

CORPORATE ASSET MANAGEMENT PLAN 2004-2009



**Corporate Resources Directorate - Property
September 2004**

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SECTION 1 - OVERVIEW

1.1 FOREWORD

In the introduction to the Council Plan 2004/05 chapter on Corporate Resources Planning and Management I stress that the work of Corporate Resources impacts on our whole organisation. This is certainly true in respect of the management of our property assets, and is why we need an effective and robust Corporate Asset Management Plan.

Occupation and use of property is not an end in itself, but a means by which we deliver our services to the communities in East Sussex. Over the years the County's estate has grown piecemeal and many of our facilities reflect historic methods of service delivery. As services develop, and needs change, our estate needs to adapt through proper and dynamic management.

Each year we invest in our properties through our Capital programme. We need to ensure that our investment, which this year extends to a Capital Programme of £54 million across all services, is directed to where it is most needed. This Corporate Asset Management Plan will help us prioritise our forward capital investment in our properties. It examines the development of services across the Council, and the suitability of current properties for service delivery. It highlights properties most in need of investment or re-provision.

The Corporate Asset Management Plan also sets out a framework for good management of our core portfolio of properties. We suffer from a historic lack of information about and under-investment in the repair and maintenance of our buildings and have consequently been exposed to un-managed property risks. This document and the policies and strategies which flow from it set out how we are developing our property information systems and how we intend to manage our considerable assets, which were collectively valued at £633 million as at 1 April 2004. This will support our drive to maintain "Excellence in Resource Management".

An average authority devotes 8% of its annual revenue budget to running and maintaining its estate (Audit Commission: "Hot Property" 2000). As set out in our Financial Budget Summary, the County Council spends just 5% of its revenue budget on premises by comparison. We have a comparatively high backlog of maintenance needs as a result. Good property asset management will ensure best use of available resources and direct investment in our buildings to optimise the benefits for our core services. That is why this Asset Management Plan is important.

I welcome this further development of our Corporate Asset Management Plan and its contribution to the development of the Council's overall policy agenda and, most importantly, improvement of our services.

Lead Member Corporate Resource Planning & Management, Councillor Tony Reid.

1.2 INTRODUCTION

The County Council's Corporate Asset Management Plan (AMP) was last reviewed in February 2004. That document was written to reflect the current property requirements of the County and the recognition that the estate should be subject to close scrutiny to ensure assets are effectively utilised to deliver services.

The Council's Corporate AMP has been developed over the past three years. In July 2002 the Corporate AMP and Capital Strategy each achieved a 'Good' classification on submission to the Government Office for the South East (GOSE). This classification means that East Sussex County Council (ESCC) is no longer required to submit a Corporate AMP and Capital Strategy to GOSE for assessment. However, we need to demonstrate for the purpose of public accountability that we are managing public property efficiently and effectively, and that the minimum amount of property is used to deliver the required level of services to our community.

As more Strategic Property Management information is now available in the Corporate AMP and used as a corporate management tool, it has been decided to modify the document into a 5-year Plan 2004-2009. The Corporate AMP will be refreshed and updated in September each year to reflect current management initiatives in accordance with the Annual Asset Management Planning Cycle.

1.3 COUNCIL PLAN AND CORPORATE PRIORITIES

When the Policy Steers were set last year it was clear that they represented a medium-term strategy and a statement of priorities to guide the business planning processes of the Authority. It is, therefore, assumed that they are unlikely to change significantly except where short-term milestones were included and have now been achieved. The Steers are shown below.

Cabinet priorities for the whole Council

What we will do:

The Council Plan details priorities within each service area and the Council is determined to ensure East Sussex is a high-performing authority. These priorities, which are supported in the Corporate AMP, are:

- continue to improve services to older people;
- minimise Council tax rises, as far as possible, by focusing on core services;
- raise the economic performance of East Sussex;
- further reduce crime and the fear of crime;
- provide safer and better maintained roads and repair street lights;
- support teachers in continuing to raise standards in our schools; and
- promote active citizenship.

How we will do it:

- being clear about priorities and long term direction;
- focusing on customers, particularly on our residents' needs and preferences;
- providing equality of opportunity for all through our service delivery and as an employer;
- Departments working more closely with each other and with our partners;
- using a variety of ways to deliver services;
- managing our resources and assets well;
- harnessing the potential of our staff; and
- improving further the County Council's reputation.

1.4 PROPERTY AIMS AND OBJECTIVES

The key objective for Property in respect of the Council Policy Steers as shown in the Council Plan carried 2004/05 is:-

“To ensure a county-wide approach to capital planning, linked to service priorities, but including an effective approach to key asset management planning aspects such as utilisation, accessibility, maintenance, disposals and use of ICT”

In support of this key objective the key service targets are:

- | |
|---|
| <ul style="list-style-type: none"> • Ensure a countywide approach to capital planning reflecting Members' choices on priorities and key asset management drivers; • Achieve excellence in property delivery standards, including delivery of effective and efficient new property contractor arrangements; • Determine the property estate required to deliver the Authority's service priorities and to maximise the opportunities for reinvestment from the disposal of non-core estate; • Improvements in the efficient and effective use of office accommodation and in the adoption and integration of home working policies; • Ensure the most appropriate and effective use of limited building maintenance resources across the Council. |
|---|

In driving forward the improvement agenda to realise the above key targets, the property objective is:-

- to improve the effective and efficient utilisation of Property Assets and Resources in order to support the County Council's Corporate objectives and key service delivery goals.

