposal attract external funding of 50% or more? Please state type of external grant and % of grant funding.			2
4.5	Can the proposal be considered as a 'Spend to Save' scheme? If yes, will proposal generate income more than 10% of capital cost? Please state Type of income, and the level of income generated. Please state the 'expected life' of the asset.			3
4.6	If the proposal is bidding for 'Corporate Resources', what alternative funding options have been considered? Please state and give reason why option is not feasible.			1
4.7	Has there been any consultation? If yes, please state groups and outcome.			1
Total Score				10

5.0	Links To Five Main Themes of Corporate Strategy (For further detail refer to Corporate Strategy)	Please Tick ✓	Points allocated by Corporate Finance	
	How will the proposal meet each of the five objectives? Please tick those applicable		Total Score	Max Score
5.1	Supporting Children and Young People. Please explain			1
5.2	Promoting Quality of Life and the Green Agenda. Please explain			1
5.3	Regeneration and Priority Neighbourhoods. Please explain			1
5.4	Tackling Crime and Community Safety. Please explain			1
5.5	Achieving Service Excellence. Please explain			1
9.6.1.Total Score				5

6.0	Links Capital Investment Objectives (For further detail refer to 2005 Capital Strategy)	Please Tick ✓	Points allocated by Corporate Finance	
	How will the proposal meet the stated objectives? Please tick those applicable		Total Score	Max Score
6.1	Maximise the use of assets in meeting current and future service needs. Please explain			1
6.2	Ensure that existing and new assets are provided and managed in an efficient, cost effective and sustainable manner. Please explain			1
6.3	Initiate opportunities for achieving cost and energy savings in the future. Please explain			1
6.4	Generate an optimum financial return (where related to a non-operational property with commercial elements). Please explain			1
6.5	Promote excellence in education and raise the education achievement of schools. Please explain			1
6.6	Improve quality of life for people living, studying, working in or visiting the Borough by promoting sustainable development. Please explain			1

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6.7	Facilitate the growth of the local economy where this does not conflict with other key Council objectives. Please explain			1
6.8	Improve the quality of life and contribute to community facilities for the wider benefit of the Borough. Please explain			1
6.9	Contribute to the development of a transport system for the Borough which is safe, efficient, environmentally acceptable, and accessible and makes full provision for walking and cycling. Please explain			1
6.10	Facilitate the building of new social housing and to improve the quality of the borough's existing housing stock. Please explain			1
6.11	Enable residents (especially those with special needs) to live with as much independence as possible. Please explain			1
6.12	Provide Information Technology Systems and other equipment that support the efficient and effective operation of services, and widen access to those services. Please explain			1
Total Score				12

7.0	Key Milestone(S)		
7.1	Please identify and list key milestones relevant to each financial year. Please list key milestones for each financial year and state how these will be demonstrated. (Success of this will be evaluated for each financial year E.g. Stake-holder agreement signed)		
	Description of key milestone	Financial Year	How will you demonstrate/evidence achievement of the milestone(s)/output?
		2005/06	
		2006/07	
		2007/08	
		2008/09	
		Beyond	

8.0	Delivery Of Intended Outcomes/Targets/Benefits		
8.1	What are the intended outcomes/targets/benefits of the capital investment? Performance measures?		
8.2	Please identify key outcomes/targets/benefits of the investment proposal. (Success towards achieving these outcomes will be evaluated at the end of the year)		
	Key Outcomes/Targets/Benefits	Measure	Timeframe

9.0	Risk Management			
9.1	Please identify all key risk factors that may have a significant impact on the capital investment proposal.			
	Risk Identified Such as risk to :-	Probability of risk occurring (insert either high, or medium, or low risk)	Impact of risk on proposal (insert either high, or medium, or low risk)	How will the risk be mitigated? Who is the delegated / responsible officer for the risk?
9.2	Scheme/Programme			
9.3	Costs Certainty			
9.4	Securing External Funding			

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9.5	Achieving Key Milestones			
9.6	Achieving Key Outcomes			
9.7	External Factors			
9.8	Describe any other potential risks associated with the successful delivery of the investment proposal.			

10.0	Further Considerations/Comments
10.1	Please give any further comments you may have to support your application. (E.g. proposal meets other Council-wide priority / strategy or service plans – to increase CPA rating). Please explain

Section C - Resources : 'Continuing' And 'New' Investment Proposals

Is This A 'Continuing' Investment Proposal (Project continuing from 2005/06)?

Please indicate or tick ✓ in the correct box Yes No

Is This A 'New' Investment Proposal (Project to commence in 2006/07 onwards)?

Please indicate or tick ✓ in the correct box Yes No

Working papers and supporting documents relating to the figures in this section must be made available on request. These should be kept locally by the service finance departments. Please give a named contact where working papers and supporting documents are retained.

Full Name	please type here.....	Telephone No.	
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Appendix I Capital Programme 2005/06 – 2008/09 – Main Items and Links to Outcomes

