

London Borough of Brent Council Asset Plan (Annual Update) July 2006



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Section A: Executive Summary

According to the Audit Commission, London Borough of Brent is;

‘a council that is improving well and demonstrating a 3 star overall performance’.

Our objective is to help achieve the maximum 4 star overall performance when London Borough of Brent is next assessed.

The Purpose of the Council Asset Plan

Asset management aims to ensure the Council has sufficient and suitable properties which support the corporate and service objectives of the London Borough of Brent.

This document seeks to ensure Council assets are managed in the best way but also to support its ambitions to score highly in Corporate Performance Assessments (CPA). Asset plans for other council assets e.g. housing, education and transportation are covered in separate documents as stated below:

- Housing Revenue Account
- Education Asset Management Plan
- Transport Plan is currently under preparation.

The Council Asset Plan integrates with the Council’s core strategic management documents, which includes;

- the corporate strategic plan;
- medium term and capital strategies and other resources strategic plans; and
- service strategic plans.

The following information details the Audit Commission: Comprehensive Performance Assessment Criteria 2006 for level 3 & 4.

Level 3

- A member has been allocated portfolio responsibility for the council’s asset management.
- Members are aware of the level of backlog maintenance and have approved a plan to address it as appropriate.
- The council has developed a set of local performance measures in relation to assets that evaluate asset use in relation to corporate objectives.
- The council makes investment and disposal decisions based on thorough option appraisal and whole life costing.

Level 4

- 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.

- The results of performance measurement and benchmarking are communicated to stakeholders where relevant.
- The council has developed an approach for the co-ordination of asset management information and its integration with relevant organisational financial information.

Aims of the Council Asset Plan

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

Objectives of the Council Asset Plan

1.	To improve sufficiency which refers to the right amount of space and suitability which is the right level of quality of accommodation for all of the properties.
2.	Report achievements of Property and Asset Management and Services.
3.	To provide a short, medium and long term objective for each key asset.
4.	To provide an impetus to improve the overall management of property through facilities management.
5.	Improve the condition of the estate to reduce urgent priority backlog maintenance from £4.33m to £0.5m over a 4 yr period.
6.	To minimise the impact of depreciation charges on the Council by ensuring that proper maintenance takes place.
7.	To ensure that effective and timely maintenance takes place through the helpdesk and maintenance programme.
8.	To minimise estate revenue running.
9.	To maximise capital funds from external sources and the generation of capital receipts from within the estate for investment in its improvement.
10.	Procure efficiently and improve the value / spending power of investment made through the capital and maintenance programme.
11.	Report on property performance indicators, measurement and reporting and with follow up actions.
12.	To reduce CO2 emissions, energy and water consumption. To promote the Council's environmental sustainability policies and accessibility initiatives.
13.	Full compliance with statutory and regulatory provisions e.g. health & safety, legionella, asbestos and the Disability Discrimination Act.
14.	To keep the Council's property under review.

Section B: The Council Asset Plan

The Council Asset Plan (CAP) aims to:

- set out the Council's overall corporate and service needs for assets – taking as necessary a short, medium and long term view;
- review existing assets in terms of sufficiency, suitability, condition and sustainability;
- evaluate options; and
- set out key proposals for changing the management arrangement of some of the Council's assets,
- report on a number of Performance Indicators

The Borough

Brent, in the north-western sector of London, has a population of 243,459 and has very distinctive economic and social characteristics. Brent's 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. There are a wide range of cultural celebrations including large Irish Festival and the Hindu Divali Festival.

The Resources Context

Full Council in March 2006 resolved a revenue programme of £235m for 2006/07. A capital programme for the four years 2006/7 – 2009/10 is set out below:

CAPITAL PROGRAMME 2006/07 TO 2009/10

General Fund - Resources

Programme Details	2005/06 Feb Exec Capital Programme £000	2006/07 Capital Programme £000	2007/08 Capital Programme £000	2008/09 Capital Programme £000	2009/10 Capital Programme £000
Supported Borrowing - General Fund:					
Central Government - SCE (R)	(6,473)	(7,866)	(8,125)	(8,410)	(8,700)
Central Government - SCE (C)	(3,135)	(2,520)	(2,555)	(2,600)	(2,640)
Devolved Formula Capital	(2,800)	(3,290)	(3,458)	(3,460)	(3,460)
Children's Centres Sure Start Grant	0	(2,161)	(2,020)		
Environment Grant Income (Borough Spending Plan)	(5,902)	(5,501)	(5,501)	(5,501)	(5,501)
Waste Performance and Efficiency Grant	0	(302)	(317)	0	0
Chalkhill Account Reserve (Funding Housing)	52	0	0	0	0
Disabled Facilities Grant	(1,270)	(1,140)	(1,000)	(1,000)	(1,000)
Stadium Access Corridor Funding (SRB/LDA/S106)	(7,418)	0	0	0	0
Sport England Grant (Education)	(167)	0	0	0	0
Additional Grant Notifications (Ring fenced):					
Children & Families - Youth Capital Grant - Integrated Children's System	0	(126)	(126)	0	0
IT Capital	0	(156)	(205)	0	0
Housing and Community Care: Adults - Improving Information Management Grant	0	(175)	0	0	0
Targeted Capital Funding (Education)	0	(800)	(2,400)	(1,280)	0
Capital Receipts in Year - Right to Buy Properties	(2,500)	(1,750)	(1,750)	(1,750)	(1,750)
Former LRB/Ex-GLC Properties	(200)	(200)	(200)	(200)	(200)
Corporate Property Disposals Grange Museum Related	(1,700)	(3,000)	(2,000)	(2,000)	(2,000)
Receipts	(435)	0	0	0	0
Project C Related Receipts	0	(295)	0	0	0
Capital Funding Account	(300)	0	0	0	0
S106 Funding	(4,527)	(1,688)	(1,888)	0	0
Local Authority Social Housing Grant Transitional Grant	(400)	0	0	0	0
2004/05 Capital Programme (Surplus)/Deficit Carry Fwd	(15,701)	0	0	0	0
Revenue Contributions to Capital Outlay	0	0	0	0	0
Agreed Unsupported Borrowing - General Fund	(6,864)	(12,317)	(12,312)	(8,892)	(8,369)
Unsupported Borrowing (Self Funded Schemes)	(566)	0	0	0	0
Total Resources	(60,306)	(43,287)	(43,857)	(35,093)	(33,620)

The Council's Capital Strategy 2005 and Medium Term Financial Strategy provide the overall framework for the Council Asset Plan 2006. Appendix 2 sets out the Capital Strategy's twelve objectives.

Drivers for change include:

- escalating impact of unsupported borrowing already agreed;
- funding required for the proposed new Civic Centre;
- meeting expectations;
- reducing increases in the Council's grant
- the future flow of S106 planning gain financial contributions in comparison with necessary infrastructure investment expenditure.

Section C: Property Asset Management

Introduction

Members and the Corporate Management Team (CMT) are ensuring property asset management is being undertaken in the Council to high standards focusing on the Council's fiduciary duties and aspirations for Comprehensive Performance Assessment excellence.

This section provides core data about the Council's property assets.

Total asset value is £380m (excluding housing); with a total of some 630 separate properties;

A backlog maintenance of £15.77m identified in 05-06. Accordingly in 05-06 management action was taken and £2.3m has been allocated for backlog maintenance.

The data also suggests that the suitability of the Council's estate has improved as ongoing works to the backlog maintenance has improved the condition of a number of properties.

Section F looks at corporate and service goals and objectives and their key impacts on changes in terms of property needs in the coming years.

Sections G-K highlight significant property work programmed for the years 2006/07 - 2009/10, based on priorities as at the time of the last budget cycle and the outcomes that work aims to support at corporate and service levels.

Backlog	02-03	03-04	04-05	05-06
	£49m		£36m	£33.75m

The maintenance backlog has been reduced due to investment in schools. It has been reduced by **£2.25m** through maintenance and capital investment.

Section L sets out the key priorities for the Property and Asset Management Unit and these are incorporated into the unit service operational plans.

A Property Management Manual was approved by the CMT in February 2005. Concurrently, as part of work to review the Council's corporate standards, new corporate property standards were also approved by CMT in February 2005.

Corporate Planning Framework

The Council's corporate planning framework is driven and co-ordinated by the Chief Executive and the Corporate Management Team (CMT), reporting to the Executive.

Draft Local Strategic Partnership Community Strategy 2006-2010

The vision of the Council is that Brent will be a prosperous and lively borough, full of opportunity and welcoming to all. A place that will thrive for generations to come, whose future will be determined by local people.

In particular:

- A great place
- A borough of opportunity
- An inclusive community

The themes are all areas that the Council has developed into more detail and reflected in the detailed policies of the council.

The Corporate Strategy 2002-2006 sets out 5 key priorities which include;

- Supporting children and young people
- Promoting quality of life and green agenda
- Regeneration and priority neighbourhoods
- Tackling crime and community safety
- Achieving service excellence

Promote Quality of life and the Green Agenda (CPA Assessment 2005-06)

- To create an attractive and sustainable environment
- People should have access to varied leisure activities and quality affordable housing
- Big Brent Clean-up
- Better recycling
- Homeless Prevention
- Increased tenant satisfaction

Other Relevant Planning tools

- 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;
- Council's prudential management regime and the capital and medium / long term financial strategies;
- Council's capital and revenue budgets, as approved by Full Council in February 2006; and
- Council's Asset Management Plans for Housing, Schools, Transport and Open spaces.

Corporate Assets Project Board

Chaired by the Director of Finance and Corporate Resources and reporting to CMT this group comprises representatives of all departments of the Council and has the role of:

- development of the Council Asset Plan;
- development of asset management strategies;
- co-ordination of services' asset planning; and
- monitoring and reporting on asset management.
- maintaining a cross-organisational perspective on the use and management of the Council's office accommodation.

- Promoting good practices in energy use
- Ensuring compliance with Health and Safety
- Ensuring that IT and Human Resources link with office accommodation strategy

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.

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. It is seeking to consolidate the Council's ageing and dispersed office stock to a hub building to be combined with community facilities.

Head of Property & Asset Management

The recently appointed 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; Asbestos, Project Management Group.
- 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 CAP, 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.

Service Area Directors

Service Area 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.

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.

Supporting Property Asset Management

Corporate Property Services and Facilities Management were merged in 2005 to provide:

- continued development of the Council's corporate asset management planning and the management of its property assets as a corporate resource to support service delivery;
- the Council's estate is fit for the purposes for which it is held;
- an intelligent client function and enhanced resources to the increasingly complex areas of commissioning works, maximising value for money and complying with statutory and other codes;

A new joined up approach linking facilities management and property strategy enables informed decisions to be made about priorities in the light of long-term property planning.

Framework agreements with consultants have been extended to expire 31st March 2008. A cross departmental group is looking at what arrangements are likely to best suit the Council after this date.

Consultation with Stakeholders (Internal and External)

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 which includes:

- 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.

The annual staff survey includes questions about physical working conditions. A further detailed questionnaire on buildings was developed incorporating the approach adopted by 'Beacon Councils' and this is used as a tool within this report.

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 1500m² of the Council's office accommodation. Specific examples are illustrated in the table below:

Location	Partner	Council Service	Notes / Lead Property Partner
Brent House	CAPITA	Finance & Corporate Resources	Brent Council
Brondesbury Road	Mental Health Trust	Housing & Community Care	Brent Council
London Road	Mental Health Trust	Housing & Community Care	Brent Council
9 Willesden Lane	Mental Health Trust	Housing & Community Care	Brent Council
John Wilson House	Mental Health Trust	Housing & Community 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.

A regular high level quarterly meeting is held with both the PCT and Mental Health Trust to discuss property plans although a deeper understanding of each organisations objectives are required in terms of supporting services to the residents of Brent.

Better property links to the Police and central government services have been recognised and it is planned that these will be developed.

Senior Property Managers of the West London Alliance have started meeting on a 3 monthly basis to review and compare at a high level how they can best deliver a property platform that supports Authorities in their service delivery and community leadership role.

Council Property Asset Policy & Summary Position Statement

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 e.g. 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. [Primary Care Trust, Mental Health Trust].

Corporate Property Aims & Objectives

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

To ensure the Council's property assets are used in the most effective manner to support key priorities and strategic corporate objectives.

This is under-pinned by 11 objectives:

	Objectives	Headline Performance Measures
The Estate		
1	To improve the utilisation of the estate through improving its sufficiency (i.e. the right amount of space) and suitability (i.e. 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 (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 new accommodation for the Children & Families Department.
2	To improve the condition of the estate	<ul style="list-style-type: none"> Condition survey completed in 2005/06 in respect of non-schools property. Estate to be surveyed on a 5 year rolling programme Annual inspection of all properties and update of maintenance plan. Quinquennial survey practices in place for schools since 2000 Backlog in schools reduced from £33m 2003 to £20m 2004/05 and £18.5m 05-06. £2.3m to support additional urgent maintenance work 06/07 Services to submit annual maintenance budget figures. £3.65m allocated to reduce urgent maintenance works 2007-2010
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 D – running costs
4	Commercial Estate	<ul style="list-style-type: none"> Rents increased Fully occupied Reduced rent arrears

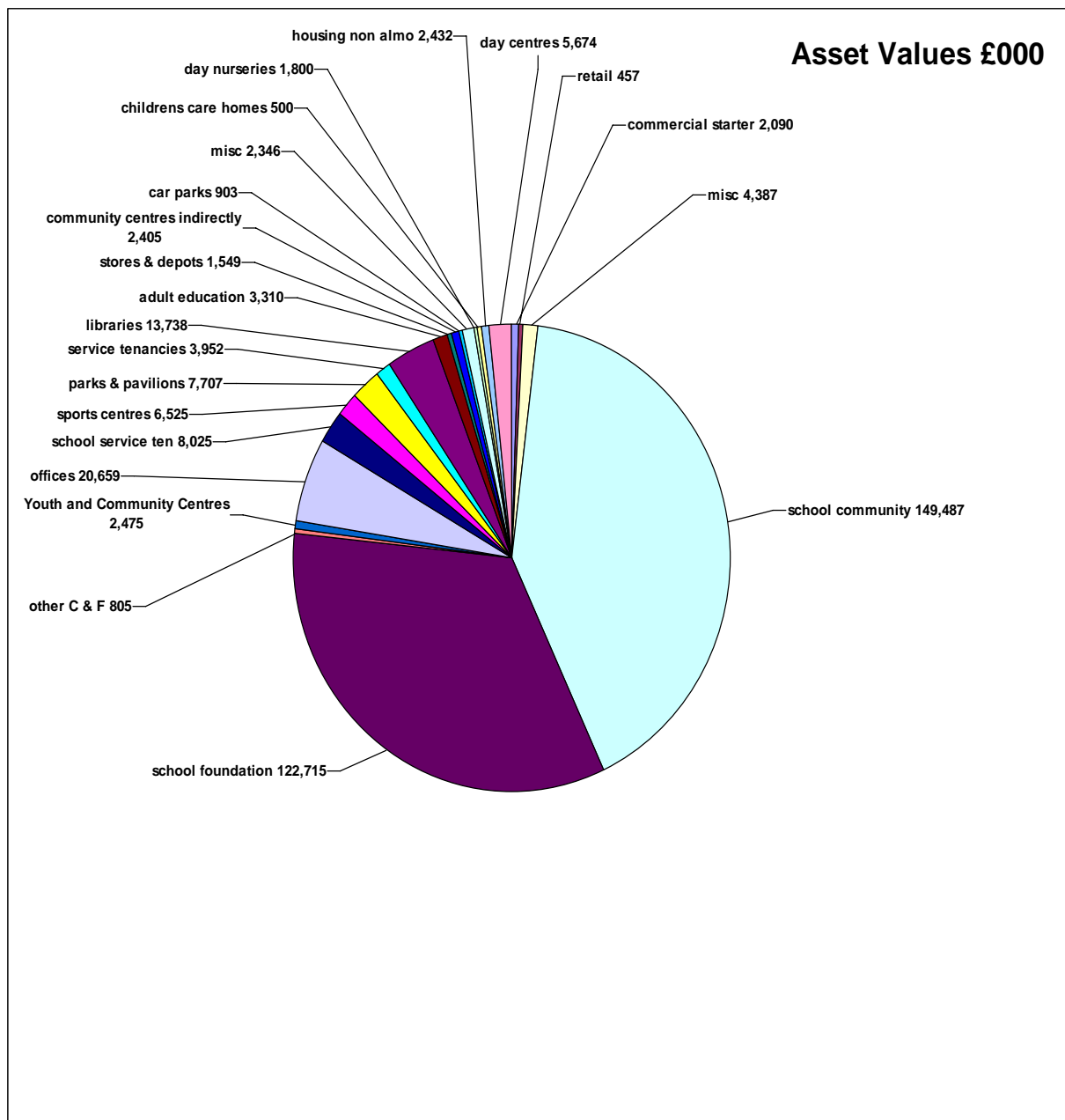
Property Capital Finance		
4	To maximise capital funds from external sources and the generation of capital receipts from within the estate for investment in its improvement	<ul style="list-style-type: none"> Section 106 funding Capital receipts target for 2006/07 £3m (£5m 2007-2009) Significant external funds generated through partnership (£33.9m in 2004/05, £24m in 2005/06,)
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

		<p>respect of schools capital programme</p> <ul style="list-style-type: none"> • 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 • Developing an approved list of building suppliers • Cross departmental working group reviewing future form of consultant framework agreements for 1st April 2008
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 L in particular • Plan formulated to develop further – see Section L
8	To support corporate goals e.g. CO2 emissions, energy and water consumption, the Council's environmental sustainability policies and accessibility initiatives	<ul style="list-style-type: none"> • Carbon Trust Energy initiative • Procurement of all gas and electricity via a single contract
9	To achieve full compliance with statutory and regulatory provisions e.g. health & safety, legionella, asbestos and the Disability Discrimination Act	<ul style="list-style-type: none"> • DDA and Asbestos initiatives in 2003/04 2004/05, and 05/06 now mainly completed • Corporate and service area directors have practices and procedures in place to ensure compliance • Condition surveys now undertaken. • Property Management Group agreed procedures for the Legionella programme.
10	To keep the Council's property under review	<ul style="list-style-type: none"> • Future programme formulated • Office Accommodation Strategy (2005) • Civic Centre proposal • Housing & Community Care Reviews • Customer Interface review • Day services • Residential Supported Living • Older Peoples • Day Centres <ul style="list-style-type: none"> • Environment and Culture • Sports review • Libraries review
11	Regeneration and Community Asset Planning	<ul style="list-style-type: none"> • To support the Council wide regeneration initiatives and community asset planning.