In delivering our services we will:-

- define future property needs in the light of best practice, E-Government and flexible working;
- procure construction and maintenance goods and services in accordance with the 'Rethinking Construction' agenda to achieve overall efficiency;
- ensure that Council buildings are designed and located to maximise accessibility by all members of the community and facilitate joint working with our partner organisations;
- reduce the proportion of total County Council revenue expenditure spent on property support costs;
- aim to minimise the impact on the environment of the Council's property portfolio through improved standards in the environmental design and construction of new buildings and the management of existing buildings in accordance with best practice and environmental legislation.

SECTION 2 – CURRENT POSITION

2.1 CURRENT ASSET BASE AND EXPENDITURE

2.1.1 Asset Base

Property is an essential resource in delivery of services to the Community

Value of County Council Property, Plant and Equipment Assets as of 1 April 2004 (from consolidated balance sheet)

	£/Million
Education & Libraries	597
Transport & Environment	107
Chief Executives	0
Social Services	25
Corporate Resources (inc. surplus property & Corporate accommodation)	14
Total	743

Number, type and value of Property Assets by Departments as of 1 April 2004 (excluding Plant and Equipment)

	No of Assets	GIA M²	Value £M
EDUCATION & LIBRARIES			
Primary Schools	156	351,014	265
Secondary Schools	27	62,205	279
Special Schools	11	31,102	30
Libraries	24	11,173	8
Youth Centres	16	4,845	2
Other	41	10,453	9
Total	275	470792	593
TRANSPORT & ENVIRONMENT			
Properties held for Road Improvement	30	4,858	2
Highway Depots	9	3,122	3
Household Waste Sites	10	0	0.8
Community Assets (Country Parks etc.)	4	3,200	0
Total	53	11,180	5.8
CHIEF EXECUTIVES			
CE	6	3,595	0.4
Total	6	3595	0.4
SOCIAL SERVICES			
Offices	17	36591	1
Residential	15	9,236	12
Other	57	22,076	11
Total	89	67,903	24
CORPORATE RESOURCES DIRECTORATE			
Offices	5	17,920	4.2
Surplus Property	31	6,565	4
Gypsy Sites	5	-	0.8
Total	41	24485	9
GRAND TOTAL	464	577,955	632

Listed Buildings

TOWN/VILLAGE	PROPERTY	GRADE
Dallington	The Sugar Loaf	II
Exceat	Exceat Farmhouse and two barns to the south	II
Frant	Albert Memorial Well	II
Hastings	Rose Cottage, Gillsmans Hill	II
Hastings	Hastings Central Library, Claremont	II
Heathfield	All Saints & St Richard's CE Primary School, part	II
Lewes	Walls around Castle Precincts Car Park	I
Lewes	The Maltings, Castle Precincts	II
Robertsbridge	Robertsbridge Youth Centre, part, The Grove	II
Rodmell	Rodmell CE Primary School, part	II
Wadhurst	Uplands Youth & Community Centre, part, Upper High Street	II

Ancient Monuments

There are nine scheduled ancient monuments situated on County owned land which are inspected on a regular basis by English Heritage's field monument warden.

TOWN/VILLAGE	PROPERTY
Lewes	The ground beneath The Maltings and Castle Precincts Car Park
Westdean	Bowl Barrow at Newbarn Bottom, Seven Sisters Country Park
	Exceat Church (site of), Seven Sisters Country Park
	Oval Barrow, Exceat, Seven Sisters Country Park (Part only – remainder in other ownership)
	Barracks at Cuckmere Haven, Seven Sisters Country Park
Hartfield	Newbridge Blast Furnace TQ4532 – Ashdown Forest
	Bowl Barrow 300m east of Tile Lodge
	Settlement site 800m north north west of King's Standing
Duddleswell	Pillow Mound – Kingstanding TQ4730 – Ashdown Forest

Value of the assessed maintenance backlog across service areas

	£/Million
Education & Libraries	43,144,282
Transport & Environment	1,533,528
Chief Executives	139,983
Social Services	1,782,829
Corporate Resources (inc. surplus property & Corporate accommodation)	419,608
Total	47,020,230

Summary four year capital programme (with reference of level of disposals anticipated for the period).

SUMMARY OF DEPARTMENTAL SPENDING	ESTIMATED CAPITAL PAYMENTS					
	Total	To 31/3/04	2004/05	2005/06	2006/07	2007/08
	£000	£000	£000	£000	£000	£000
Corporate Resources	14,232	2,428	6,924	1,540	1,670	1,670
Education	65,961	19,712	29,701	13,108	2,400	1,040
Chief Executives	10,263	50	213	0	2,000	8,000
Social Services	9,304	0	1,819	6,520	495	470
Transport and Environment	51,167	3,572	16,028	13,865	9,101	8,601
Future Schemes Not Yet Identified	11,992	0	0	1,011	5,588	5,393
GROSS COST	162,919	25,762	54,685	36,044	21,254	25,174