Capital Programmes & Projects	2005 / 06 £000	2006 / 07 £000	2007 / 08 £000	2008 / 09 £000	Contribution to Corporate & Service Goals & Objectives (Outcomes)
Development Schemes	381	0	0	0	<ul style="list-style-type: none"> • Service Excellence – Improving Services to the community
Additional AMP Priorities 1 & 2	2050	2810	100	1500	<ul style="list-style-type: none"> • Reduce risk of building closures • Compliance with statutory H & S requirements and standards • Reduction of maintenance backlog
Hut Replacement Programme					
Preston Park	1092	100	0	0	<ul style="list-style-type: none"> • Savings and repairs and maintenance • Promoting quality of life • Supporting children and young people
Uxendon Manor	194	0	0	0	
Prioritised List	300	1000	1000	1000	
New Opportunities Fund Works (including Chalkhill Sports Hall)	2372	55	0	0	
Expansion of Secondary School Places	415	1300	500	500	<ul style="list-style-type: none"> • To provide adequate places across the Borough
SEN Schemes	800	1000	5900	0	<ul style="list-style-type: none"> • To accommodate increased pupil numbers to meet Government legislative requirement • Promoting quality of life • Supporting children and young people
Asbestos Works	100	125	50	50	<ul style="list-style-type: none"> • Compliance with Control of Asbestos at Work Regulations • Promoting quality of life • Supporting children and young people
Non-School Schemes					
Libraries	358	0	0	0	
Libraries – Health & Safety	150	0	0	0	<ul style="list-style-type: none"> • Compliance with statutory requirements and standards • Improved H & S • Reduce maintenance backlog
Willesden Green	200	0	0	0	<ul style="list-style-type: none"> • Improved services and suitability • Promoting quality of life • Supporting children and young people • Links to Government's 10 year plan for public libraries: "Framework for the Future" (Feb '03)
Grange Museum Relocation	303	0	0	0	<ul style="list-style-type: none"> • Relocation of obsolescent building – condition & suitability • Promoting quality of life
Youth Service	500	50	0	0	<ul style="list-style-type: none"> • Supporting children and young people • Service Excellence – Improving services to the community • Tackling crime and community • Link to Transforming Youth Work SENDA programme for people with special needs and the Transforming Youth Work Standards for Youth clubs as Centres of Excellence

Corporate Asset Plan 2005 – 15th August 2005

Capital Programmes & Projects	2005 / 06 £000	2006 / 07 £000	2007 / 08 £000	2008 / 09 £000	Contribution to Corporate & Service Goals & Objectives (Outcomes)
ENVIRONMENT					
Willesden Sports Centre (Council funded & S106)	3200	0	0	0	<ul style="list-style-type: none"> • Service Excellence – Improved services to the community • Replacement of obsolescent building – suitability & condition • Reduction of maintenance backlog
Parks & Cemeteries	757	700	700	700	
SOCIAL SERVICES					
Clement Close Respite Childrens Home	50				<ul style="list-style-type: none"> • Service Excellence - Improved services to the community • Increase number of episodes of respite care accommodated
Kingsbury Manor Heating	25				<ul style="list-style-type: none"> • Reduce maintenance backlog • Reduce risk of building closure • Reduce H & S risks • Improved energy efficiency
New Millennium Day Centre	15		500		<ul style="list-style-type: none"> • To improve services to older people, disabled people and those with mental health problems in taking a full and active part in the life of the community • Increase visiting clients
Melrose House	30				<ul style="list-style-type: none"> • To improve services to older people, disabled people and those with mental health problems in taking a full and active part in the life of the community • Increase visiting clients • To improve services to older people, disabled people and those with mental health problems in taking a full and active part in the life of the community • Increase visiting clients
Learning Disabilities Kiosk Project	10				
Dollis Hill Older People Day Centre – Replacement	600	400			
Alric Road Day Centre	66				
Albert Road	15				
Stonebridge Day Centre	100				
127 High Road	30				
4 Cranhurst Road	30				
170a Walm, Lane	20				
Park House Mental Health Resource Centre	20		300		
Kensal Rise Senior Club	15				
Dilapidations	0	0	0	100	<ul style="list-style-type: none"> • Reduction of maintenance backlog • Prudent provision for future possible financial risks
Health & Safety	150	150	150	150	<ul style="list-style-type: none"> • Compliance with statutory requirements and standards • Improved H & S • Reduce maintenance backlog
Minor Works	0	0	0	100	<ul style="list-style-type: none"> • Service Excellence – Improved services to the community

Corporate Asset Plan 2005 – 15th August 2005

Capital Programmes & Projects	2005 / 06 £000	2006 / 07 £000	2007 / 08 £000	2008 / 09 £000	Contribution to Corporate & Service Goals & Objectives (Outcomes)
CORPORATE					
Brent House One Stop Shops Refurbishment	292	0	0	0	<ul style="list-style-type: none"> • Service Excellence - Improved services to the community
Harlesden OSS – Ground Floor Extension	50	0	0	0	<ul style="list-style-type: none"> • Service Excellence - Improved services to the community
Brent Town Hall Cashiers Remodelling	46	0	0	0	<ul style="list-style-type: none"> • Service Excellence - Improved services to the community • Community Safety agenda
Quality House Window Replacement	125	0	0	0	<ul style="list-style-type: none"> • Reduction of maintenance backlog • Reduce risk of building closure • Improved energy efficiency
Security Measures in Town Hall & 3 Muniport Sites	85	0	0	0	<ul style="list-style-type: none"> • Service Excellence – Improved services to the community • Community Safety agenda
Town Hall Stage Lighting	80	0	0	0	<ul style="list-style-type: none"> • Service Excellence - Improved services to the community
Disability Discrimination Act Works	195	0	0	0	<ul style="list-style-type: none"> • Compliance with statutory requirements and standards • Reduction of maintenance backlog
Minor Works	237	100	0	100	<ul style="list-style-type: none"> • Service Excellence - Improved services to the community • Reduction of maintenance backlog • Reduce risk of building closures
Project Management – to provide additional resources to Service Areas	338	400	400	400	<ul style="list-style-type: none"> • Improved value for money in capital and revenue works • Compliance with statutory requirements and standards • Improved use of corporate assets
Asbestos Surveys	175	30	0	30	<ul style="list-style-type: none"> • Compliance with statutory requirements and standards • Reduction of maintenance backlog