Section D: Existing portfolio & current position

The Asset Base

The Council has a property asset base (non-ALMO) valued at some £380m which comprises a range of property types. The diagram below illustrates the estate in terms of the service for which property is held.



High Level Property Asset Performance Indicators

The following indicators are provided

- property condition;
- suitability
- maintenance backlog;

- 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 15% of budget and time estimates.

The Council's Estate by Property Type:

Non operational Assets	Capital Value (£m)	Gross area m2 buildings
commercial starter	2,090,050	3100
retail	356,750	5700
misc	4,386,507	2400
operational assets		
school community	149,487,000	120,000
school foundation	122,715,000	112,000
other C & F	805,000	10,000
Youth and Community Centres	2,475,000	6,000
offices	20,659,187	34,000
school service ten	8,025,000	n/a
sports centres	6,525,000	8,000
parks & pavilions ¹	7,707,208	3,500
service tenancies	3,952,000	n/a
libraries	13,738,000	6700
adult education	3,310,000	5600
stores & depots	1,549,000	2,500
community centres indirectly	2,405,000	6000
cemeteries ²	7	300
car parks ³	902,501	n/a
misc	2,346,101	3,000
day nurseries	1,800,000	2,000
children's care homes	500,000	700
housing non almo	2,432,104	n/a
day centres	5,674,000	8500
adult care homes	5,160,000	4300
other adult	4,085,000	1,100
Total	373,085,415	345,400

1 = Parks 452 ha		
2 = Cemeteries 34.4 ha		
3 = Car parks 1.65 ha		

The Council continues to participate in benchmarking activities, including especially the following:

- IPF Ltd -the consultative arm of CIPFA
- London Borough ACES Group.
- West London Alliance

Meanwhile, the data in this section largely follows the original ODPM definitions which provide 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.

Condition

Current repair and maintenance backlog in respect of schools and non-schools parts of the Council's estate are shown below.

Maintenance Backlog: Schools & Non-schools, 31 March 2006

Priority	Non-Schools		Schools					Total Backlog	
	£m	%	Community £m	VA £m	Foundation £m	Total £m	%	£m	%
1	£4.3m	28.2%	£0.35	£0.15m	£2.48m	£2.98m	16%	£7.28m	21.5%
2	£6.12m	40.15%	£2.62m	£0.79m	£2.15m	£5.56m	30%	£11.68m	34.5%
3	£4.82m	31.65%	£5.07m	£1.94m	£2.96m	£9.97m	54%	£14.79m	44%
Totals 05/06	£15.24m	100%	£8.044	£2.88	£7.59	£18.51	100%	£33.75	100%

Changing Maintenance backlog figures are:

	31 March 2006	31 March 2005	31 March 2004	31 March 2003
Non-Schools	£15.24m	£15.77 m	Not collected	£13.463
Schools (Community, Voluntary Aided & Foundation)	£18.51m	£20.16 m	Not collected	£26.91 m

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 showed that 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. The total growth in backlog of non-school property has been largely contained through disposal of surplus property in poor condition.

Taking the estate overall, building condition may be summarised as shown below:

Table showing Building Condition - Overall

Condition	Target 06/07	05/06	04/05	02/03
A	10%	10%	9.41%	10.6%
B	85%	81%	77.64%	80.6%
C	5%	8.7%	12.73%	8.6%
D	0%	0.3%	0.22%	0.2%

The table below 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.

Building Condition: % gross internal floor-space in condition categories A-D

Operational Assets	05/06	04/05	02/03
A Good Condition	10%	9%	10%
B Satisfaction Condition	81%	78%	80%
C Poor Condition	9%	13%	8%
D Bad Condition	0%	0%	2%
Non-Operational Assets			
A Good Condition	4%	4%	8%
B Satisfaction Condition	71%	71%	75%
C Poor Condition	25%	25%	17%
D Bad Condition	0%	0%	0%

The following table provides an analysis of backlog in terms of operational and non-operational non-school assets.

Total value and as a % in priority levels 1 – 3 for Non-Schools:

	Target 06/07	2005/2006		2004 / 2005		2002/2003	
		£m	%	£m	%	£m	%
Operational Assets							
Urgent Repairs (Priority 1)	£2.68	£3.92		£4.45	30%	£0.43	4%
Essential Repairs (Priority 2)	£5.66	£5.66		£5.6m	38%	£4.45	42%
Desirable Repairs (Priority 3)	£4.65	£4.65		£4.65	32%	£5.82	54%
Non-Operational Assets							
Urgent Repairs (Priority 1)	£0.38	£0.38		£0.38	40%	£0	0%
Essential Repairs (Priority 2)	£0.42	£0.42		£0.42	42%	£0.15	15%
Desirable Repairs (Priority 3)	£0.17	£0.17		£0.17	18%	£0.87	85%
Non-Operational Surplus Assets							
Urgent Repairs (Priority 1)	0	0		£0	0%	£0.24	14%
Essential Repairs (Priority 2)	£0.1	£0.1		£0.1	100%	£1.5	86%
Desirable Repairs (Priority 3)	£0	£0		£0	0%	£0	0%
TOTALS	£14.0	£15.24					
Urgent Repairs (Priority 1)	£2.03	£4.3		£4.83	31%	£0.670	4.98%
Essential Repairs (Priority 2)	£6.12	£6.12		£ 6.12	39%	£6.1	45.1%
Desirable Repairs (Priority 3)	£5.85	£4.82		£ 4.82	30%	£6.7	50.1%
Total Backlog	£14.0 (£123 per m2)	£15.24		£15.77		£13.46	

- Capital Board and CMT agreed that Service Area Directors' property repair and maintenance responsibilities required increased support and monitoring.

The Property & Asset Management Team are there to:

- advise directors of priority work on the basis of the annual condition survey;
 - monitor their compliance; and
- Directors to devote a higher level of spending necessary to repair and maintenance to fulfil their obligations.

Funding of £2.3m is being invested to support priority repair and maintenance work that could not otherwise be funded from within service budgets.

Property & Asset Management provides a level of professional support to service area directors and building asset managers which is necessary to ensure work is correctly identified, prioritised and commissioned to secure best value for money.

These initiatives are strictly aimed at ensuring at least minimum standards in repairs and maintenance – namely compliance with health & safety legislation and addressing the decline in building condition.

The Council now has a strategy for the reduction of backlog and has been achieved by:

- increased levels of expenditure on maintenance;
- enhanced value for money in maintenance work through adopting new approaches (e.g. strategic partnership working with contractors).

The following table shows a breakdown by service area (excluding schools):

Department	Priority 1 (£m)	Priority 2 (£m)	Priority 3 (£m)
Children and Families	£0.75	£0.70	£0.47
Housing and Community Care	£0.57	£0.42	£0.58
Environment and Culture	£1.54	£3.21	£1.80
Finance and Corporate Resources	£1.48	£1.79	£1.97
	£4.34	£6.12	£4.83

Suitability

The following table shows 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.

Building Suitability by % floor-space in categories A - D

		Target 2006/07	2005/06	2004/05	2002/03
(a)	Operational Assets				
	A Good	50%	48%	47%	60%
	B Satisfactory	45%	43%	41%	26%
	C Poor – needs significant investment	5%	8%	10%	13%
	D Not fit for Purpose	0%	1%	2%	1%
(b)	Non-Operational Assets (including community centres)				
	A Good	5%	5%	0%	0%
	B Satisfactory	50%	40%	40%	50%
	C Poor – needs significant investment	45%	45%	50%	40%
	D Not fit for Purpose	0%	10%	10%	10%

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.

Property Running Costs: Non-Schools

		Target	2005/06	2004/05	2002/03
(a)	Strategic management costs per sq m GIA of the property portfolio	£0.86	£0.84	£0.84	£0.61
(b)	Area of Property Portfolio	132,000	132,000	129,880	129,800
(c)	Repair & maintenance costs per sq m GIA	£12.00	£10.38 ⁶	£12.01	£10.91
(d)	Energy costs per sq m GIA (gas, electricity, oil, solid fuel)	£12.00	£10.40	£7.00	£7.75
(e)	Water cost per sq m GIA	£1.70	£1.60	£1.30	£1.27
(f)	CO2 emissions in tonnes of carbon dioxide per sq m	0.07	0.07 ⁷	0.08 – 0.1 ¹	0.09

¹ Fluctuations in energy market make it difficult to assess.

^{6,7} Expenditure reclassified and gross internal areas now used has impact of reducing CO2 per m2

Capital and Revenue Programme Management by time and cost (Corporate Projects)

		2005/06	2004/05	2002/03
(a)	Cost predictability: % of projects where outturn falls within 15% of the estimated outturn	80%	92%	96%
(b)	Time predictability: % of projects falling within 15% of the estimated timescale, expressed as a % of the total number of projects completed in the financial year	80%	92%	89%%

Local Performance Indicators

Local Performance Indicator	2003/04 Performance	2004/05 Target	2004/05 Performance	2005/06 Performance	2006/07 Target	2007/08 Target	2008/09 Target
Buildings with facilities for people with disabilities	45%	65%	77%	80%	82%	84%	86%
Rent invoices sent to tenants 14 days prior to date rent due	100%	100%	60%	70%	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%	82%	85%	90%	92%
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%	85%	75%	75%	755
Space per employee	12m2	11m2	11m2	10-10.5m2	10-10.5m2	10-10.5m2	10-10.5m2
Recycling at sites			0%	15%	40%	60%	90%
Capital receipts programme					£3m	£2m	£2m
Staff satisfaction with cleanliness of buildings					65%	75%	85%
Staff satisfaction with physical working environment				64%	70%	74%	80%
Number of sites with computerised plans				10%	15%	30%	60%
Asbestos re-inspection				100%	33%	33%	33%

Section E: External changes & implications for property

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;
- changes in demand for the Council's services, 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 (e.g. 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.

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

The Local Economy

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.

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.

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 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.
- the completion of the Wembley National Stadium

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. This may bring risks of increased costs and secondly risks associated with the 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 significant infrastructure works taking place around Stratford in connection with the Olympics 2012 are likely to increase building tender costs at a rate above inflation.

What this means:

- **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.

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.

Consultants

The Council places considerable reliance upon external professional consultants in carrying out work of the property unit.

Two issues in particular are being 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.

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.

Section F: Goals & Objectives for Property Asset Management

Corporate Goals

This section summarises the key corporate and service issues impacting upon the Council's property asset needs.

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."

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 children's centres • Improvements to schools • Improved youth facilities
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 • review of the estate to release assets for social housing etc • Partnership working in property work e.g. Granville
Tackling crime and community safety	<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"> • Creation of 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
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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"²;
- Local Improvement Plan 2005/06 "Improving Brent – Excellent Services for a Diverse Community";
- regeneration strategies including Wembley and South Kilburn;
- 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.

Over-arching Corporate Issues

An annual condition inspection of non-school and non-ALMO housing property was undertaken in 2005/06. The results of the new survey inform the maintenance programme. In addition annual inspections of all properties will now take place and the maintenance programme adjusted to reflect changing building conditions and changed property strategy.

Accordingly, a maintenance strategy has been developed for non-schools and has helped the Council to demonstrate the "Use of Resources" Level 3 requirement:

"Members are aware of the level of backlog maintenance and have approved a plan to address it as appropriate."

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

² The Council's Corporate Strategy is currently being reviewed for the period beyond 2006.

process and carried through from the stage of project / programme formulation, through design to implementation.

Conclusion

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. These include;

- capital and revenue medium / long term strategy: work is being undertaken to firm up, for each area of major change, costing to inform the development of strategic funding options;
- as a condition of corporate funding to address backlog maintenance and poor building management , services departments should be required to state and make proper budgetary provision for maintenance costs.
- ICT - some options require significant development of the Council's ICT strategies e.g. greater reliance on mobile working;
- property 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 to support continuous improvement in property asset management.

Section G: Finance and Corporate Resources Service Department

Finance and Corporate Resources are responsible for a variety of assets as set out in the table below. The priority back log figures are attached below:

FINANCE AND CORPORATE RESOURCES								
		NO OF ASSETS	AREA M2	CURRENT BACKLOG 31 MAR 06	BACKLOG			02/03
					P1	P2	P3	TOTAL
COMMERCIAL								
CAR PARKS		2	4440	0.03				0
COMMERCIAL UNITS		90	3132	0.22				0.29
OFFICES		16	26051	4.0				1.7
COMMUNITY CENTRES		8	2667	0.2				0.17
MISC		23	2833	0.293				0.26
Totals				4.74	1.54	1.35	1.8	2.45

Office Accommodation

The main area of responsibility is managing 16 key office locations totalling 26,051 m2. Other office locations managed by service departments add a further 9,170 m2.

Significant changes to the portfolio include:

- Chesterfield House acquiring 577 m2 of space - bringing together Youth Offending Team from 3 separate locations and vacation of 3 sites.
- Town Hall acquisition of 170 m2 of sectional office accommodation erected at the Town Hall - bringing together a new Property and Asset Management Team
- Refurbishment of some 500m2 of space in the Town Hall Annexe for Legal Services Challenge House - remodelling of the One Stop Service.
- Major refurbishment of 1066m2 (25% of space) at MGH and IT upgrading.

Over the last 4 years there has been a significant intensification of use of office accommodation particularly at Chesterfield House, Brent House and the Town Hall.

Over intense use at Triangle House has been reduced and environmental improvements have been made with the installation of ceiling mounted fans which have helped hot weather working. Fans have also been installed throughout Chesterfield House and central corridors have been removed to improve cross ventilation.

The recent staff survey identified that 64% of staff are satisfied with their physical work conditions which is an increase of 6% from 2004. It is important to note that surveys are only a guide, however the evidence we have collated albeit from a smaller sample shows dissatisfaction with many of the environmental factors. This reflects dissatisfaction with a combination of factors such as toilets, rest areas, decoration and temperature. Many of these factors are caused by having ageing office buildings that have been poorly maintained. Where buildings are more modern they are speculative office buildings which have ageing infrastructure in terms of lifts and toilets. The refurbishment at MGH and open plan working with meeting rooms has been particularly well received by staff. A formal evaluation will be undertaken.