SUMMARY OF RESOURCES			2004/05	2005/06	2006/07	2007/08
			£000	£000	£000	£000
Revenue Contributions			2,734	2,384	2,384	2,384
Supported Borrowing			24,050	16,324	14,440	14,440
Capital Grants and Contributions			15,774	11,846	1,580	6,000
Capital Receipts			6,000	1,500	1,500	1,000
Capital Programme Reserve			6,127	3,990	1,350	1,350
TOTAL ESTIMATED RESOURCES			54,685	36,044	21,254	25,174

2.1.2 Expenditure

- Annual capital programme payments for the five years to March 2008 range from £21.3m to £54.7m per year and totals £150.9m for the period.
- Annual Building Maintenance expenditure for 2004/05 is:

	£/Million
Revenue	4.4
Capital	1.3
Total	5.7

Other key local and national performance indicators are shown in **Appendix 1**.

2.2 PROPERTY PERFORMANCE

Analysis of the key performance indicators shown in **Appendix 1** highlights the following issues.

- Approximately 76% (67% in 2002/03) of our property assets are currently in the ODPM condition category poor to bad compared to the 25% average for all County Councils. It should be noted that the improved information now being obtained from condition surveys is reflecting the true condition of our building assets. It is important to show the realities of the situation if we are to maximise access to potential Government capital grants for improvements. A strategy incorporating condition monitoring programme and better targeting of resources has been developed to move ESCC towards the upper quartile over the next five years.
- Approximately 72% (54% in 2002/03) of our backlog maintenance falls into the ODPM category of urgent or essential works whilst the average for all County Councils is 55%. Once again the condition data is reflecting the realities regarding the backlog. A strategy incorporating backlog maintenance reduction through capitalisation of major maintenance projects is being implemented to move ESCC towards the upper quartile over the next five years.
- Currently 68% (20% in 2002/03) of our capital projects fall within +/- 5% of the estimated outturn cost which is 11% above the national average for all County Councils of 57%. Performance management of the Consultant framework agreements will ensure an increasing percentage of projects falling within the target.
- In 2003/4 62.5% (60% in 2002/03) of our capital projects were delivered no more than 5% over the estimated timescale. This was 1.5% above the average for all County Councils at 61%. Further improvements are expected during 2004/05 as a result of a new framework agreement and development of in-house project management skills.
- ESCC repair and maintenance costs of around £16/m² compare favourably with the 'all Council's' average figure of £13/m². This needs to be considered in conjunction with the backlog of maintenance and the condition of the property portfolio where 76% is in categories Poor/Bad (C/D).
- Energy costs have reduced over the last few years and now stand at just over £4/m² compared to the 'all Council's' average figure of £6.8/m². Some of this saving will be as a result of building rationalisation through more effective use of office space and disposal of less efficient buildings.

- In 2002 the percentage of our buildings open to the public that are suitable for and accessible by disabled people (Best Value Performance Indicator (BVPI) 156) was 7.53%, putting us in the lower quartile for all local authorities. This has moved to 16.13% during 2003/04. It is programmed to move to 35% by 2004/05 and 50% in 2005/06 which may then put us into the upper quartile of local authorities.
- Reporting on the 42 operational buildings for BVPI 180 during 2003 indicated that 20 properties were categorised as poor for electricity usage per m² and 27 properties were poor for fossil fuel use per m². The strategy implemented during 2003 is starting to address this situation with year on year improvements.

2.3 RESPONSIBILITIES AND ACCOUNTABILITIES

2.3.1 Property Restructure

The restructuring of the property function effective from April 2003 has resulted in the establishment of the Intelligent Client role within service departments, and a corporate property division within Corporate Resources. This provides definition with the Intelligent Client role focusing on translation of service needs into clear property requirements which then form the basis of a brief for corporate property officers.

2.3.2 Responsibilities of the Intelligent Clients

- Disseminate and embed Corporate Property Policies and Strategies within their department.
- Be a department's first stop for property advice and property management to ensure that the County's interests in its property are protected, drawing on corporate property resources as necessary.
- Be fully informed of service developments within the department and consulted on their impact on property needs.
- Co-ordinate property needs between various teams in their department, and in reports to COMT, Lead Members and Cabinet.
- Compile the Service Asset Management Plan (AMPs) for their department and make a timely submission to CRD Property in order to update the Corporate AMP. To align the timetable for the Corporate AMP with the review of the capital programme Service AMPs need to be prepared and received by CRD Property by end of May each year for the Corporate AMP to be reviewed by end of September.
- Front up departmental requirements as a member of the corporate Property Strategy Team, and help compile the Corporate AMP.

2.3.3 Responsibilities of CRD Property

The Comprehensive details of Scheme of Delegation and Accountabilities are detailed in CRD Property's 'Operational and Quality Control Manual' and in summary these are as follows. [Hyperlink to document](#)

2.3.4 Policy, Performance and Asset Management

The Policy, Performance and Asset Management Team is responsible for the management of the Council's Corporate AMP and the development of strategic policies associated with the plan.

The Team is responsible for the gathering, collation and dissemination of information relating to performance measurement and assessment against key indicators and customer surveys etc.

Additionally, the Team is responsible for the strategic management of the Council's Building Maintenance requirements, including overall budget control, and the management of the Council's terrier (land holding records).

2.3.5 Construction and Maintenance

The Construction and Maintenance Team is responsible for the delivery of projects (Capital and Revenue) on behalf of the Client Department, from appointment to practical and financial completion. They should ensure delivery on time, within budget, in accordance with the project brief, and to the satisfaction of both Client and End User.

2.3.6 Estates

The Estates Team is responsible for promoting best practice in respect of use and occupation of the Council's property portfolio, including protecting the underlying property asset value. It delivers key outcomes in respect of acquisition of land and property, its management where third party interests are present and, if necessary, its disposal. This applies in respect of the individual Client Department portfolios and in respect of the entire corporate portfolio. The Estates Team will support Client Departments in arriving at well reasoned decisions in respect of their property portfolio and promote property driven solutions as appropriate. Regular liaison with the Client Department throughout the instruction period enables the Client Department and the Estates Team to

respond to any changes or opportunities arising during the instruction period.

2.3.7 Corporate Accommodation

The Corporate Accommodation and Facilities Management Team is responsible for the management of the County Council's office accommodation, including the provision of facilities services, estate rationalisation to maximise efficiency and the development of corporate accommodation solutions. The Team has a dual role in both serving its departmental customers and being a client of Property, buying in its services (the intelligent client role).

2.3.8 Capital and Property Strategy Group (CAPS)

CAPS is a corporate group with the task of reconciling capital investment needs and resources and recommending an effective, balanced and deliverable Capital Programme for the County Council.

CAPS are accountable to the Deputy Chief Executive and Director of Corporate Resources on behalf of the Chief Officers' Management Team (COMT).

A key pre-requirement of the CAPS process is to establish prioritised service needs and options for robust investment solutions which can be delivered in accordance with their adopted spend profile.

The Asset Management Planning process informs CAPS by collecting service development needs, carrying out options appraisals to establish whether capital investment is the optimum solution and if so, flagging up the need in this Corporate Asset Management Plan.

All Council departments are represented on CAPS, with Corporate Resources Directorate having representatives from Finance and Property. The Deputy Leader is also a member.

2.4 PROPERTY MANAGEMENT TOOLS

2.4.1 Property Terrier

Existing electronic systems for property management consist of a Terrier management system linked to a Geographical Information System (GIS) database, the Local Authority Financial Information System (LAFIS) and various other stand alone spreadsheets and

databases. Unfortunately these systems cannot be linked and the information is not available to all across the Authority. Conflicting information can often be held and updating of this is slow giving rise to poor management information and reporting.

The Council's Core Back Office Support Systems (CBOSS) are being replaced in order to improve information systems in support of service delivery and electronic government. The system that the Council is to implement is a Systems, Application, Products (SAP) / ITNET solution that will incorporate a Property Management Module. There needs to be a significant input in terms of resources to support its implementation in order that the requirements for proper Property Management are met. A specification to detail requirements of a property management system has been produced and this has led to further refinement to extend to the needs for robust management of key programmes of work. The next stage is a "blueprinting" phase to flesh out the specifics on how the proposed system will achieve the department's needs. At present the SAP Property Management Module is programmed for blueprinting in 2005. This further assessment of the SAP/ITNET solution will enable us to establish whether enhancement by other programmes will be needed.

2.4.2 Corporate Property Information System (CPIS)

As the SAP Property Management Module will not be available for some time, the need to improve and provide easily accessible property data initiated the development of a property information system.

The Corporate Property Information System (CPIS) was developed by CRD Property. The aim was to develop and provide valuable property information to all County Council staff. Initially the system contained asbestos survey information to specifically help Controllers of Premises with the management of their buildings. It also ensures that County Council complies with its duties under the Control of Asbestos at Work Regulations 2002. This is the first time the Council has provided electronic property data and asbestos survey information in this way. The system was successfully launched in May 2004.

CPIS continues to be developed to provide additional property information to all members of staff who require property data. Since its launch in May 2004, the system has been developed to now include Legionella Risk Assessments, Lease Maintenance details and Heritage Asset information and it will soon hold Property Condition Survey data and Disabled Discrimination Act (DDA) audit information. [Hyperlink to CPIS](#)

2.4.3 Property Drawings and Health & Safety (H&S) Files

In the drive to improve E Communication, CRD Property has converted all of the County Council's technical hard copy drawings into electronic drawing files. It is intended that the drawings will eventually be accessible to all staff through the intranet.

CRD Property is investigating the possibility of converting existing Health & Safety hardcopy files into electronic files. The aim of this exercise is to create and manage a central store of all H&S files for property assets and make them more readily accessible by using the intranet.

SECTION 3 – REVIEW OF PROPERTY NEEDS

3.1 OTHER PLANS

In developing Corporate Property Strategies consideration needs to be given to the various other Council and individual service plans. This document needs to demonstrate how management of the Council's property will enable better service delivery.

3.1.1 Council Plan

The priorities are to:

- continue to improve services to older people;
- minimise Council tax rises, as far as possible, by focusing on core services;
- raise the economic performance of East Sussex;
- further reduce crime and the fear of crime;
- provides safer and better maintained roads and repair street lights;
- support teachers in continuing to raise standards in our schools; and
- promote active citizenship.