Other major works planned this year include:

- Creation of Peoples Centre (approx 50 staff) at Chesterfield House
- Refurbishment of 9-11 Brondesbury Road for Mental Health teams estimated completion March 2007.

We have assessed the suitability of the office buildings. A summary of the results is attached below:

Question											
		Accessibility % Score	Location % Score	Space/Shape % Score	Environment % Score	Image % Score	ICT % Score	Overall % Score	Area (Sq M)	Age	
Building	Service Department										
Possible Maximum Score.											
Weighting Multiplier.											
Chesterfield House	Children & Families	83.3%	70.8%	66.7%	37.5%	66.7%	91.7%	57.7%	2,769	1965	
Gwenneth Rickus building	Children & Families	50.0%	65.0%	62.5%	71.4%	75.0%	75.0%	68.1%	2,475	1920	
Brent House	Finance & Corporate Resources	68.3%	60.5%	50.8%	37.8%	53.5%	50.0%	49.1%	5,900	1970	
Brent House Annexe	Finance & Corporate Resources	62.5%	52.5%	25.0%	14.1%	6.3%	50.0%	28.9%	987	1970	
Brondesbury Road	Finance & Corporate Resources	25.0%	60.0%	0.0%	9.4%	0.0%	50.0%	23.7%	1,194	1980s	
Challenge House	Finance & Corporate Resources	25.0%	35.0%	50.0%	37.5%	50.0%	50.0%	39.7%	457	1890	
Cottrell House	Finance & Corporate Resources	45.0%	54.1%	47.5%	27.0%	30.0%	32.5%	37.8%	807	1970	
Elizabeth House	Finance & Corporate Resources	25.0%	71.7%	29.2%	32.3%	12.5%	75.0%	42.1%	948	1970	
Hampton House, Dyne Road	Finance & Corporate Resources	75.0%	70.0%	62.5%	71.9%	50.0%	50.0%	67.1%	1,098	1980s	
London Road Offices	Finance & Corporate Resources	75.0%	85.0%	62.5%	28.1%	50.0%	0.0%	50.0%	1,168	1982	
Mahatma Gandhi House	Finance & Corporate Resources	66.7%	71.4%	37.5%	31.3%	35.4%	50.0%	45.8%	4,134	1983	
Pyramid House	Finance & Corporate Resources	50.0%	37.5%	31.3%	35.9%	18.8%	50.0%	35.5%	917	1989	
Quality House	Finance & Corporate Resources	50.0%	66.4%	50.0%	36.5%	33.9%	53.6%	47.1%	1,352	1925	
Town Hall	Finance & Corporate Resources	67.3%	70.0%	52.9%	39.4%	51.9%	56.8%	52.6%	4,932	1938	
Town Hall Annexe	Finance & Corporate Resources	75.0%	73.3%	45.8%	28.1%	18.8%	66.7%	45.4%	1,419	1975	
Triangle House	Finance & Corporate Resources	25.0%	65.0%	37.5%	31.3%	37.5%	50.0%	42.1%	393	1985	

Key

Colour	Percentage	Classification
Green	70%+	Good
Amber	40 - 69%	Acceptable
Red	0 - 39%	Poor

A number of investment decisions are on hold until the outcome of the Civic Centre project is known. Set out below are the short (0 -12 months), medium (12 months – 5 years) and long term (5 years plus) plans for each building based upon a relocation to a new Civic Centre in late 2011.

<i>Finance & Corporate Resources: Brent House</i>		
<ul style="list-style-type: none"> ① Ensure regular Landlord liaison to minimise management issues. Review common area cleaning. ② Investigate control systems for heating and cooling 	<ul style="list-style-type: none"> ① Staff rest facilities 	<ul style="list-style-type: none"> ① Relocate to a new Civic Centre by 2011 or review in light of condition of Mahatma Gandhi House.
<i>Finance & Corporate Resources: Brent House Annexe</i>		
<ul style="list-style-type: none"> ① DDA access and front entrance refresh ② Review security access into building ③ External decoration, review options for fans and review toilet maintenance 	<ul style="list-style-type: none"> ① Extend lease from 2008 	<ul style="list-style-type: none"> ① Relocate to a new Civic Centre by 2011
<i>Finance & Corporate Resources: Brondesbury Road</i>		
<ul style="list-style-type: none"> ① To be refurbished at a cost of £300k 	<ul style="list-style-type: none"> ① Regular maintenance 	
<i>Finance & Corporate Resources: Challenge House</i>		
<ul style="list-style-type: none"> ① Remodel ground floor One Stop Shop 	<ul style="list-style-type: none"> ① Review One Stop Shop use ② Consider relocating to a new building with shared PCT and other public bodies possibly include library. 	<ul style="list-style-type: none"> ① Dispose if suitable alternative available.
<i>Finance & Corporate Resources: Cottrell House</i>		
<ul style="list-style-type: none"> ① Proactive approach with landlord ② Issue with emergency exit through the restaurant 	<ul style="list-style-type: none"> ① Vacate on lease expiry in 2012 to new Civic Centre 	
<i>Finance & Corporate Resources: Elizabeth House</i>		
<ul style="list-style-type: none"> ① Manage risks from shared infrastructure (drains) 	<ul style="list-style-type: none"> ① Relocate IT services on lease expiry in March 2009 	
<i>Finance & Corporate Resources: Pyramid House</i>		
<ul style="list-style-type: none"> ① Environment and Culture to relocate parking services from Brent House to Pyramid House ② Investigate toilet provision. 	<ul style="list-style-type: none"> ① Extend lease from March 2007 for 5 years ② To investigate relocating to alternative site. 	<ul style="list-style-type: none"> ① To secure alternative site
<i>Finance & Corporate Resources: Hampton House, Dyne Road</i>		
<ul style="list-style-type: none"> ① Vacant accommodation to be leased to outside company. ② Upgrade toilets ③ Repairs to roof 	<ul style="list-style-type: none"> ① Continue to use as office and One Stop Shop ② Sub let space to commercial occupier. 	<ul style="list-style-type: none"> ① Vacate building on lease expiry in 2013 ② Use as south of the borough touch down building.
<i>Finance & Corporate Resources: Kingsbury One Stop Service</i>		
<ul style="list-style-type: none"> ① Ensure building management manual in place 	<ul style="list-style-type: none"> ① To vacate building on lease expiry in 2013 	

<ul style="list-style-type: none"> 2 Make better use of space 	<ul style="list-style-type: none"> 2 Relocate alternative services to building 3 Review location of the One Stop Shop 	
<u>Finance & Corporate Resources: London Road Offices</u>		
<ul style="list-style-type: none"> 1 Redecorate some areas 2 Review layout to improve cross ventilation 	<ul style="list-style-type: none"> 1 Renew lease for 6 years to 2012 2 Review reception area 	<ul style="list-style-type: none"> 1 Relocate to new Civic Centre in 2012
<u>Finance & Corporate Resources: Mahatma Gandhi House</u>		
<ul style="list-style-type: none"> 1 Refurbish 3rd and 4th floors (completed) 2 Upgrade to CAT 5 (completed) 3 Decorate common areas and improve fire safety 	<ul style="list-style-type: none"> 1 High regime plant and ventilation maintenance programme 2 Improve staff facilities 3 Improve visitor access 	<ul style="list-style-type: none"> 1 Vacate and relocate on lease expiry in 2016 or negotiate early surrender of lease and relocate to Brent House.
<u>Finance & Corporate Resources: Quality House</u>		
<ul style="list-style-type: none"> 1 Redecorate windows 2 Investigate reconfiguration of reception area 	<ul style="list-style-type: none"> 1 Vacate 2011 and relocate to new Civic Centre 	<ul style="list-style-type: none"> 1 Vacate 2011 and relocate to new Civic Centre
<u>Finance & Corporate Resources: Town Hall</u>		
<ul style="list-style-type: none"> 1 Automatic front doors, ceiling fans and external redecoration 2 Backlog maintenance works 	<ul style="list-style-type: none"> 1 Review parking/recycling facilities layout to the front of the building 2 Review catering and staff rest areas 3 Review car parking 	<ul style="list-style-type: none"> 1 Relocate to new Civic Centre in 2011
<u>Finance & Corporate Resources: Town Hall Annexe</u>		
<ul style="list-style-type: none"> 1 Redecorate common areas. 	<ul style="list-style-type: none"> 1 Demolish and relocate to new Civic Centre or redevelop with new offices 2 Review staff rest facilities 	<ul style="list-style-type: none"> 1 Demolish and relocate to new Civic Centre
<u>Finance & Corporate Resources: Triangle House</u>		
<ul style="list-style-type: none"> 1 Ceiling fans 2 Internal decoration of common areas. 	<ul style="list-style-type: none"> 1 Vacate on lease expiry in 2013 and relocate to the new Civic Centre 	<ul style="list-style-type: none"> 1 Vacate on lease expiry in 2013 and relocate to the new Civic Centre

New Ways of Working

There is a need to press ahead with new ways of working both in terms of efficiency and effectiveness, as well as to support the achievement of targets;

- 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 e.g. 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.

New ways of working, in physical terms includes:

- open plan offices;
- appropriate office furniture and IT equipment;
- elements of hot-desking, touch-down points, provision of appropriate meeting areas;
- home and distance working. Ad hoc working from home guidelines are now in place.
- 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.

A number of drivers are gradually coming together which will change the way the workplace looks over the next 10 years:

- Gershon Efficiency savings
- Mobile /Wireless technology
- Staff expectations
- Flexible IT Systems
- Changing management structures and the need for services to be provided in a cross departmental way.

Current ICT projects

The IT unit are currently leading on a number of projects that will enable the more flexible use of office space:

Project	Brief Description
SSL VPN	Pilot project to enable remote access to certain Council systems/IT facilities from remote internet connected PCs and home PCs.
Push email/Blackberry	Pilot investigating sending e-mails to remote portable devices/phones.
Client index	Project looking at a single central client reference database to help ensure data held in different systems about Council clients is accurate.
Active directory data collection	Collection of data from all users of Council systems.

	To provide more accurate snapshot of who is using systems and what PCs/software are installed.
Active directory single domain	Move to rationalise IT directory structure. Will help enable better support, and also needed to move towards single sign on.
Single sign on	Future project to support easier access to IT in the Council. Will result in fewer passwords to remember, and more flexible working.
Customer Relationship Management review	Review to decide future direction of CRM in the Council – whether to upgrade E- Shop or look at procuring a replacement.

Providing the right IT support to facilitate flexible working has been shown to improve staff productivity by around 20%. Desk sharing can work where high levels of staff are out of the office as part of their job and provides opportunities to save some office space in the long term. However space needs to be set aside as areas for quiet working, one to one meeting rooms and informal break out areas.

New technology is unlikely to have a significant overall impact upon space, although longer term savings of around 10% - 20% should be achieved

Moving to new ways of working is a challenging process. The demand for property is derived from service need. Services need to be 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 their resources, including people, property, finance and ICT. New ways of working seek efficiency 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.

The Council has established a task group under the Efficiency Board to consider this project.

Neighbourhood Management/ Ward Working

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 pathfinder project is located in the Borough, the Council has considerable experience in working in this way with its initiatives on Neighbourhood Renewal. This can be seen 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.

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."

Maintenance Programme

The backlog maintenance is £5.2m for all Council offices. Of this about £2.2 m is urgent backlog repair. An additional £2.3 m has been allocated by Finance and Corporate Resources towards addressing the total backlog of all buildings which totals £4.3m of urgent priority repairs that need to be undertaken. The total identified backlog is £15.24 m. A group of officers from each of the departments are tackling the backlog on maintenance.

The programme of major works and project support is allocated as follows:

		Proposed spend over 2 years	
		Corporate	Department
Children and Families	Ade Adefarakan - Gwenneth Rickus	£130k	
	Cheryl Painting -Treetops Nursery, Anansi, Granville	£141k	
Environment and Culture	Amanda Haines/John Wetter - Parks and Open Spaces/Cemeteries	£75k	£165k
	Sue MacKenzie - Libraries	£571k	
	George Georgiou - BACES (Carlton Centre)	£72k	
	Gerry Kieffer - (Bridge		

	Park) Sports		£300k
Finance and Corporate Resources	Richard Barrett - Muniport	£746k	
	James Young - Community and non-operational buildings	£120k	
	Richard Barrett - General contingency	£236k	
	Fees	£164k	
	Richard Barrett - Surveys	£110k	
	Keith Surey - Minor Works	£100k	
	Richard Barrett- Project management Support to Service Areas	£400k	
Housing and Community Care	Janet Eaton	£450k	£130k
	Total	£3,315,000	£595,000

The figures above are estimated budget costings which will be refined and reduced marginally and brought into line with actual budgets.

The whole programme is being managed by Property and Asset Management and is being tendered as 2 separate packages as follows:

	Start	Finish
Phase 1	October 2006	January 2007
Phase 2	November 2006	March 2007

In addition other areas of expenditure relating to other Council owned assets and infrastructure are identified below:

Children and Families	Nitin Parshotham - Schools	£14.927 million 06-07 (£17.018 m 07-08)
	Lesley Fox Lees - Children's Centres	£2.16 m 06/07 (£2.02 m 07-08)

Environment and Culture	Highways and Transport Infrastructure	£9.85 m in 06-07
Housing Revenue account	Helen Evans Brent housing Partnership	£6.5 m 06-07, (£6.5 m 07-08)
	South Kilburn	£0m 06-07, (£11.9m 07-08)

Property Management Manual

The Property Management Manual which is available on the Council's intranet at www.brent.gov.uk/propertyservices sets out the roles and responsibilities in property management. It is based on the Council's existing Constitution which places considerable responsibilities on corporate and service area directors.

Legal duties have significantly increased over the last 10 years and as buildings have aged there is a greater duty on Directors to ensure they comply with legislation. Recent high profile court cases on Legionnaires and asbestos have shown the great risks of failing to have property systems in place. The Manual specifies that:

In the case of each and every property, Corporate and Area Service Directors are required to identify an officer, normally based at the property, to be responsible for day-to-day management of the property – to include acting as emergency key holder, to hold the asbestos register, ensure compliance with Health & Safety Codes and to oversee management of energy (e.g. heating and lighting).

The Property and Asset Management intranet site sets out particular items that building managers need to address. The plan is that building managers will in future be able to use these web tools to manage their property. It will also provide a means of ensuring from a corporate centre view point that Service Directors are meeting their responsibilities.

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.