Effective property management will contribute to these priorities in a number of ways:

- ensuring a countywide approach to capital planning linked to Members' choices on priorities and key asset management drivers;
- using the new property structure to support a drive to excellence in property delivery standards, including delivery of effective and efficient new property contractor arrangements;
- continuing to determine the property estate required to deliver ESCC's service priorities and to maximise the opportunities for reinvestment from the disposal of non-core estate;
- continuing improvements in the efficient and effective use of office accommodation and in particular efficient links and integration with effective home-working policies;
- ensuring most appropriate and effective use of limited building maintenance resources across ESCC.

Supporting Plans which take forward Council priorities are:

- Medium Term Finance Plan
- Reconciling Policy and Resources Initiative
- Implementing Electronic Government Statement 2
- Strategic Audit Plan
- Procurement Strategy
- Departmental Business Plan and supporting divisional and team plans

3.1.2 Key Capital Investment Themes

Analysis of the Council Plan priorities, key policy steers and supporting plans indicates the following Key Capital Investment Themes for Council departments.

Social Services

1. Intermediate Care Capacity (and link to PPP/ PFI Project).
2. Reconfiguration of Children Secure Units (dependant on external bid).
3. Refurbishment/ Reconfiguration of Learning Disability Day Centres.
4. Extra care housing.
5. Refurbishment of Physical Disability Respite Care facilities.

Corporate Resources

1. Capitalised Repairs and Maintenance Backlog.
2. County Hall Reception and new toilet facilities.
3. Disability and Disabled Act – Works.
4. Disabled Access (to meet BVPI156).
5. Other risks e.g. Asbestos.
6. CBOSS Implementation.
7. E-Government – to limit ‘cliff-edge’ caused by withdrawal of £1m revenue base funding.

Transport and Environment

1. Local Transport Plan (LTP) schemes.
2. PSA related spend on Highways Maintenance and Rights of Way.
3. Bexhill and Hastings Link Road.
4. Reconfiguration of highways depot for new highways maintenance service.

Education and Libraries

1. Supporting school improvement through capital investment and a continuing programme to improve the suitability of school buildings, in particular
 - Ensuring that all primary schools have a hall
 - Renewal and replacement of mobile classrooms and HORSAs
 - Improving specialist accommodation in secondary schools
2. Securing sufficient school places, in particular providing additional school places in Eastbourne, Hailsham, Willingdon and Uckfield.
3. Reconfiguration of existing school places onto single site including Helenswood, Bexhill High School and Seaford.

4. Other Post 16 related initiatives in Hastings and Bexhill.
5. Rationalisation/ Reorganisation of Primary Schools places.
6. Development of Children's Centre.
7. Implementing the SEN and Inclusion Strategy, including the co-location of Grove Park School with Beacon CC
8. School DDA requirements.
9. New Libraries in Hastings and Bexhill.

Chief Executives Offices

1. New Archive and County Records.
2. Travellers Sites.

Note to above list:

The above identifies key investment themes but is not an exhaustive list nor is it any presumption of priority. Furthermore, a number of schemes will be largely funded from, and therefore largely dependant on, specific external funding.

3.1.3 Education (Schools) AMP

The Education (Schools) AMP includes a comprehensive review of all schools building stock, against the three categories of sufficiency, condition and suitability. This information is held on a database which is accessible to all schools through the department's 'E-Zone' network. It is regularly updated. Central to the Education AMP is a Statement of Priorities, which sets out the Department's strategic priorities for capital investment derived from the information in the AMP, and linked to other key strategic plans.

A programme of building and refurbishment work to schools has been recommended and will be funded from the Modernisation Programme which has already been notified to the authority by the Department for Education and Skills (DfES). The programme will be referred to the Capital and Property Strategy Group (CAPS) as there are resourcing implications for the County Council capital programme, in particular the re-provisioning of the new Wivelsfield Primary School.

At their meeting on 23 January 2004, the AMP Review Group was asked to consider a draft list of projects and recommend a programme of schemes for inclusion in the Modernisation Programme for 2004/05 and 2005/06. Each project was scored using the criteria for determining AMP spending priorities, approved by the Lead Member for Education and the AMP Review Group.

The Modernisation Programme funding allocation for non-voluntary aided schools for the period 2004/05 and 2005/06 is £12.3m. This figure includes an allocation of £4m specifically targeted at primary

school modernisation. Of the total allocation, £1 million will be used to support the main County Council Capital Programme, leaving £11.3m available for the Modernisation Programme.

The recommended Modernisation Programme, agreed by the AMP Review Group, is set out in the table below. This will complete a four year programme which addresses or supports investment in a significant number of high priorities identified in the AMP. These are:

- removal/replacement of 2 HORSAs (hatted operation for the raising of the school leaving age) teaching blocks
- removal/replacement of approximately 65 teaching rooms in temporary accommodation
- replacement of 2 primary schools in seriously inadequate accommodation
- provision of 7 primary school halls
- replacement of 3 HORSAs kitchen/dining rooms
- provision of new/refurbishment of existing science labs in up to 10 secondary schools
- investment of approximately £2m in Priority 1 condition work, supporting the County Council's revenue planned maintenance programme

The programme also includes a number of projects which supports the authority in fulfilling its duty to secure a sufficient supply of school places.