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:

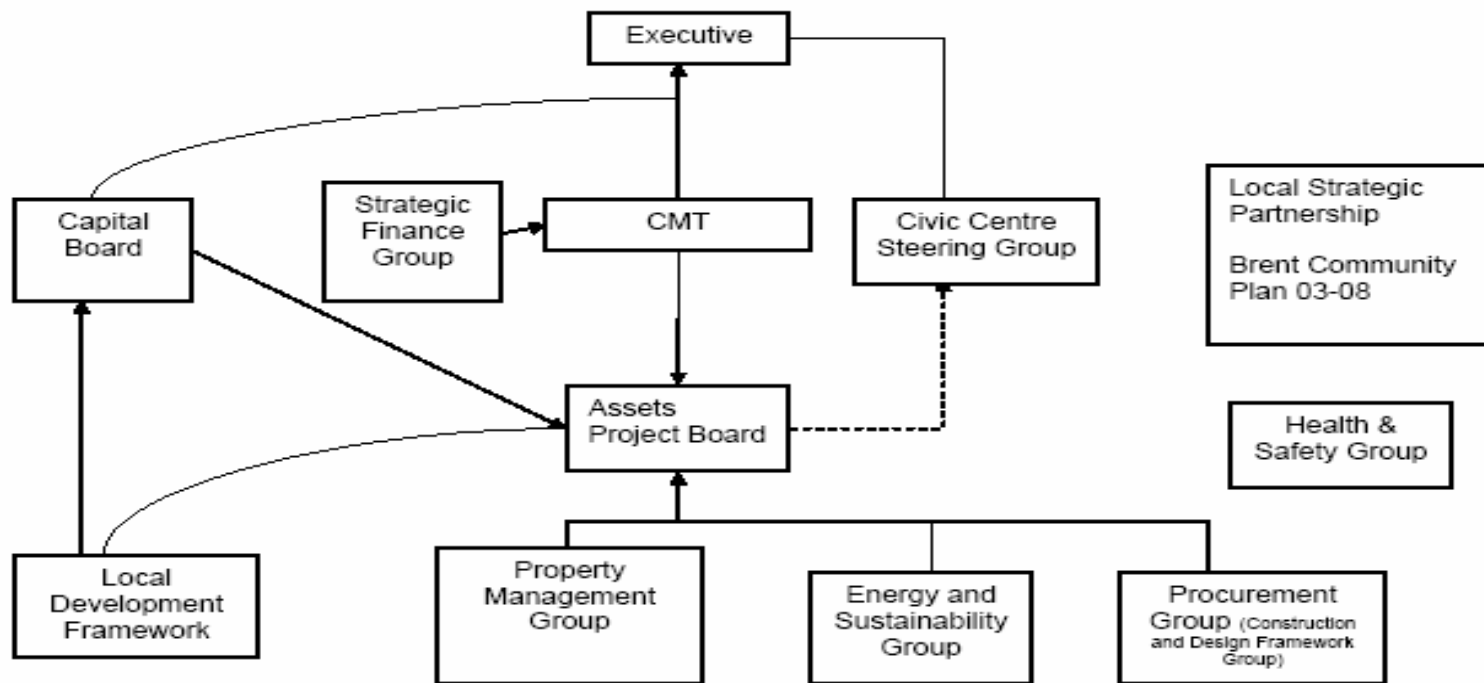
- a) the need to develop further the embedding of asset management into the organisation's strategic management processes;
- b) elected members and the Corporate Management Team (CMT) need to be better briefed on and involved in corporate property asset issues. Without that, best value for money cannot be assured in the decisions they make in wider contexts. The CAP is one important constituent of that process but other processes should include:

- 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) finally, consultation processes need to be reviewed 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 needs to provide an overall guide to that activity.

Asset Projects Board

This board is chaired by The Director of Finance and Corporate Resources and attended by representatives at Assistant Director Level. The terms of reference of this group are:

- To provide a cross organisational perspective on the use and management of the Council's office accommodation.
- To secure best use of assets in line with the Council's overarching objectives as set out in the Corporate Strategy and Community Plan
- To oversee the preparation, review and implementation of the Council Asset Plan and to support asset related issues within Service Development / Operational Plans and the Capital strategy
- To promote adherence and to ensure compliance with the corporate standards relating to asset management. This to include the current manuals on property, procurement and environment.
- To encourage joint working with partner agencies and stakeholders on accommodation and property issues.



The following groups report to the Assets Board:

Energy and Sustainability Subgroup

This group is comprised of council officers from the Environment and Property and Asset Management Units and a representative from Energy Solutions. Energy Solutions promote the sustainable use of energy in buildings, industry and transport in North West London. The Asset Management Board Sustainability sub group intends to work closely with the Carbon Trust to agree an action plan to create energy efficiency savings.

The Carbon Trust will be leading on a Phase 4 Energy Action Plan with the London Borough of Brent. The Carbon Trust is an independent company funded by Government whose role is to help the UK adopt a low carbon economy by helping business and the public sector reduce carbon emissions.

The 2003 UK Government's Energy White Paper set an aspiration for the UK to reduce carbon **emissions by 60%** and create a low carbon economy by 2050. The Carbon Trust believes that it is technically feasible to achieve this through changes to energy efficiency and the development and greater use of low carbon technologies.

A key objective for the London Borough of Brent is to reduce energy and **CO2 by 20% by 2010**. Currently we are looking to have BMS Controls in the Muniport buildings. Three applications have been drawn up for funding from the Carbon Trust for CHP advice in 3 major buildings. This group also aims to explore ventilation methods used in various buildings and to increase staff awareness of saving energy.

Activities that are planned include:

- Building Energy Management System
- At least 3 buildings connected to new system
- Raising staff awareness of energy use
- Intranet/Newsletter
- Signage (switch off)
- Solutions for cross organisational review of solutions for summer working.

Internal Waste Management Group

A group has been established to look into the recycling schemes in Brent Council offices. There are currently recycling schemes taking place in 6 of the office buildings with 2 more offices to be included. An Officer has been appointed to roll out recycling schemes across all the main council offices within the next two years.

Property Management Group

A cross departmental group of all the key building managers charged with developing a corporate approach to property management matters, looking at compliance issues relating to buildings. Initially the group will concentrate on asbestos management but subsequently also cover other areas e.g. Legionella, DDA, fire risk assessments. The group reports to and implements decisions taken by the Asset Management Board.

Procurement Group (Construction Design Framework)

Procurement/ Approved lists

The Council will shortly be installing a software system called Avalon which is also used by Ealing, Hounslow and London Borough of Hammersmith and Fulham. This will allow the Council to advertise for an approved list of contractors and fully manage the selection and quality, cost and reliability of contractors. The software will be used across all departments and will be implemented by 1st April 2007. We will in future be able to streamline the procurement process by having a number of pre - approved contractors. The system will allow us to better monitor the tender prices returned and how each contractor performs. Using a system used by other boroughs should assist in developing a common approach to procurement.

The Procurement Group is reviewing the form of the future framework agreements which are to be in place from April 2008.

Promoting Mainstream Diversity

The Property and Asset Management Unit has a diversity of employees. The unit is working towards achieving level 3 Equality Standard for Local Government.

In future we will seek to monitor the diversity policies of all contractors working on our behalf. This will be made easier by the adoption of the new Avalon software.

Supporting the democratic process

The Property and Asset Management Unit and Head of Property and Asset Management constantly support the democratic process, answering councillor enquiries and preparing and presenting reports on property transactions. In addition delegated decisions are taken and these are attached as **Appendix 6**.

Commercial Portfolio

The Council provides a combination of small office units and light industrial units at 3 locations in the south of the borough. These are intended to provide a starting point for small start up businesses. Preliminary analysis suggests that businesses are not expanding and moving on at a very slow rate. There needs to be more work undertaken with the relevant business support agencies to determine if the Council should consider new approaches to employment and small business generation.

Public Access/Image

On the whole the survey results showed dissatisfaction in a number of areas. We are planning to improve presentation in particular at Triangle House, Brent House Annexe and Chesterfield House.

Disabled Access

We now have 80% of our buildings accessible to disabled people. Where office refurbishments are taking place we seek to provide additional disabled facilities. In particular works have been undertaken during 05-06 to provide:

St Raphael's Community Centre -	disabled wc refurbishment, parking bays, ramp
Kings Hall Community Centre -	new disabled wc
Harlesden One Stop Service -	disabled wc refurb to higher standard

Works planned for 06-07 include:

Chesterfield house -	extra disabled wc
Brent House Annexe HA -	installation of disabled lift
Town Hall -	motorised entrance doors

Partnership working

The Council has regular high level meetings which is attended by the Head of Property and Asset Management. Regular meetings with the PCT take place and are looking at proposals for a joint young persons advice/info centre in order to broaden health and PCT advice at Council One Stop Services and other information hubs. Also joined up services for older people where PCT and Council staff work alongside each other in various locations

Community Safety

There is an increasingly joined up approach with the Metropolitan Police and their officers have increasing contacts with the Community Safety team who operate out of Quality house.

ACES Benchmarking

We submit annual returns to this group which covers a wide range of indicators mainly related to the more traditional estate activities dealing with commercial management matters i.e., length of time to settle rent reviews, lease renewals, dilapidations claims and costs of management.

Likely Future Council Requirements in the Medium Term

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.

There is likely to be a government push for the public sector to produce integrated Asset Plans which could for instance cover the whole of London a vehicle through which this might be undertaken are the Association of Chief Estate Surveyors or possibly the West London Alliance.

Procurement is increasingly seen as an area where efficiencies in back office and support functions can be achieved. In particular large scale school building programmes are likely to achieve significant economies of scale if undertaken in collaboration with other boroughs.

Section H: Children and Families Service Department

The Children and Families Department has produced the Brent Children and Young People's Plan 2006 – 2009 which is designed to achieve an integrated approach to strategic planning for services. The Children and Young People's Plan states that nearly 25% of local people are under 19 years of age and this proportion will increase over the next ten years.

Children's Centres

Brent has been allocated £2.05m capital and £3.8m in revenue funding for Children's Centre developments in 2006-08. This funding is to sustain childcare places and services established in line with the core offer in phase 1, and to fund services developed in phase 2. The General Sure Start Grant has a capital allocation for Extended Schools and for sustaining childcare totalling £2.1 m in 2006-08. By developing Centres from school settings it may be possible to link into these funding streams. In addition the Roundwood, Central and South Kilburn Sure Start local programmes which have become Children Centres in phase 1 have been allocated ring-fenced revenue funding totalling £3.8m in 2006-08. Brent has been allocated £0.38m in 2006/7 for extended schools, the majority of which will be devolved to clusters of schools.

The Property and Asset Management Unit have recently completed the Curzon Children's Centre, Willow Children's Centre and the Granville Plus Development at a total project cost of **£5.16m**.

We are supporting Children and Families in helping them develop their plans for Phase 2 of the Children's Centres. In particular the following locations have been identified as potential new sites:

- Queens Park
- St Raphael's
- Lyon Park
- Fryent Primary
- Wembley Centre for Health & Care
- Wembley Manor
- Willesden Centre for Health & Care

We have granted a long lease to the Freeman Trust on land at Longstone Avenue, Harlesden to develop a Children's Centre at a cost of £1.5m. This is under construction.

Looking to the future

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.

Youth Centres

- Roundwood Youth & Community Centre

This building has recently been refurbished as a project by this department. The building had fallen into considerable disrepair and was having a negative impact on service delivery. The backlog of maintenance of £177,000 has now been eliminated.

- Chalkhill Youth & Community Centre

This project was developed by Property and Asset Management and involves the major refurbishment of a poorly maintained youth club and the construction of a new pupil referral unit. The project is about to be tendered by Children and Families at a budget estimate of £1.2m. The new facility will enable day use for excluded pupils and evening use as a youth facility

Youth Offending team

The Youth Offending Team has now been relocated from 3 buildings to 1 building at Chesterfield House at a cost of £150,000p/a. An additional floor has been leased at Chesterfield House where around 60 staff can be brought together. A deciding factor in bringing together this function at Chesterfield House is the improved bus transport links into Wembley and free bus travel for the under 16s.

Pupil Referral Unit

Property and Asset Management developed the idea of a new unit to be constructed alongside Chalkhill Youth and Community Centre in order to share facilities. Total investment is expected to be £1.2 million.

Schools

Brent has 60 maintained primary schools, of which 37 are community schools, 20 are Voluntary Aided schools and 3 are Foundation schools. Over the last 5 years (2001-2005), the primary age population in Brent schools has increased by 0.2%. Between 2004 and 2005 the total number of pupils in primary schools increased by 53.

Brent has 13 maintained secondary schools and 1 City Academy. Of these, 9 are Foundation schools and 4 are Voluntary Aided. Between 2001 and 2005 secondary pupil rolls in Brent have increased by 17.9%.

The Children and Families Service Development Plan 2005/09 states that improving standards of education remains the highest priority for the Department. The provision of good quality school premises is seen as a key driver to achievement. The Council intends to target resources towards ensuring that all schools are safe, secure, weather tight and appropriately lit and heated.

As stated in the Children and Young People's Plan, within the £45m three year capital programme for schools covering 2005/8, £7.7m has been identified to support the implementation of the SEN review and £250,000 has been identified to improve youth services premises.

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 the 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.

There are two major factors likely to impact on the outcomes of the Investment Plan with regards to 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 which includes free school meals and exam results. A further announcement will be made following the Government's 2010 spending round with regard to waves 7-9 which will inform Brent's position in the process. 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 delayed.
- 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.

There are plans to create a second Academy in the Borough which will provide 900 places for students aged 11 -16 and 250 sixth form places for students aged 16 -18

Current view of Asset Management

Children & Families has an overall condition figure of outstanding works of £18+ million figure on its school estate. This is based on a patch and mend calculation from visual inspection surveys. Works are prioritised with Health & Safety matters and works needed to avoid school closure taking priority. Works are being prioritised and undertaken to address suitability issues – spaces not appropriate for delivering a 21st Century curriculum. Children & Families are also currently facing a need for extra school places within the primary and secondary sector due to rising rolls in Brent.

Medium Long term Issues

Children & Families have a number of medium and long term issues to address to meet various DfES and government initiatives in the Primary and Secondary sector. These include:

- Need for ICT rich infrastructures in schools
- Buildings to be able to meet the DDA and Inclusion Agenda
- Need to meet the Extended Services Agenda
- Primary Schools Programme – rebuilding refurbishing existing primary school estate from 2009 onwards.
- Building Schools for the Future – rebuilding or refurbishing the secondary school estate from 2009 onwards.

Set out below are the short, medium and long term strategies for their buildings:

Short Term	Medium Term	Long Term
<u>Children & Families: Clement Close 1</u>		
<ul style="list-style-type: none"> 1 Repair and maintain 2 Ensure building management manual in place 	<ul style="list-style-type: none"> 1 Relocate service, possibly to 24 Crawford Avenue 	<ul style="list-style-type: none"> 1 Dispose or redevelop for other use
<u>Children & Families: Craven Park 1</u>		
<ul style="list-style-type: none"> 1 Service to relocate to Chesterfield House 	<ul style="list-style-type: none"> 1 Possibly renew lease with NCH for alternative service. 	
<u>Children & Families: Crawford Avenue 24</u>		
<ul style="list-style-type: none"> 1 Renew lease 2 Ensure building management manual in place 	<ul style="list-style-type: none"> 1 Possibility of extending the building and increasing bed spaces. 	
<u>Children & Families: Crouch Road 32, Children's Centre</u>		
<ul style="list-style-type: none"> 1 Occupied on a temporary basis 	<ul style="list-style-type: none"> 1 Building to be vacated and dispose of site. 	
<u>Children & Families: Anansi Nursery</u>		
<ul style="list-style-type: none"> 1 Repair and maintain 2 Ensure building management manual in place 	<ul style="list-style-type: none"> 1 Consider relocation of the service linked to Knowles House or 2 Repair and maintain 	
<u>Children & Families: Chalkhill (Willow) Children's Centre</u>		
<ul style="list-style-type: none"> 1 Ensure building management manual in place 2 Repair and maintain 	<ul style="list-style-type: none"> 1 Retain and maintain 	<ul style="list-style-type: none"> 1 Retain and maintain
<u>Children & Families: Brent Transport Services East Lane</u>		
<ul style="list-style-type: none"> 1 Repair and maintain 	<ul style="list-style-type: none"> 1 Extend lease or consider future combination with depot site. 	<ul style="list-style-type: none"> 1 Concerns that owner might try to redevelop sites and hence council would need to relocate.
<u>Children & Families: Bridge Road 38, New Harmony Centre</u>		
<ul style="list-style-type: none"> 1 Improve kitchen ventilation 2 Ensure building management manual in place 	<ul style="list-style-type: none"> 1 Regular maintenance 2 Undertake condition survey 	<ul style="list-style-type: none"> 1 Retain and maintain
<u>Children & Families: Chalkhill Youth & Community Centre</u>		
<ul style="list-style-type: none"> 1 Part demolition and construction of a new pupil referral unit. 2 Ensure building management manual in place 	<ul style="list-style-type: none"> 1 Repair and maintain 	<ul style="list-style-type: none"> 1 Retain and maintain 2 Operate as a PRU and community centre
<u>Children & Families: Chesterfield House</u>		
<ul style="list-style-type: none"> 1 Reconfigure 2nd floor for Peoples Centre. Refurbish 577m2 5th Floor (completed). 2 Review facilities management of whole building. 	<ul style="list-style-type: none"> 1 Floors 5+6 - to renew lease from 2010 to 2012 	<ul style="list-style-type: none"> 1 Relocate to a new Civic Centre by 2011 on lease expiry March 2013 on floors 1-4
<u>Children & Families: Church End Community Nursery</u>		

<ul style="list-style-type: none"> 1 Operate as a Sure Start Children's Centre 2 Repair and maintain 3 To be vacated Sept 2006 	<ul style="list-style-type: none"> 1 Review options in light of Church End redevelopment. 	
<u>Children & Families: Curzon Children's Centre</u>		
<ul style="list-style-type: none"> 1 Repair and maintain 2 Ensure building management manual in place 	<ul style="list-style-type: none"> 1 Retain and maintain 	<ul style="list-style-type: none"> 1 Retain and maintain
<u>Children & Families: Douglas Avenue Resource Centre</u>		
<ul style="list-style-type: none"> 1 Repair and maintain 	<ul style="list-style-type: none"> 1 Hold and utilise for discrete services 	<ul style="list-style-type: none"> 1 Hold and utilise for discrete services
<u>Children & Families: Fawood Children's Centre</u>		
<ul style="list-style-type: none"> 1 Maintain 	<ul style="list-style-type: none"> 1 Retain and maintain 	<ul style="list-style-type: none"> 1 Retain and maintain
<u>Children & Families: Gordon Brown Centre</u>		
<ul style="list-style-type: none"> 1 Repair and maintain 	<ul style="list-style-type: none"> 1 Consider significant upgrade of facilities or disposal. 	
<u>Children & Families: Granville Youth & Community Centre</u>		
<ul style="list-style-type: none"> 1 Ensure building management manual in place 2 Management of building needs to be resolved and proposed lease with PCT. 	<ul style="list-style-type: none"> 1 Retain and maintain 2 Part of the regeneration area which should lead to improved pedestrian access. 	<ul style="list-style-type: none"> 1 Part of the regeneration area which should lead to improved pedestrian access.
<u>Children & Families: Gwenneth Rickus building</u>		
<ul style="list-style-type: none"> 1 Ensure building management manual in place 2 Provide kitchen ventilation 3 Insulate the roof and provide recycling facilities 	<ul style="list-style-type: none"> 1 Investigate disabled lift to the first floor 2 Refresh internal image 3 Improve natural ventilation / ceiling fans 	<ul style="list-style-type: none"> 1 Retain and extend buildings 2 Improve public transport links
<u>Children & Families: Freeman Centre, Roundwood Park</u>		
<ul style="list-style-type: none"> 1 Council to purchase places from Barnado's 	<ul style="list-style-type: none"> 1 Council to purchase places from Barnado's 	<ul style="list-style-type: none"> 1 Council to purchase places from Barnado's
<u>Children & Families: Roundwood Youth & Community Centre</u>		
<ul style="list-style-type: none"> 1 Complete refurbishment 2 Ensure building management manual in place 	<ul style="list-style-type: none"> 1 Retain and maintain 	<ul style="list-style-type: none"> 1 Possibly consider redevelopment with adjacent council land holdings.
<u>Children & Families: Treetops Nursery</u>		
<ul style="list-style-type: none"> 1 Repair and maintain 2 Ensure building management manual in place 	<ul style="list-style-type: none"> 1 Retain and maintain 2 Look at expansion for children's centre phase 2. 	<ul style="list-style-type: none"> 1 Retain and maintain
<u>Children & Families: Trojan Boxing Club</u>		
<ul style="list-style-type: none"> 1 Terminate private occupation (done) 2 Fix water leak 3 Obtain vacant possession (done) 	<ul style="list-style-type: none"> 1 Use for offices or storage 2 Convert for music service 	<ul style="list-style-type: none"> 1 Review use of whole site

Section I: Environment & Culture Service Department

The Environment and Culture Service Development Plan 2006-2009 states that a priority for the coming year is to develop a better inventory of their assets and their condition, and a long term maintenance programme driven by their strategic priorities. A high proportion of the physical assets are badly in need of upgrading including paths, fences, pavilions and other buildings. The investment programme since 04/05 has made a difference and allowed more systematic planning of maintenance. The following are the key priorities identified:

- 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;

This Department includes:

- Sports & Registration: e.g. the Parks Service, swimming pools, Registrar of births, deaths & marriages
- Streetcare and Transportation;
- Policy & Regulation: embracing building control, environmental health, health and safety, planning, and Trading Standards; and
- Lifelong Learning and Cultural Services: formerly part of Education, Arts & Libraries and including BACES, Libraries, Cultural and Heritage Services.

Sport and Registration

Sports

Major initiatives are underway in respect of sports services:

- the procurement of the new Willesden Sports Centre through a PFI scheme on time and due to open November 2006;
- extension of management contract at Vale Farm Sports Centre and Charteris.

Parks Service

Brent has in excess of 405 hectares of public open space, including a nature reserve, a country park, formal parks and many recreational grounds. Working closely with the community, Brent Parks Service is responsible for the day to day management and development of the Borough's green spaces, including the provision of sports facilities, children's play areas, allotments and cultural events

An updated Parks Strategy 2004 – 2009 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.

This unit has worked with parks on providing an inventory of assets and ensuring that common names are used and that our property terrier records accord with the records held by Parks. Parks have made considerable inroads into backlog maintenance over the last few years. Section 106 money, lottery funding and Council capital have enabled substantial projects to proceed. In particular the award of Green Flags at Gladstone and Roundwood Parks are great achievements.

- A number of derelict Pavilions have been demolished which improves the environment as there are no longer magnets for vandalism.
- The development of a skateboard park at St Raphael's and the work in progress on the Roe Green Park multi user games activity area at a cost of £250,000 will provide much needed valuable recreation facilities for young people.
- At Gladstone Park new changing rooms will be built and pitches upgraded at a cost of £975k with a start date in July 2006.
- Gibbons Recreation Ground new changing rooms to be built and pitches upgraded at a cost of £440k.
- The new Willesden Sports Centre will open in November 2006

The Parks Asset Manager is part of the Property Management Group and Energy and Sustainability Group which is helping closely in two areas to improve the Council's strategic asset management and approach to asset sustainability.

Allotments

All allotments 18.5 hectares (24 sites) have now been improved and backlog maintenance eliminated. Works continue to ensure that all water meters and other infrastructure is properly maintained in the future to ensure that backlog maintenance does not build up in future.

Children's Play Areas

There are 42 children's play areas providing a variety of play equipment. Considerable expenditure has gone in to improving play areas over the last 3 years and the backlog maintenance has been reduced from £500k in 02-03 to £295k in 05-06.

Streetcare and Transportation Streetcare

This unit is responsible for:

- Removing graffiti
- Manage recycling, refuse disposal, street cleansing services
- Remove graffiti and cleaning street furniture
- Providing community development with Town Centre Wardens and waste and environmental education teams.
- Give community safety support with CCTV service and Emergency Control room
- Managing car parks

In terms of our involvement with Streetcare we are closely involved in recycling at 6 office sites and plan to extend this to all 15 sites under our management. A huge demand has been identified for this facility from our suitability surveys and we would propose that recycling should be rolled out to all Council buildings.

The Environment and Culture Service Development Plan 2006 – 2009 states that Brent's recycling performance for 2004/2005 was 14.3%, a significant increase in the 7.7% achieved in the previous year. Brent Council is on course to achieving our 18% target for 2005/2006 with recent recycling rates above 20%.

When undertaking our suitability survey analysis it is apparent that there is a great demand to implement recycling in most buildings. We will work to seek to ensure a wider roll out of facilities over the current year.

Transportation

The Transportation Service Unit carries out Highway and Traffic Authority functions on behalf of the Council. It provides a comprehensive service, commencing with the formation of the Council's transportation strategy, through to the design and implementation of traffic and highway schemes which deliver that strategy. The Unit is responsible for the provision of road safety education, including the school crossing patrol service, the promotion of public and sustainable transport as well as the maintenance of the highway. Staff also oversee private developments which have an impact on the highway network. Some areas of the service are engaged in delivering the Council's programme of works through the revenue and capital budgets, whilst others are funded from private or other public sources such as Transport for London.

In terms of a direct input with this unit, we will be assisting in helping to develop the Council's travel plan for staff. Clearly there are implications for the car parks attached to the assets the Council controls. Likely parking restrictions and the need to reduce the organisations CO2 footprint will need new and imaginative approaches.

The Transportation Service Unit is looking to develop a Highways Asset Management Plan (HAMP) which will set out clearly what we want to achieve and clearly quantify the value of the highway asset, identify investment needs and priorities based on whole life costing and establish a better coordinated programme of work.

The highway asset includes; carriageways and footways, bridge culverts and other highway structures, street lighting, signage, gullies, street trees and street furniture. The HAMP will require the input from representatives from the service areas responsible for all categories of asset.

The HAMP will include recommendations on important policy decisions in respect of the street scene as it will help shape the character and the quality of the local areas that it serves and makes an important contribution to wider local authority issues such as regeneration, social inclusion, community safety, education and health and is fundamental to the economic, social and environmental well being of the community. Policies regarding public realm design guidance for town centres, conservation areas etc will also need to be agreed by members as will the use of standardised materials in borough streets and the Council's revised policy on vehicle crossing, overhanging vehicles etc. The benefits of the Highways Asset Management Plan will also include;

- 'Service-wide' strategic approach
- Sound engineering coupled with sound business and economic practice
- Customer focus and levels of Service

- Informed decision-making
- Continuous Improvement
- Increases in funding through data supported bias

The development of a HAMP with clear objectives will significantly improve the strategic management of Brent's network and be important when seeking funding from central and local sources.

Lifelong Learning and Cultural Services

BACES

Brent Adult and Community Education Service (BACES) is Brent Council's direct provider of education and training which is funded by the Learning and Skills Council. BACES delivers a wide range of community-based, part-time, day, evening and weekend classes to adults throughout the Borough. Brent Adult and Community Education Service is committed to encouraging and enabling adults to develop and achieve through quality learning opportunities with appropriate support, thus promoting equal opportunities and widening participation.

The Property and Asset Management Unit are working with BACES to develop an accommodation strategy as they face a number of difficulties with their ageing portfolio. In particular they are looking at a joint funding initiative with Libraries to develop a new facility in Harlesden utilising lottery funding.

Libraries

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...."

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...."

A proposal to include a major library facility is proposed to be incorporated into the proposals for the new Civic Centre. Other projects include;

- The significant refurbishment and opening of the new museum at Willesden Green Library Centre at a cost of £3.25 million using lottery funding of £1.3m took place in June 2006.
- The construction at Grange Road, Willesden of a basement library and museum store 480 m2 and ground floor offices 150m2 at a cost of £800k was completed in April 2006 enabling the museum to relocate to Willesden.

A review of libraries is now proposed, to be concluded during 2006/07.

Priority 1 works have been identified and are programmed in for the maintenance backlog programme.

Set out below are the short, medium and long term approach to the majority of properties managed by Environment and Culture. Individual caretakers' houses have not been shown and a small number of buildings in parks are also not included.

Environment & Culture: Alperton Cemetery and Office

<ul style="list-style-type: none"> 1 Repair and maintain 2 Ensure building management manual in place 	<ul style="list-style-type: none"> 1 Retain and maintain 	
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Environment & Culture: BACES - Ashley Gardens

<ul style="list-style-type: none"> 1 Ensure building management manual in place 2 Renew lease to Capita 	<ul style="list-style-type: none"> 1 Review use 2 Retain and maintain 3 Review in light of Refugees into Jobs 	<ul style="list-style-type: none"> 1 Review use
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Environment & Culture: BACES - Madison House

<ul style="list-style-type: none"> 1 Repair and maintain 	<ul style="list-style-type: none"> 1 Consider opportunity to relocate to new buildings in Wembley. 	<ul style="list-style-type: none"> 1 Building will require either major refurbishment or demolition.
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Environment & Culture: BACES - Morland Gardens

<ul style="list-style-type: none"> 1 Implement recycling 2 Ensure building management manual in place 	<ul style="list-style-type: none"> 1 Retain and maintain 	<ul style="list-style-type: none"> 1 Consider expansion or relocation
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Environment & Culture: BACES - Winkworth Hall

<ul style="list-style-type: none"> 1 To be vacated July 2006 2 Review location of children's nursery 	<ul style="list-style-type: none"> 1 Disposal 	
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Environment & Culture: BACES - Craven Park Road 38

<ul style="list-style-type: none"> 1 Ensure building management manual in place 2 Undertake condition survey 	<ul style="list-style-type: none"> 1 Consider relocation in combination with library 	<ul style="list-style-type: none"> 1 Relocate
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Environment & Culture: BACES - Carlton Centre

<ul style="list-style-type: none"> 1 Ensure building management manual in place 2 Undertake condition survey 3 Address guttering problems. 	<ul style="list-style-type: none"> 1 Replace or refurbish windows 	<ul style="list-style-type: none"> 1 Retain and maintain
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Environment & Culture: Barham Park Offices

<ul style="list-style-type: none"> 1 Ensure building management manual in place 	<ul style="list-style-type: none"> 1 Retain and maintain 	<ul style="list-style-type: none"> 1 Retain and maintain
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Environment & Culture: Brent and Harrow Public Mortuary

<ul style="list-style-type: none"> 1 Ensure building management manual in place 		<ul style="list-style-type: none"> 1 Review Brent Council's involvement
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Environment & Culture: Brent Cemetery Office

<ul style="list-style-type: none"> 1 Ensure building management manual in place 	<ul style="list-style-type: none"> 1 Retain and maintain 	<ul style="list-style-type: none"> 1 Retain and maintain
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Environment & Culture: Brent Town Hall Library

1 Consider internal redecoration and minor reconfiguration	1 Relocate to a new Civic Centre or Wembley Regeneration Area 2011	1 Convert library to offices or dispose
<i>Environment & Culture: Bridge Park Centre</i>		
1 Install ventilation in the gym 2 Ensure building management manual in place 3 Complete 2nd phase of health and safety works.	1 Install automated security system 2 To separate the business units from the sports centre. 3 Consider redevelopment	1 Redevelop site or major refurbishment.
<i>Environment & Culture: Carpenters Park Cemetery and Office</i>		
1 Undertake condition survey	1 Refurbish Mess Room 2 Modernise toilet facilities	1 Retain and maintain
<i>Environment & Culture: Charteris Road Sports Centre</i>		
1 Undertake minor works	1 Review options to relocate to new sports centre as part of the South Kilburn redevelopment.	1 Dispose
2 Consider taking centre back in house. (done)		
<i>Environment & Culture: Ealing Road Library</i>		
1 Ensure building management manual in place	1 Retain and maintain 2 Consider expansion within the context of a possible new central library. 3 Broaden service uses	1 Consider expansion within the context of a possible new central library.
<i>Environment & Culture: Harlesden Branch Library</i>		
1 Ensure building management manual in place 2 Internal and external decoration	1 Investigate possibility of relocating to a new joint library facility with BACES & to secure lottery funding or refurbish existing building.	1 Relocate 2 Reconfigure internal space to provide services that meet the demands of the local area in the long term.
<i>Environment & Culture: Kensal Rise Branch Library</i>		
1 Ensure building management manual in place		
<i>Environment & Culture: Kilburn Library</i>		
1 Internal decoration 2 Ensure building management manual in place.	1 Replace roof 2 Retain and maintain	1 Retain and maintain
<i>Environment & Culture: Kingsbury Library</i>		
1 Replace windows 2 General external repairs 3 Ensure building management manual in place.	1 Internal redecoration 2 Retain and maintain	1 Retain and maintain
<i>Environment & Culture: Kingsbury Road, The Lodge</i>		

① Review option to dispose either as dwelling/ café or offices.	① Bring into use	
<i>Environment & Culture: Paddington Chapel</i>		
① Ensure building management manual in place.	① Refurbish chapel	① Retain and maintain
<i>Environment & Culture: Preston Branch Library</i>		
① Ensure building management manual in place.	① Investigate possibility of providing a public toilet. ② Investigate options to extend library with an additional storey.	① Investigate options to extend library with an additional storey.
<i>Environment & Culture: Tokyngton Library</i>		
① Roof needs repair ② Investigate recycling ③ To liaise with the adjacent Health Centre and new park Café.	① Investigate closure and relocation to Harlesden or new Civic Centre library.	① Investigate closure and relocation to Harlesden or new Civic Centre library.
<i>Environment & Culture: Vale Farm Depot</i>		
① Maintain and retain	① Repair and maintain	
<i>Environment & Culture: Vale Farm Sports Centre</i>		
① Ensure Leisure Connections properly repair and maintain ② Replace roof covering to the hall.	① Take significant maintenance activities back in house. ② Retain and maintain ③ Provide front porch, remodel cycle paths in the park, unisex changing facilities, internal reorganisation of certain areas. ③ Review long term arrangements for the whole of the Vale Farm site.	① Redevelop or major renewal of buildings and plant
<i>Environment & Culture: Willesden New Cemetery & Office, Franklyn Road</i>		
① 2 storey brick lodge, ground floor mess room and first floor is a flat.	① Reconfigure and refurbish existing space	
<i>Environment & Culture: Willesden Green Library Centre</i>		
① Further internal decoration and to ensure management manual in place. ② Introduce car parking charges ③ Open new museum facility (complete) and new café operator with an outdoor area.	① Front entrance to be refurbished ② Investigate providing additional floor of accommodation.	① Retain and maintain
<i>Environment & Culture: Willesden Lane 95</i>		
	① Refurbish office.	
<i>Environment & Culture: Willesden Old Library</i>		
① Lease expired - renew lease to BIAS	① Consider overall use in context of community facility.	