Project
<i>EXISTING COMMITMENTS</i>
Retentions from previous schemes Retentions from schemes in the 2001-2004 programme
Alfriston School Provision of school hall
Rinamer Community College Replacement of Mega hut & science mobile
Catsfield CE Primary School Provision of school hall & replacement classroom. Subject of a Seed Challenge bid in 2004/05
Wallands Community Primary School Replacement of temporary classrooms linked to Capital Programme scheme providing additional places
Sub total
<i>PROPOSED NEW SCHEMES BY TARGET AREA</i>
<u>Target 1 - Supply of school places</u>
St Leonards CE Primary School Enlargement of two very small classrooms (final phase)
<u>Target 4 - removal/replacement of HORSAs buildings</u>
Westfield School Replacement of HORSAs KDR and temporary classrooms (also a target under 8)
Maynards Green Community Primary School Replacement of HORSAs classrooms and temporary classrooms (also a target under 7 & 8)
Northiam CE Primary School Replacement of HORSAs KDR and temporary classrooms (also a target under 8)

<p><u>Target 5 - primary schools without halls or with very small halls</u></p> <p>Peasmarsh CE Primary School Provision of school hall and replacement of temporary accommodation (also a target under 8)</p> <p>St Michael's Primary School, Withyham Provision of school hall</p>
<p><u>Target 6 - secondary schools with a shortfall of specialist teaching accommodation</u></p> <p>Secondary School Specialist Accommodation Improve specialist provision in secondary schools</p>
<p><u>Target 7 - primary schools in inadequate accommodation</u></p> <p>One school from:</p> <p>Wivelsfield Primary School Replacement school on new site</p> <p>Frant CE Primary School Replacement school on new site</p> <p>Etchingham CE Primary School Replacement school on new site</p>
<p><u>Target 8 - replacement/removal of temporary accommodation</u></p> <p>High Hurstwood CE Primary School Replacement of temporary accommodation (Phase 1)</p> <p>Punnetts Town Community Primary School Replacement of temporary accommodation (Phase 1)</p>
<p><u>Target 9 - reduce the backlog of Priority 1 condition problems</u></p> <p>Priority 1 condition work The Cavendish School - Priority 1 structural problems</p> <p><u>Other allocations for consideration</u></p> <p>Seed Challenge Allocation Continuation of Seed Challenge programme at discretion of LEA. AMP Group to review in September 2004</p>

3.1.4 Local Transport Plan and Transport Related Development Contributions

The Local Transport Plan (LTP) for East Sussex County Council contains a five-year programme of expenditure on local transport measures and forms a bid for Government funding. Many of the proposals will require acquisition or disposal of land or property in order that schemes can proceed successfully. To maximize receipt of contributions towards capital investment, the Transport and Environment Department have appointed a Development Contributions Coordinator.

Potentially the most significant in terms of property is the proposal for a new Bexhill and Hastings Link Road.

Another proposal with significant property implications is the proposal to review the delivery of highway maintenance services which will generate a need for consolidation of services in two depots, one each in the west and east of the County. This will require capital investment and development of a new eastern depot. Some existing depots will then become surplus.

In July 2003 the Council published its approach to Development Contributions under s106 of the Town and Country Planning Act. This sets out guidance on the County Council's main requirements for new developments to provide for the infrastructure and services necessary to support development and resolve otherwise harmful impacts. Being aware of potential future developments and the likely impact on school places, social services requirements, libraries etc. is an important consideration in determining future property requirements.

3.2 SERVICE AMPS AND THE CONSULTATION PROCESS

3.2.1 Identification of the Core Estate

The Lead Member for each service department approves the determination of the property estate for that area. The Lead Member for Corporate Resources challenges the justification for continuing to hold non-core property and declares non-core property that will not be retained surplus to County Council requirements.

Core property is that:

- required to deliver the statutory functions of the Council;
- required to deliver non-statutory core services set out in the policy steers agreed by Cabinet;

- essential to support the administrative functions of the County Council.

There is a presumption that all non-core property will be disposed of. The County Council policy and objective is always to achieve best value when disposing of property, to maximise potential for re-investment in core services.

The exceptions to disposal of non-core property are:

- Land and buildings held or required for future development where there is reasonable prospect, on a balance of probability, that the proposed investment will take place.
- Where non-core property is needed and can be brought into use by another department to deliver statutory functions or core services.
- If a property is leased out and net rental income exceeds the opportunity cost of borrowing it may represent better value to retain it.

Property will be retained if its future value is anticipated to be significantly in excess of its current value (eg where future planning designations may change and increase its value).

A review of property owned by the County Council by CRD-Property and the Intelligent Client in each department has resulted in the following determinations:

Department	Core	Non-core	Held pending future needs
Chief Executives	25	2	0
Transport & Environment	60	18	59
Education & Libraries	362	16	2
Social Services	72	4	0
CRD	8	3	0

The figures in this table will not necessarily balance with those in the table in section 2.1.1 as small parcels of land will be included which do not need to be valued under CIPFA rules.

Core and non-core to be retained are kept under review by the SAMP process described below.

3.2.2 Service Asset Management Plans (SAMPs)

Clear Asset Management Plans are essential for each service area. The purpose of Service Asset Management Plans is to:

- highlight the extent to which the current portfolio delivers quality services;
- identify mismatch between the portfolio and current and future need and to understand the impact of anticipated future change and pressures on the service and property portfolio;
- assess the suitability and sufficiency of each property;
- highlight over and under utilisation of individual buildings;
- identify capital investment in the property portfolio assessed on a corporate basis.