Parks and Pavilions

<u>Parks & Pavilions: Alperton Old Mortuary</u>		
<ol style="list-style-type: none"> 1 Convert old mortuary building to storage. 2 Area would need utilities i.e. electricity, water etc 	<ol style="list-style-type: none"> 1 Investigate provision of public toilet. 	<ol style="list-style-type: none"> 1 All utility services to site installed.
<u>Parks & Pavilions: Berkeley Pavilion</u>		
<u>Parks & Pavilions: Eton Grove Bowling Club</u>		
	<ol style="list-style-type: none"> 1 Secure funding for installation of toilets 	
<u>Parks & Pavilions: Gladstone Park & Depot</u>		
<ol style="list-style-type: none"> 1 Installation of fire/smoke alarms 	<ol style="list-style-type: none"> 1 Refurbishment of toilet facilities for staff in Kendal Road depot. More accessible. 2 Entrances to buildings to be widened in line with DDA regulations. 	<ol style="list-style-type: none"> 1 Improvements to the surface of the external part of the yard.
<u>Parks & Pavilions: Grove Park Pavilion</u>		
<u>Parks & Pavilions: John Billam</u>		
<ol style="list-style-type: none"> 1 Installation of CCTV 2 Security doors 3 Total redecoration improvements 	<ol style="list-style-type: none"> 1 Installation of fire/smoke detector system 	
<u>Parks & Pavilions: King Edward VII Pavilion</u>		
<ol style="list-style-type: none"> 1 New paths to be laid around perimeter of the building. 2 Total redecoration needed including showers, electricity etc 		
<u>Parks & Pavilions: Monks Park Pavilion</u>		
<ol style="list-style-type: none"> 1 New showers 		
<u>Parks & Pavilions: North Wembley Pavilion</u>		
<ol style="list-style-type: none"> 1 Improvements to perimeter paving 		<ol style="list-style-type: none"> 1 Redecoration where necessary
<u>Parks & Pavilions: Northwick Park</u>		
<ol style="list-style-type: none"> 1 Redecoration needed to each changing room 2 Including improvements to the showers etc 	<ol style="list-style-type: none"> 1 Corridors in need of repainting 2 Tiling needed in all shower areas. 	
<u>Parks & Pavilions: Parkside Tennis Pavilion</u>		
<ol style="list-style-type: none"> 1 New health centre being constructed adjacently. 	<ol style="list-style-type: none"> 1 Improvements to toilet and shower areas necessary to further comply with DDA. 2 Access improvements needed throughout. 	

	3	Review in conjunction with Vale Farm Sports Centre	
<u>Parks & Pavilions: Preston Park</u>			
1		General external repaint when necessary	
<u>Parks & Pavilions: Bacon Lane, Roe Green Pavilion</u>			
1	1	Removal of asbestos	1
2		Demolition of pavilion	Facilitate sport (cricket and football)
<u>Parks & Pavilions: Roundwood Park</u>			
1	1	Redecoration needed	Screed of garage/shed needed.
2		Improvements to staff toilet	
3		CCTV system and fire/smoke detector system	
<u>Parks & Pavilions: Stables Art Gallery & café & Dollis Hill House</u>			
1	1	Grant a lease to current occupiers.	Retain and maintain
2	2	Regularise café arrangements	Ensure occupier properly maintains.
3	3	To review future of Dollis Hill House	To seek to bring Dollis Hill House into use.
<u>Parks & Pavilions: Sudbury Court Pavilion</u>			
1	1	CCTV, fire/smoke detector system	Total decoration of pavilion
2	2	DDA improvements to front access and around changing areas.	Improvements to roof area for security
3		Showers and changing areas in need of total refurbishment.	
<u>Parks & Pavilions: Tokyngton Sports Pavilion</u>			
<u>Parks & Pavilions: Woodcock Park</u>			
1		Needs internal redecoration	
2		New security/DDA gates and fencing	

Section J: Housing & Community Care Service Department

The department comprises of the following units:

- Community Care: comprising Adult Physical Disability, Brent Learning Disability Partnership, Brent Mental Health and Services to Older People;
- 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.
- One Stop Service/Needs & private sector
- Strategy & Regeneration

As an integral part of this new approach, a fundamental review of Community Care services is underway, with three themes:

- review and possible re-modelling of all day / drop-in centres (e.g. John Wilson House, Willesden) in line with the new inclusive approach to day service delivery;
- modernisation / consolidation of offices to facilitate modern ways of working (e.g. mobile-working, hot-desking) and development of joint working with other organisations, e.g. PCT's;
- provision of housing for persons with learning disabilities, through a joint PFI with Housing and taking in redevelopment of the Council's existing facilities: e.g. Homelea, and Melrose House, Willesden.

The short, medium and long term plans are set out for each asset at the end of this section. Key highlights and significant projects are:

MGH/ Dyne Road

The decision by Brent Housing Partnership to decant from Council office accommodation to Chancel house in Neasden has caused considerable dislocation to the office accommodation strategy. We have backfilled 1066 m² of office accommodation at MGH for the Older Peoples Services (previously in Brondesbury Road) and are seeking to sub-let Dyne road to a commercial occupier.

Brondesbury Road

Refurbishment of 1100m² office space for Brent Mental Health Services to provide a single location for services south of the Borough. The refurbishment cost is expected to be £400,000. Plans have been prepared and the contract is to be let shortly.

John Wilson House will be disposed and the staff will be based at Brondesbury Road.

9 Willesden Lane- Currently used as offices and drop in centre, but it is not DDA compliant. To be disposed of and staff relocated to Brondesbury Road:

- Park House will be vacated in June 2007.
- 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.

One Stop Service

The One Stop Shop and Contact Centre Customer Services have now been renamed the One Stop Service. The new name comes as the service is changing its opening hours and introducing new queuing systems to meet the needs of residents.

There may be opportunities to:

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

In property asset terms, need to highlight the proposals for the regeneration of South Kilburn and the management of those parts of the Council's estate not managed by Brent Housing Partnership.

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

Set out below are the short, medium and long term strategies for each asset:

<u>Housing & Community Care: Alliance Close 1</u>		
① Empty and in need of refurbishment	① Seek to exchange 2 bed flats for 1 bed flats	
<u>Housing & Community Care: Saxon Road 1</u>		
① Plan to sell site		
② Investigate whether suitable for replacement for older peoples day centre.		
<u>Housing & Community Care: High Road 127</u>		
① £75k recently spent on refurbishment	① Repair and maintain	
<u>Housing & Community Care: Willesden Lane 167</u>		
① Vacate and relocate occupiers to Brondesbury Rd	① Dispose	
<u>Housing & Community Care: Alliance Close 17</u>		
① Empty and in need of refurbishment	① Seek to exchange 2 bed flats for 1 bed flats	
<u>Housing & Community Care: Walm Lane 170</u>		
① Seek to exchange for more suitable premises.		
<u>Housing & Community Care: Alliance Close 18</u>		
	① Seek to exchange 2 bed flats for 1 bed flats	
<u>Housing & Community Care: Peel Precinct 18</u>		

① Leased by local group (GRASS ROOTS)	① Redevelop as part of South Kilburn New Deal for communities	
<u>Housing & Community Care: Mortimer Road 181</u>		
① Lease being renewed to Elders Voice ② Review if underused	① Review use in light of neighbourhood proposals	
<u>Housing & Community Care: Alliance Close 2</u>		
	① Seek to exchange 2 bed flats for 1 bed flats	
<u>Housing & Community Care: Canterbury Road 2</u>		
① Vacant		
<u>Housing & Community Care: Peel Precinct 21, 22 & 23</u>		
① Continue to use as office	① Redevelop as part of South Kilburn New Deal for communities	
<u>Housing & Community Care: Dollis Hill Estate 23</u>		
① Extend lease until June 2007 ② Service review underway	① Relocate service - location yet to be identified	
<u>Housing & Community Care: Peel Precinct 24</u>		
① Continue to lease to local group (INNIT)	① Scheduled for redevelopment as part of South Kilburn redevelopment	
<u>Housing & Community Care: Peel Precinct 3, 4 & 5</u>		
① 1 vacant unit to be let	① Scheduled for redevelopment as part of South Kilburn redevelopment	
<u>Housing & Community Care: Douglas Road 31</u>		
① £60k recently spent on refurbishment	① Repair and maintain	
<u>Housing & Community Care: Cranhurst Road 4</u>		
① Repair and maintain	① Repair and maintain	
<u>Housing & Community Care: Alliance Close 44</u>		
	① Seek to exchange 2 bed flats for 1 bed flats	
<u>Housing & Community Care: Avenue Road, 5 & 6, The Courtyard</u>		
① Discuss with landlord installing CCTV and discuss with street care.	① Consider relocation to multi-agency building.	
<u>Housing & Community Care: Albert Road 5, Day Centre</u>		
① Minimal maintenance	① Relocate to new building as part of	① Site sold and redeveloped for housing

	South Kilburn redevelopment	
2	Service review underway	
<u>Housing & Community Care: Peel Precinct 58</u>		
1	Continue to lease short term	1 Scheduled for redevelopment as part of South Kilburn redevelopment
<u>Housing & Community Care: Lilburne Walk 67/68/69</u>		
1	Continue to lease to local project groups.	1 Repair and maintain
2	Repair and maintain	
<u>Housing & Community Care: Wembley Park Drive 73</u>		
1	Repair and maintain	1 Repair and maintain
<u>Housing & Community Care: St Gabriels Road 8</u>		
1	Building to be refurbished for changed service needs.	1 Repair and maintain
		1 Repair and maintain
<u>Housing & Community Care: Wembley Park Drive 80</u>		
1	Repair and maintain	1 Repair and maintain
<u>Housing & Community Care: Willesden Lane 9</u>		
1	Relocate services to Brondesbury Road	1 Dispose of building
<u>Housing & Community Care: Albert Road Community Resource Centre</u>		
1	Repair and maintain	1 Review in light of South Kilburn redevelopment
<u>Housing & Community Care: Bryan Avenue Stores</u>		
1	Review service use of building	1 Redevelop or re-use for other services or dispose
<u>Housing & Community Care: Caravan Park</u>		
<u>Housing & Community Care: Carlyon Print Works</u>		
1	Ensure building management manual in place	1 Review service use of building
2	External refurbishment of entrance	2 Re-use or dispose
<u>Housing & Community Care: Kingsbury Manor Day Centre, Kingsbury Road</u>		
1	Review wider use of building	1 Repair and maintain
2	Provide additional support for mental health clients.	2 Re-thatch summerhouse and repair floor.
3	Repair potholes in driveway through park and parking area.	
<u>Housing & Community Care: Knowles House Longstone Avenue</u>		

<ul style="list-style-type: none"> ① Review service use of building ② £130k allocated from the capital programme for study repairs. 	<ul style="list-style-type: none"> ① Consider disposal and relocation of service 	
<u>Housing & Community Care: Melrose House Melrose Avenue</u>		
<ul style="list-style-type: none"> ① Property to be vacated 	<ul style="list-style-type: none"> ① Site to be redeveloped as part of supported living PFI. 	
<u>Housing & Community Care: Claremont Road 20, Hostel</u>		
<ul style="list-style-type: none"> ① Refurbished 3 years ago 	<ul style="list-style-type: none"> ① Repair and maintain 	
<u>Housing & Community Care: Millennium Day Centre, Robson Avenue</u>		
<ul style="list-style-type: none"> ① Review of service model ② Day service review being undertaken may impact upon service provision 	<ul style="list-style-type: none"> ① Refurbish, redevelop or sell site ② Possibly extend/new build dependent on outcome of day services review. 	
<u>Housing & Community Care: Park House</u>		
<ul style="list-style-type: none"> ① Vacate on lease expiry around June 2007 		
<u>Housing & Community Care: St Raphael's District Office</u>		
	<ul style="list-style-type: none"> ① Consider use in light of neighbourhood agenda 	
<u>Housing & Community Care: Stonebridge Day Centre</u>		
<ul style="list-style-type: none"> ① Day service review being undertaken may impact upon service provision ② Ensure building management manual in place 	<ul style="list-style-type: none"> ① General internal redecoration ② Improve ventilation ③ Relocate services and reuse or dispose 	
<u>Housing & Community Care: Strathcona Social Education Centre</u>		
<ul style="list-style-type: none"> ① Day service review being undertaken may impact upon service provision ② Ensure building management manual in place 	<ul style="list-style-type: none"> ① Improve ventilation ② Review services and reuse or dispose 	
<u>Housing & Community Care: Westbrook Day Centre, Longstone Avenue</u>		
<ul style="list-style-type: none"> ① Continue to operate 	<ul style="list-style-type: none"> ① If Knowles House is disposed of this building will also have to be sold. 	
<u>Housing & Community Care: Wise Day Centre, Alric Avenue</u>		
<ul style="list-style-type: none"> ① Regularise occupation arrangements with WISE and APDA 	<ul style="list-style-type: none"> ① Consider integrating services 	

Section K: Policy & Regeneration Service Department

This Policy and Regeneration Unit comprises five teams:

- Regeneration Team (Harlesden and Stonebridge NRT, South Kilburn NDC, St Raphael's and Brentfield NRT, Brent in2 Work, Building One Stop Shop (BOSS), Refugees into Jobs.
- Civic Centre project development;
- Corporate Policy Team;
- Community Safety;
- Administrative Support Team

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

However, it is the first two Teams listed 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.

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;
- 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.

An 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.

As to regeneration, the South Kilburn scheme needs particular reference as the scheme progresses. The Council will take a leading role in the scheme by means of support to the private sector provider in delivering quality homes and infrastructure working with the Council's Arm's Length Management Organisation.

L: Strategic Property Asset Management implementation

This section sets out a number of actions that are being implemented to ensure effective implementation. They have arisen out of a series of reviews, Best Value Review, Audit Commission Review and targets from the previous Asset Plan.

Key Objectives / Actions		Targets / Timeframes	Current Position	Lead
The Estate				
1) To improve the utilisation of the estate through improving its sufficiency (i.e. the right amount of space) and suitability (i.e. 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	Completed June 2006	P&AM / APB
b.	Review suitability assessments with corporate & service area directors	March 2006	Completed June 2006	P&AM / APB
c.	"New Ways of Working" pilot framework and set up 3 or 4 pilots	May 2006	Streetcare - pda Building Control- tablet PCs.	New Ways of Working Group / Efficiency Board / APB
d.	Develop scheme for central co-ordination of meeting rooms	June 2006	Town Hall only in place	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	On target	P&AM / APB
f.	Pursue Office Accommodation Strategy 2005	On-going	Need to revise July 06	P&AM / APB
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 corporate and service area directors	August 2005	Surveys completed maintenance plan prepared	P&AM
b.	Support corporate and service area directors in implementation of their repair and maintenance obligations and collate process & performance data including as to consultants / contractors	March 2006	One off repair and maintenance to be implemented centrally	P&AM / APB
c.	Implement a repairs and maintenance programme in respect of the Muniport and Commport	March 2006	On target	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	On target links required to schools R&M	Capital Board
e.	Implement any new repairs and maintenance strategy	April 2007	On target	Capital Board / P&AM

Key Objectives / Actions		Targets / Timeframes	Current Position	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	On target	P&AM / Finance
b.	Develop benchmarking, feedback to corporate and service area directors and exception reporting and advice	Sept 2006	On target	P&AM / APB
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 children's centres	December 2005	Reporting to Executive 13 March 06	Children's Centre Steering Group
b.	Support to South Kilburn Regeneration (Housing)	On-going	Preferred partner selected Feb 06	Housing & Customer Services
c.	Support to emerging regeneration housing projects: Church End & Sudbury	On-going	On going	Housing & Customer Services
d.	Capital receipts target 2005/06 £1.746m (non RTB)	March 2006	£1,005,993.71 (non RTB) 2005/06	APB/ Capital Receipts Monitoring Group
5) To improve the value / spending power of investment made through the capital programme				
a.	Support corporate and service area directors in implementation of their capital programme works and collate process & performance data including as to consultants / contractors	March 2006	On going	P&AM
b.	Linking with Children & Families Dept's initiative, review performance management in use of consultants / contractors and develop corporate strategy	March 2006	Consultants Framework Group looking at this- again need for a central consultant monitoring	Capital Board / P&AM / Children & Families Dept
c.	Support the development of Approved List of Contractors and improved monitoring of performance	On-going	Working group chaired by Deputy DoF	Procurement / P&AM

Key Objectives / Actions		Targets / Timeframes	Current Position	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	Completed	P&AM
b.	Implement integration of Facilities Management and Property teams	October 2005	Completed	P&AM
c.	Develop and implement Customer Survey and targets for service improvement in respect of P&AM	March 2006	Need to develop	P&AM / APB
d.	Complete re-tendering of architectural framework agreement to run from 4/06	April 2006	Not happening	Procurement Team
e.	Establish monitoring system and processes for commissioning of work under consultant framework agreements	December 2005	Need to progress	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	Consultants Framework Group looking at this-	Capital Board / CMT
g.	Development of approved list of Facilities Management suppliers – See Best Value Review	March 2006	???	P&AM / APB
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	Existing systems being improved	P&AM / APB
b.	Secure any necessary approvals for expenditure arising	December 2005		P&AM / Capital Board
c.	Develop participation in Benchmarking (e.g. ACES , IPF) to inform CAP 2006 and development of service asset plans	June 2006	Figures reported to IPF and ACES	P&AM / APB

Key Objectives / Actions	Targets / Timeframes	Current Position	Lead	
Property Management Activities				
8) To support corporate goals e.g. CO2 emissions, energy and water consumption, the Council's environmental sustainability policies and accessibility initiatives				
a.	Prepare and issue guidance to corporate 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 corporate and service area directors in compliance	Sept 2006	Work in hand with the Carbon Trust	P&AM / Environment Dept
b.	Implement above guidance on Energy Performance of Buildings Directive in respect of Muniport	December 2005	Government timetable delayed	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	Surveys undertaken action plan being developed	Capital Board / P&AM / Environment Dept
d.	Investigate Council's water consumption and report to CMT & Executive with proposed strategy for reductions	April 2006	Information being collated post April – Reporting	Capital Board / P&AM / Environment Dept
e.	Complete current review of energy procurement and formulate future strategy	December 2005	All contracts being moved to Lazer	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	Energy & Sustainability Sub-Group set up to report to APB Sept 06	Capital Board Executive (CAP report)

Abbreviations:

P&AM = Property & Asset Management Team
APB = Assets Project Board
FM = Facilities Management

Appendix 1 : Corporate Backlog Maintenance Programme 2006-2008

CORPORATE BACKLOG MAINTENANCE PROGRAMME							
PHASE 1 (2006/07)							
Package Details	Building Wk	M&E	Asbestos	works total	fees/charges	Programme (prov)	Scope of work/Remarks
Package 1							
MG HOUSE	50	50		100		Sep 06 - Feb 07	Fire safety works, ventilation systems, DDA wc
ELIZABETH HOUSE	21	75		96		"	Window repairs, Fire safety, M&E services (dilaps due 09)
BRENT HOUSE ANNEXE	25	40		65		"	Works to frontage, Fire safety, External works
ALBERT RD DAY CTR	35	30		65		"	Changing Rooms, Roof repairs, M&E
KINGSBURY MANOR	55	20		75		"	Flooring, Drainage repairs, Roof works, Brickwork, Driveway
DOLLIS HILL DAY CTR	0	9		9		"	M&E Contingency
MILLENIUM DAY CTR	15	25		40		"	Flooring, Roof cleaning/repairs
KINGSBURY VETERANS	25	11		36		"	Pavements repairs, Internal repairs
WILLESDEN GRN LIBRARY	0	70		70		"	Replace Fire Safety system (was excluded from recently completed project)
MONKS PARK LIBRARY	35	10		45		"	Roof repairs, Urgent H&S repairs
KILBURN LIBRARY	40	6		46		"	Roof repairs, Urgent H&S repairs, staircase
BARHAM PARK LIBRARY	25	20		45		"	Fire safety works, general repairs
TREE TOPS NURSERY	15	12		27		"	Roof repairs, M&E
CARLTON CTR	45	22		67			External repairs, Roof repairs, M&E (recent capital project was limited to DDA)
PACKAGE TOTAL	386	400	60	846	67.68		
Contingency (blg@10%, M&E@20%)	38.6	80	6	124.6	8.722		
Package 2							
GWENNETH RICKUS	120	10		130		Oct 06 -Mar 07	Structural repairs, Roof repairs, DDA, Fire doors, M&E.
LINCOLN PARADE	70	5		75		"	Structural repairs, H&S works, M&E
STRATHCONA	10	30		40		"	Ventilation, M&E
DOUGLAS AVENUE	20	13		33		"	General H&S works
ROUNDWOOD CLUB	5	45		50		"	Rewire 1970's extension

PYRAMID HOUSE	50	16		66		"	General H&S works
TOWN HALL	150	40		190		"	Frontage (repair windows), Roof repairs, safety glazing.
STONEBRIDGE DAY DTR	60	10		70		"	Structural repairs, Roof works
KNOWLES HOUSE	30	10		40		"	Roof repairs, M&E
ANANSI NURSERY	90	10		100		"	Extensive roof repairs, canopy over playground.
BRONDESBURY ROAD	5	65		70		"	Urgent lift maintenance (insurance requirement)
PACKAGE TOTAL	610	254		864	69.12		
Contingency (blg@10%, M&E@20%)	61	50.8	0	111.8	6.912		
SUB-TOTAL				1710	136.8		
Add contingency for Parks				75	5.25		
Add contingency for Community & Non-Operational Blgs.				120	8.4		
				1905	150.45		
General Contingency				236.4	13.68		
				PHASE 1 (2006/07) TOTAL	2055.45		
				(total contingency)	250.08		

Appendix 2 : Capital Strategy 12 Objectives

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;
 - 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 supports the efficient and effective operation of services and widen access to those services.

Appendix 3 : Example of Suitability Survey

Brent House

TOTAL SCORE 37.28 FROM POSSIBLE MAXIMUM OF 76 = 49%
 NUMBER OF SURVEYS RETURNED FOR BUILDING = 26

SCORES RANGE FROM 0 (POOR) TO 4 (EXCELLENT).

	SCORE	MULTIPLIER	THEORETICAL MAXIMUM		
Accessibility Client and staff ease of access into and around the building	2.73	X	1	4	88%
Accessibility total score 2.73 from possible maximum of 4 =					
Location The location of the building How good are the transport links to this building by bus? How good are the transport links to this building by train? How good are the transport links to this building by car? How is parking at this building?	2.85	X	1	4	80%
	3.00	X	1	4	
	2.85	X	1	4	
	2.25	X	1	4	
	1.13	X	1	4	
Location total score 12.1 from possible maximum of 20 =					
Space/Shape Is there sufficient space in the building? How does the layout of the building suit your service?	1.60	X	1	4	61%
	2.45	X	1	4	
Space/Shape total score 4.05 from possible maximum of 8 =					
Environment How is the noise outside the building? How is the noise inside the building? How do you find the temperature of the building in the winter? How do you find the temperature of the building in the summer? Standard of toilet facilities Provision of staff rest areas Provision of client rest areas Provision of refreshments	1.92	X	1	4	38%
	2.54	X	1	4	
	1.77	X	1	4	
	1.64	X	1	4	
	1.04	X	1	4	
	0.85	X	1	4	
	1.05	X	1	4	
	1.27	X	1	4	
Environment total score 12.11 from possible maximum of 32 =					
Image The location of the building The location of the building	2.08	X	1	4	64%
	2.20	X	1	4	
Image total score 4.28 from possible maximum of 8 =					
ICT How do you find the ICT in the building?	2.00	X	1	4	60%
ICT total score 2 from possible maximum of 4 =					

Building Information

10 storey office building. Major refurbishment over the years, air conditioning. CCTV control room just installed.

Repairs Backlog

In House Assessment	£20,000
Condition Survey (P1)	£7,700
Area (sq M):	5,900
Age:	1970

Building RADAR Assessment



Strategies and Objectives

Short Term	Ensure regular Landlord liaison to minimise management issues. Review common area cleanings.
	Investigate control systems for heating and cooling
Medium Term	Staff rest facilities
Long Term	Relocate to a new Civic Centre by 2011 or review in light of condition of Mahatma Gandhi House.

Question											
		Accessibility % Score	Location % Score	Space/Shape % Score	Environment % Score	Image % Score	ICT % Score	Overall % Score	Area (Sq M)	Age	
Building	Service Department										
Bertie Road Resource Centre	Finance & Corporate Resources	25.0%	45.0%	25.0%	45.0%	25.0%	0.0%	35.9%	133	1970s	
Boiler Room 65 Besant Way	Finance & Corporate Resources	100.0%	40.0%	62.5%	59.4%	75.0%	50.0%	57.9%	91	1970s	
Brent House	Finance & Corporate Resources	68.3%	60.5%	50.8%	37.8%	53.5%	50.0%	49.1%	5,900	1970	
Brent House Annexe	Finance & Corporate Resources	62.5%	52.5%	25.0%	14.1%	6.3%	50.0%	28.9%	987	1970	
British Legion Woodcock Park	Finance & Corporate Resources								109	1960s	
Brondesbury Road	Finance & Corporate Resources	25.0%	60.0%	0.0%	9.4%	0.0%	50.0%	23.7%	1,194	1980s	
Challenge House	Finance & Corporate Resources	25.0%	35.0%	50.0%	37.5%	50.0%	50.0%	39.7%	457	1890	
Church End & Roundwood Youth Club	Finance & Corporate Resources								200	1900	
Cobbold Road	Finance & Corporate Resources	50.0%	55.0%	25.0%	80.0%	75.0%	75.0%	62.5%	567	1990	
Coniston Gardens, Springfield Lodge	Finance & Corporate Resources								50	1960s	
Cottrell House	Finance & Corporate Resources	45.0%	54.1%	47.5%	27.0%	30.0%	32.5%	37.8%	807	1970	
Craven Park 120	Finance & Corporate Resources								127	1890s	
Craven Park 34	Finance & Corporate Resources								97	1930	
Depot Clock Cottage	Finance & Corporate Resources									1890s	
Design Works	Finance & Corporate Resources	66.7%	70.0%	52.5%	38.8%	33.3%	50.0%	49.9%	928	1900	
Drury Way Lorry Park	Finance & Corporate Resources								4,000		
Elizabeth House	Finance & Corporate Resources	25.0%	71.7%	29.2%	32.3%	12.5%	75.0%	42.1%	948	1970	
Eton Grove Nursery	Finance & Corporate Resources	75.0%	70.0%	75.0%	65.6%	25.0%		63.9%	149	1945	
Fortunegate 28A	Finance & Corporate Resources	50.0%	40.0%	25.0%	33.3%	0.0%	0.0%	29.4%	100	1950s	
Gladstone Youth & Community Centre	Finance & Corporate Resources								570	1945	
Hampton House, Dyne Road	Finance & Corporate Resources	75.0%	70.0%	62.5%	71.9%	50.0%	50.0%	67.1%	1,098	1980s	
Harlesden Road 155, Kings Hall Community Centre	Finance & Corporate Resources	50.0%	40.0%	75.0%	42.9%	25.0%		44.1%	345	1870	
Hazel Road 24-26, Community Centre	Finance & Corporate Resources	75.0%	55.0%	62.5%	75.0%	75.0%		67.2%	380	2000	
Kenton Road, Clock Cottage	Finance & Corporate Resources										
Kingsbury One Stop Shop	Finance & Corporate Resources	75.0%	55.0%	50.0%	43.8%	62.5%	100.0%	53.9%	290	1930s	
Kingsbury Veterans Club	Finance & Corporate Resources								262	1930	
Lincoln Parade, Refugees Into Jobs	Finance & Corporate Resources	91.7%	86.7%	70.8%	68.8%	70.8%	75.0%	75.4%	278	1930s	
London Road Offices	Finance & Corporate Resources	75.0%	85.0%	62.5%	28.1%	50.0%	0.0%	50.0%	1,168	1982	
Mahatma Gandhi House	Finance & Corporate Resources	66.7%	71.4%	37.5%	31.3%	35.4%	50.0%	45.8%	4,134	1983	
Minet Avenue 134	Finance & Corporate Resources								80	1900	
Pitfield Way 160, Heritage Family Centre	Finance & Corporate Resources								154	1995	
Preston & Mall Youth & Community Centre	Finance & Corporate Resources								285	1930s	
Pyramid House	Finance & Corporate Resources	50.0%	37.5%	31.3%	35.9%	18.8%	50.0%	35.5%	917	1989	
Quality House	Finance & Corporate Resources	50.0%	66.4%	50.0%	36.5%	33.9%	53.6%	47.1%	1,352	1925	
St Raphael's Community Centre	Finance & Corporate Resources								510	1980s	
Town Hall	Finance & Corporate Resources	67.3%	70.0%	52.9%	39.4%	51.9%	56.8%	52.6%	4,932	1938	
Town Hall Annexe	Finance & Corporate Resources	75.0%	73.3%	45.8%	28.1%	18.8%	66.7%	45.4%	1,419	1975	
Triangle House	Finance & Corporate Resources	25.0%	65.0%	37.5%	31.3%	37.5%	50.0%	42.1%	393	1985	
Wembley Youth & Community Centre	Finance & Corporate Resources								405	1920	
Woodhedges Rd Community Centre	Finance & Corporate Resources								225	1940s	
Finance & Corporate Resources Average		58.0%	59.5%	46.1%	42.2%	38.1%	49.3%	47.8%	36,268		
Albert Road 5, Day Centre	Housing & Community Care	50.0%	50.0%	25.0%	40.6%	25.0%		40.3%	1,500	1980s	
Albert Road Community Resource Centre	Housing & Community Care								301	1970s	
Alliance Close 1	Housing & Community Care	50.0%	25.0%	50.0%	45.0%	25.0%		36.7%	60	1980s	
Alliance Close 17	Housing & Community Care	50.0%	25.0%	50.0%	45.0%	25.0%		36.7%	60	1980s	
Alliance Close 18	Housing & Community Care	50.0%	25.0%	50.0%	45.0%	37.5%		38.3%	60	1980s	
Alliance Close 2	Housing & Community Care	50.0%	25.0%	50.0%	45.0%	25.0%		36.7%	60	1980s	
Alliance Close 44	Housing & Community Care	50.0%	25.0%	50.0%	45.0%	37.5%		38.3%	60	1980s	
Avenue Road, 5 & 6, The Courtyard	Housing & Community Care	75.0%	50.0%	37.5%	43.8%	50.0%	50.0%	47.4%	232	1989	
Bryan Avenue Stores	Housing & Community Care	25.0%	45.0%	25.0%	40.6%	0.0%	50.0%	35.5%	376	1920s	
Canterbury Road 2	Housing & Community Care								636	1960	
Caravan Park	Housing & Community Care								9,460		
Cariyon Print Works	Housing & Community Care	62.5%	68.3%	71.9%	51.6%	43.8%	50.0%	57.8%	1,025	1950	
Cranhurst Road 4	Housing & Community Care	50.0%	45.0%	50.0%	50.0%	50.0%		48.3%	125	1890s	
Dollis Hill Estate 23	Housing & Community Care	75.0%	60.0%	100.0%	87.5%	50.0%	50.0%	75.0%	400	1950s	
Douglas Road 31	Housing & Community Care	75.0%	65.0%	50.0%	55.0%	75.0%		61.7%	130	1890s	
High Road 127	Housing & Community Care	50.0%	50.0%	50.0%	55.0%	75.0%		55.0%	160	1890s	
Kingsbury Manor Day Centre, Kingsbury Road	Housing & Community Care	50.0%	50.0%	37.5%	50.0%	31.3%	50.0%	46.7%	600	1900	
Knowles House Longstone Avenue	Housing & Community Care	50.0%	45.0%	50.0%	53.1%	62.5%	50.0%	51.3%	1,860	1970	
Lilburne Walk 67/68/69	Housing & Community Care								181	1970	
Melrose House Melrose Avenue	Housing & Community Care								900	1970	
Claremont Road 20, Hostel	Housing & Community Care	50.0%	40.0%	50.0%	57.1%	50.0%		50.0%	120	1890s	
Millennium Day Centre, Robson Avenue	Housing & Community Care								1,000	1978	
Mortimer Road 181	Housing & Community Care								370	1970s	
Park House	Housing & Community Care	100.0%	60.0%	75.0%	40.6%	0.0%	50.0%	48.7%	412	1930s	
Peel Precinct 18	Housing & Community Care								54	1960s	
Peel Precinct 21, 22 & 23	Housing & Community Care								150	1960	
Peel Precinct 24	Housing & Community Care								50	1960	
Peel Precinct 3, 4 & 5	Housing & Community Care								143	1960s	
Peel Precinct 58	Housing & Community Care								162	1960s	
Saxon Road 1	Housing & Community Care								233	1980	
St Gabriels Road 8	Housing & Community Care	50.0%	50.0%	50.0%	56.3%	37.5%	50.0%	51.3%	250	1900	