SAMPs are informed by the following process:

3.2.2.1 Suitability and Sufficiency

It is important that the Council's properties are suitable and sufficient for service needs, whilst recognising the need to identify core property for service delivery and investment.

A new suitability and sufficiency proforma has been developed from best practice examples to assist service departments when analysing their properties. The aim of the new form is to improve the quality of information received from operational managers. Consultation with the individual operational managers highlights local needs and reflects users' views of our assets. This "bottom up" view provides a balance to the whole Asset Management Process.

3.2.2.2 SAMP Suitability and Sufficiency Matrix Analysis

The SAMPs and suitability and sufficiency forms were received and evaluated during the summer of 2004. These have been analysed in a Matrix format as detailed in **Appendix 2**.

3.2.2.3 Options Appraisal

Resources for investment via the Council's Capital Programme are scarce. It is therefore essential that when a service need is identified, an appraisal of all suitable options to meet that need is undertaken to establish whether investment in acquisition development or adaptation is really needed, or whether a different model of service delivery would achieve service needs. Further details on the option appraisal process are given in section 4.1.7

3.2.2.4 SAMP Matrix Analysis

Based on the total weighted score for suitability, sufficiency and building condition rating, the six properties that scored highest in terms of improvement needs for each department have been identified. This provides an overview of the key points to come out of the SAMP analysis as summarised below.

Education Non-Schools

- Langney Villas Youth Centre, Eastbourne – location is under question in the medium term. The lease with Eastbourne BC runs to March 2005. Currently rundown and difficult to maintain;
- Lewes Pupil Referral Unit – Inappropriate for delivery of full time education in the full range of national curriculum subjects;
- Spray Water Sports, Eastbourne – This property scored poor in terms of DDA and H&S requirements and its overall condition was poor;
- Thomas Peacocke CC Youth Development Service, Rye – Identified as needing larger office space, toilet facilities and a disabled ramp;
- Robertsbridge Youth Centre – A medium priority in terms of service delivery and in need of some refurbishment/adaptations;
- Tower Buildings, Hastings – Scored 'poor' for DDA, location, security and its overall suitability.

Education Libraries

- Hailsham Library – Poor location and too small for catchment (394m² below national guidelines). No disabled access to the upper floor. Replacement required in the medium term;
- Rye Library – Very poor location, H&S and space rating for this building. In the short term it is hoped to relocate to new premises.
- Hastings Library and Children's Library – Best Value review in 2002 recommended this as a high priority for a new library. Currently in two buildings over four floors. Inadequate space (1225m² below national guidelines). Access for people with disabilities is currently on four floors and is very difficult;
- Brooks Road Library Store, Lewes – This site is prone to flooding and the upper floors are in need of replacing. Very poor DDA, H&S and building condition rating;
- Ore Library, Hastings – A medium priority in terms of service delivery. Located away from the village centre that it serves with cramped conditions and no disabled access;

- Hollington Library, Hastings – Another medium priority for service delivery. Located on opposite side of a main road to large housing estate that it serves. No disabled access to public areas in the basement;
- Bexhill Library – scored in the top ten and also features in the 'key capital investment themes' for Education and Libraries. Poor in terms of H&S, space security and overall building condition.

Transport and Environment

- Sidley, Cripps Corner and Guestling Depots – A report to be presented to Cabinet in August 2004 for rationalisation and relocation of the depots by August 2005;
- Seven Sisters Park Office – Very poor DDA requirements and poor security which can be an issue in this isolated location. The building is vulnerable to vehicle damage.
- Rye Bay Project office – In the short term a base needs to be found in the Rye area to meet the needs of the service with an adequate secure store and workshop;
- Seven Sisters Country Park – Buildings are old and in need of considerable maintenance investment. Possible National Park status could affect these properties;
- Heathfield Depot – Very poor building condition with poor disabled access. The temporary office is in need of replacement;
- Ringmer Depot – Lease expires December 2004. In the short term there is a need for an enlarged office. Maybe possible to combine with depot reorganisation in accordance with restructuring proposals that report to Cabinet in August 2004;

Chief Executives

- Units R, M, X & Z Avis Way, Newhaven – Additional storage will be required within two years (will be full) with a need to consolidate all services onto one purpose built site conforming to national standards (only Unit Y is of acceptable standard). Brighton and Hove City Council are partners for storage at this site;
- The Maltings, Lewes – Very poor in terms of H&S issues and a National Archives inspection in 1997 recommended that improvements be made to this building;
- Registrar's Office Southover Grange, Lewes – Very poor access for elderly and disabled users of the building. In the short term it

may be possible with Lewes District Council's agreement to move to the ground floor;

- Registrar's Office Summerfields, Hastings – There is a need to find a new building in the short term as Hastings BC want the building back;
- Registrars Accommodation, The Downs, Seaford – Has poor access for disabled users and the ventilation is poor;