Question											
Building	Service Department	Accessibility % Score	Location % Score	Space/Shape % Score	Environment % Score	Image % Score	ICT % Score	Overall % Score	Area (Sq M)	Age	
St Raphael's District Office	Housing & Community Care								126	1980s	
Stonebridge Day Centre	Housing & Community Care	91.7%	83.8%	62.5%	64.8%	53.1%	41.7%	68.5%	1,370		
Strathcona Social Education Centre	Housing & Community Care	75.0%	70.0%	75.0%	46.9%	50.0%	0.0%	55.3%	1,230		
Walm Lane 170	Housing & Community Care	50.0%	45.0%	37.5%	42.9%	50.0%		44.1%	95	1890s	
Wembley Park Drive 73	Housing & Community Care	50.0%	50.0%	50.0%	53.1%	25.0%	50.0%	48.7%	160	1930s	
Wembley Park Drive 80	Housing & Community Care	50.0%	50.0%	50.0%	57.1%	50.0%		52.9%	190	1930s	
Westbrook Day Centre, Longstone Avenue	Housing & Community Care	75.0%	50.0%	75.0%	53.1%	62.5%	50.0%	56.6%	160	1996	
Willesden Lane 167	Housing & Community Care	25.0%	65.0%	62.5%	53.1%	37.5%	50.0%	53.9%	550	1890s	
Willesden Lane 9	Housing & Community Care	0.0%	40.0%	12.5%	31.3%	0.0%	25.0%	26.3%	625	1890s	
Wise Day Centre, Alric Avenue	Housing & Community Care								700	1980	
Housing & Community Care Average		55.0%	48.3%	51.8%	50.3%	39.5%	44.0%	48.5%	26,336		
Alperton Bowling Club	Parks & Pavilions	50.0%	75.0%	50.0%	54.2%	37.5%		57.8%			
Bacon Lane, Roe Green Pavilion	Parks & Pavilions	100.0%	90.0%	75.0%	75.0%	75.0%		81.3%	102		
Berkeley Pavilion	Parks & Pavilions	0.0%	90.0%	62.5%	60.0%	12.5%		60.0%	99		
Eton Grove Bowling Club	Parks & Pavilions	50.0%	50.0%	50.0%	60.7%	50.0%		54.4%	149		
Gladstone Park & Depot	Parks & Pavilions	75.0%	97.5%	81.3%	64.1%	75.0%		77.1%	270		
Grove Park Pavilion	Parks & Pavilions								240	1930s	
John Billam	Parks & Pavilions	62.5%	95.0%	81.3%	76.6%	56.3%		79.2%			
King Edward VII Pavilion	Parks & Pavilions	83.3%	86.7%	95.8%	76.7%	62.5%		81.1%	238		
Monks Park Pavilion	Parks & Pavilions								115		
North Wembley Pavilion	Parks & Pavilions	75.0%	100.0%	100.0%	85.0%	87.5%		91.1%			
Northwick Park	Parks & Pavilions	100.0%	90.0%	100.0%	85.0%	50.0%		85.0%	1,056		
Parkside Tennis Pavilion	Parks & Pavilions	50.0%	85.0%	50.0%	70.0%	75.0%		71.7%			
Preston Park	Parks & Pavilions	75.0%	72.5%	75.0%	82.1%	87.5%		78.7%	340		
Roundwood Park	Parks & Pavilions	56.3%	78.8%	81.3%	63.7%	34.4%		66.3%			
Stables Art Gallery & Cafe	Parks & Pavilions	75.0%	95.0%	75.0%	65.6%	100.0%		79.2%			
Sudbury Court Pavilion	Parks & Pavilions	50.0%	95.0%	100.0%	75.0%	12.6%		73.1%			
Tokyngton Sports Pavilion	Parks & Pavilions	50.0%	55.0%	50.0%	75.0%	50.0%		58.9%			
Woodcock Park	Parks & Pavilions	50.0%	65.0%	75.0%	75.0%	62.5%		69.1%			
Parks & Pavilions Average		62.6%	82.5%	75.1%	71.5%	58.0%		72.7%	2,609		
Grand Average		59.9%	61.3%	55.7%	53.0%	44.8%	51.6%	54.9%	109,947		

Appendix 5: Non Operational Property

Short Term	Medium Term	Long Term
<i>Finance & Corporate Resources: Craven Park 120</i>		
① Seek to formalise occupation arrangements.		
<i>Finance & Corporate Resources: Acton Lane 130</i>		
① Complete lease to solicitors	① Hold for income	
<i>Finance & Corporate Resources: Minet Avenue 134</i>		
① Regularise occupation arrangements	① Dispose	
<i>Finance & Corporate Resources: Harlesden Road 155, Kings Hall Community Centre</i>		
① Repairs to exterior	① Continue to maintain	① Major refurbishment or relocation possibly using s106 money
② Improvements to exterior lighting	② Consider use in a broader neighbourhood service context.	
③ Investigate roof insulation		
<i>Finance & Corporate Resources: Pitfield Way 160, Heritage Family Centre</i>		
① Continue to lease to the Heritage Centre	① Lease and hold for income. ② Consider disposal	
<i>Finance & Corporate Resources: Hazel Road 24-26, Community Centre</i>		
① Prepare condition survey	① Consider CCTV	① Retain and properly maintain
② Ensure building management manual in place	② Investigate stair lift	
	③ Consider use in a broader neighbourhood service context.	
<i>Finance & Corporate Resources: Fortunegate 28A</i>		
① Regularise occupation arrangements. Let and manage. ② Complete redecoration ③ New toilets and kitchen	① Consider long term future	
<i>Finance & Corporate Resources: 2nd Kingsbury Scout Hut, Stag Lane</i>		
① Review tenancy arrangement	① Dispose jointly with PCT who own the site to the front (being relocated to new Stag Lane health centre.	
<i>Finance & Corporate Resources: Craven Park 34</i>		
① Regularise occupation arrangements		
<i>Finance & Corporate Resources: ATC, Donnington Road</i>		
		① At the end of lease review options 2009.
<i>Finance & Corporate Resources: Bertie Road Resource Centre</i>		
① Regularise occupation arrangements	① Review long term use in neighbourhood context. ② Assign a lease ③ Redecorate and new windows	
<i>Finance & Corporate Resources: Boiler Room 65 Besant Way</i>		

<ul style="list-style-type: none"> 1 Continue to use for neighbourhood workers. 2 Repair and maintain 3 Ensure building management manual in place. 	<ul style="list-style-type: none"> 1 Review future use in light of the neighbourhood agenda. 	
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Finance & Corporate Resources: British Legion Woodcock Park

<ul style="list-style-type: none"> 1 Lease to be extended 2 Contemplate 525 notice 	<ul style="list-style-type: none"> 1 To redevelop as a community facility for scouts and nursery. 	
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Finance & Corporate Resources: Church End & Roundwood Youth Club

<ul style="list-style-type: none"> 1 Regularise occupation 	<ul style="list-style-type: none"> 1 Review in light of regeneration proposals. 	
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Finance & Corporate Resources: Cobbold Road

<ul style="list-style-type: none"> 1 Redecorate 	<ul style="list-style-type: none"> 1 Review costs of management 2 Retain and maintain 3 Consider disposal 	
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Finance & Corporate Resources: Depot Clock Cottage

<ul style="list-style-type: none"> 1 To be sold to St Luke's hospice. 		
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Finance & Corporate Resources: Design Works

<ul style="list-style-type: none"> 1 Examine recycling options 2 Analyse true running costs 3 Maximise rental income 	<ul style="list-style-type: none"> 1 Repair and maintain 2 Critical analysis of whether building is meeting needs of local businesses. 	<ul style="list-style-type: none"> 1 Consider disposal
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Finance & Corporate Resources: Drury Way Lorry Park

<ul style="list-style-type: none"> 1 Continue to maximise rental income 	<ul style="list-style-type: none"> 1 Consider disposal and relocation to a new Civic depot. 	
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Finance & Corporate Resources: Eton Grove Nursery

<ul style="list-style-type: none"> 1 Collect income from the occupier 2 Manage building 	<ul style="list-style-type: none"> 1 Demolish and sell or re-provide community facility. 	
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Finance & Corporate Resources: Gladstone Youth & Community Centre

<ul style="list-style-type: none"> 1 Review occupation arrangements 		
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Finance & Corporate Resources: Kenton Road, Clock Cottage

<ul style="list-style-type: none"> 1 Dispose 2 Under offer to St Luke's 		
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Finance & Corporate Resources: Kingsbury Veterans Club

<ul style="list-style-type: none"> 1 Review utilisation of building 	<ul style="list-style-type: none"> 1 Broaden community use 	
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Finance & Corporate Resources: Lincoln Parade, Refugees Into Jobs

<ul style="list-style-type: none"> 1 Ensure building management manual in place. 	<ul style="list-style-type: none"> 1 Investigate relocating the service 2 Retain and reuse or dispose 	<ul style="list-style-type: none"> 1 Retain and reuse or dispose
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Finance & Corporate Resources: Coniston Gardens, Springfield Lodge

<ul style="list-style-type: none"> 1 Regularise current occupation arrangements. 2 Review for disposal 		
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Finance & Corporate Resources: St Raphael's Community Centre

<ul style="list-style-type: none"> ① Seek to broaden community role of building. ② Regularise occupation arrangements 	<ul style="list-style-type: none"> ① Possibility of community hub/SureStart/Youth Club. ② Consider building extension 	<ul style="list-style-type: none"> ① Possibility of community hub/SureStart/Youth Club. ② Consider building extension
<u>Finance & Corporate Resources: Preston & Mall Youth & Community Centre</u>		
<ul style="list-style-type: none"> ① Regularise occupation 	<ul style="list-style-type: none"> ① Review in light of neighbourhood proposals. 	
<u>Finance & Corporate Resources: Wembley Youth & Community Centre</u>		
<ul style="list-style-type: none"> ① Site to be sold to Coplands School 	<ul style="list-style-type: none"> ① Coplands School to provide replacement facility. 	
<u>Finance & Corporate Resources: Woodheyas Rd Community Centre</u>		
<ul style="list-style-type: none"> ① Regularise occupation 	<ul style="list-style-type: none"> ① Review in light of neighbourhood proposals. 	

Appendix 6 : Delegated Authority decisions Sept 05 - March 06










Report Title	Author	Date of Approval	Comments
July 2006			
June			
10 Gloucester Close, Stonebridge NW10	Louis	Approved 06/06/06	Lease extension for 90 years at an agreed price of £17,000
11 Gloucester Close, Stonebridge NW10	Louis	Approved 06/06/06	Lease extension for 90 years at an agreed price of £17,000
102 Gloucester Close, Stonebridge NW10	Louis	Approved 06/06/06	Lease extension for 90 years at an agreed price of £17,000
214 (a-d) Walm Lane, London NW6	Howard	Approved 06/06/06	Sale of freehold reversion under Section 32 Housing Act 1985
24 Oxford Road, London NW6 (Received from Martin Cheeseman's office 7/06/06)	Phil		Passed to Phil 7/6/06
Unit 23 Dollis Hill Estate - Proposed renewal of lease to the Council	Philip		
Lodge and Manor Courts, Wembley - Proposed variation of lease	Philip		
Units 13/14, 21/22, 29-32 & Site for Parking Vehicle at Bridge Park Community Leisure Centre	Tennyson		To agree to the granting of a lease to Brent Community Transport Limited for an annual rent of £36,700
May 2006			
Unit 5, Bridge Park Community Leisure Centre	Tennyson	Approved 8/05/06	The grant of a three year lease to BSW Heating Ltd
Unit 2 Brent New Enterprise Centre, Cobbold Road	Tennyson	Approved 8/05/06	The grant of a three year lease to Yassine Hamimed
Unit 2 Bridge Park Community Leisure Centre,	Tennyson	Approved 8/05/06	The grant of a three year lease to Antonio Riberio Soares
Suite S39 The Designworks, Park Parade, Harlesden	Tennyson	Approved 11/05/06	The grant of a three year lease to Brent women's Aid
1-6 Chester Court, 84 Salusbury Road London NW6	Howard	Approved 11/05/06	That the council sell the freehold reversion to the leaseholders of Chester Court
24 Oxford Road, London NW6	Howard		The sale for the freehold reversion to the leaseholders
Unit 9 Bridge Park Community Leisure Centre	Tennyson	Approved 25/05/2006	The grant of a one year lease to end on 31 st Jan 2007
April 2006			
1 Craven Park, Harlesden NW10	Louis	Approved 13 th April 06	To agree to enter into a Tenancy at Will for the duration of the Council's occupation
March 2006			
- NONE -			

February 2006			
181 Mortimer Road NW10 – Lease renewal	Louis		
Suites 59/60 The Designworks, Park Parade, Harlesden NW10 – Lease to ActNow Construction	Tennyson		
Suite G5 The Designworks, Park Parade, Harlesden NW10 – Lease to Arneway Housing Co-op	Tennyson		
501 North Circular Road NW2 – disposal of freehold under leasehold reform act 1967	Louis		
19A Malvern Road, NW6	Tennyson		
January 2006 Exec.			
1 Burrows Rod NW10 – release of restrictive covenants	Louis Eden	13/12/05	
Shop No 6, Chesterfield House 11 Park Lane Wembley – rent review	Louis Eden	19/12/05	
Proposed Lease of Advert Hoarding Neasden Rec	Tennyson	16/01/06	
12 Balnacraig Ave & 147A&B Harley Road	Philip	04/01/06	

Appendix 7 : Location plan and key office locations

Council Key Office Locations

1	 <p>Barham Park</p>	2	 <p>Douglas Avenue</p>
3	 <p>London Road</p>	4	 <p>Chesterfield House</p>
5	 <p>Brent House</p>	6	 <p>Brent House Annexe</p>
7	 <p>Elizabeth House</p>	8	 <p>Triangle House</p>
9	 <p>Mahatma Gandhi House</p>	10	 <p>Cottrell House</p>
11	 <p>Town Hall</p>	11	 <p>Town Hall Annexe</p>

12	 <p>Pyramid House</p>	13	 <p>Gwenneth Rickus</p>
14	 <p>Challenge House</p>	15	 <p>Willesden Green Library Centre</p>
16	 <p>Park House</p>	17	 <p>Quality House</p>
18	 <p>Hampton House</p>	19	 <p>Brondesbury Road</p>
20	 <p>Kingsbury</p>		

Property & Asset Management

Corporate Asset Plan



Legend

Corporate Asset Plan Type

- Children's Respite Unit
- Community Centre
- Day Centre
- Day Nurseries
- Depot
- Library
- Meals on Wheels Service
- Offices
- One Stop Shop
- Sports Centres
- Youth Centre
- Major Health Services
- NHS Clinics & Health Centres
- Job Centres
- Police Stations
- Bus Routes
- Parks & Open Spaces
- Area Consultative Forums
- Railways



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London Borough of Greenwich, 02032000 2014
Date: 7/02/14
Date: June 2014
Produced by the GIS Development Team