CRD Facilities and County Offices

- Beaconwood, Crowborough – Potential for new build being considered with Wealden DC and possibly the Sussex Police Authority (new police station) for implementation over the next 3-5 years (possible link with Crowborough Library development). (In the short term Social Services are planning to relocate to Lewes);
- The Croft, Lewes – Capital investment is needed for boiler replacement and to reduce the maintenance backlog on this building. This property is expected to provide current service for a further five years;
- County Hall, Lewes – This property has a £1.2m maintenance backlog. Internal decoration and heating system requires attention;
- St Mary's House, Eastbourne – Review of office space in progress to maximise usage and meet corporate space standards;
- St Mark's House, Eastbourne – Review of office space in progress. Approval of business case for the acquisition of remaining floors, dependent on the disposal of the day care centre at Pembury Road, Eastbourne, likely to be deferred until 2005/06;

Social Services

- Bellbrook Resource Centre – Complete refurbishment to start during 2004/05;
- 1 Manor Close, Uckfield – Poor in terms of H&S, space, security and overall building condition. There is an expectation that this building will be fully utilised for the foreseeable future;
- Warwick House, Seaford – Very poor in terms of DDA requirements, H&S, security and overall building condition.

- Greenshoots, Plumpton Agricultural College – This building scored poor in all areas. There is an expectation that this building will be fully utilised for the foreseeable future;
- The Old Clinic (Workability Rural), Uckfield – To be redeveloped in the short term under the proposals around reprovision of Southview Close and Bellbrook redevelopment;
- London Road Day Centre, Bexhill – This building scored poor for H&S, space and security. Recent investment in this property needs to be maintained through a good building maintenance regime;
- Sandbanks, Hailsham – Scored poor for most categories. The building unlikely to meet needs when supporting a larger number of people with additional requirements. New window frames and external doors required.

3.3 CORPORATE PROPERTY STRATEGY GROUP

As part of the internal communication and consultation process Assistant Director – Property chairs the Corporate Property Strategy Group (CPSG). Membership of this group includes the Intelligent Client representative from each department. All issues affecting Property are reviewed and strategies developed to ensure a co-ordinated approach to effective management of ESCC's property portfolio.

Some of the key projects on which the CPSG have focused during 2004 have been further development of service Asset Management Plans; development of Property Service Level Agreements; development of Controllers of Premises roles and responsibilities and firming-up of the Options Appraisal process. With the commencement of the flexible working pilots the opportunity now exists for the review of office accommodation.

- To secure attractive modern office environments which support flexible working practices
- To ensure that services are easily accessible by local communities across East Sussex
- To exploit the potential for co-location with District and Borough Councils and other agencies.
- To explore opportunities for efficiency gains.

It is anticipated that this will be in the group's work plan for the remainder of 2004/05, subject to agreement by the Chief Officers Management Team.

3.4 EAST SUSSEX PROPERTY OFFICERS' GROUP

External communication and consultation is achieved through East Sussex Property Officers' Group (ESPOG) members of this group consist of the most senior property advisors to East Sussex, District and Borough Councils. The group meets bi-monthly to share best practice and establish the potential for partnership working and/or joint use of property.

ESPOG have agreed to examine the potential for a joint review of office accommodation across East Sussex. There is a shortage of good quality office accommodation in the County.

In January 2004 the Lead Member for Corporate Resources agreed to the rationalisation of publicly owned land in Crowborough Town Centre. The County Council and Wealden District Council (WDC) own parcels of land and Crowborough Town Council has committed funding towards the development of a community facility as part of a mixed-use development of the site. Wealden District Council, which has two principal office buildings at Crowborough and Hailsham, is also commencing a review of its office accommodation strategy. This presents an opportunity to explore co-location of services by the County Council and WDC.

Hastings Borough Council (HBC) also experiences a shortage of quality office space, whilst both Lewes District Council and Wealden District Council are keeping their office portfolio under review. There is clear scope to integrate a review of County Council office accommodation with Boroughs and Districts.

SECTION 4 – DELIVERY STRATEGIES AND PROGRAMMES

4.1 MANAGEMENT STRATEGIES FOR DELIVERY

Based on the results of the detailed analysis illustrated in Sections 2 and 3 above there is a clear requirement to continue developing strategies to address the issues and produce improvements in the use and performance of the Council's building assets. In order to achieve this aim the following strategies have been or are being developed and implemented during 2004/05.

4.1.1 Corporate Building Maintenance Policy and Strategy

In the past building maintenance has been delivered in a rather ad-hoc way with no agreed policy on how it should be provided or guidance on how work will be prioritised within the limited resources available. A Best Value report undertaken during 2001 recommended that a written policy should be developed and endorsed by the Council to improve this situation. A policy and strategy document has now been developed following wide consultation within the Authority to develop standards, guidance, procedures, ownership and subsequent successful implementation during 2004. A strategic maintenance plan will be developed this year to determine future maintenance needs and the resources required to meet these so that building assets are adequately maintained in the longer term. [Hyperlink to Document](#)

4.1.2 Condition Surveys

A rolling programme of building asset condition surveys has been developed to ensure that all non-school properties are assessed once every five years. In the past surveys have been on a more ad-hoc basis and the quality of the information received has been variable. To ensure that reliable data is collected a new specification and proforma detailing the Council's requirements has been developed. Further review and consultation with other local authorities is being undertaken to establish if a more frequent survey cycle would provide optimum results. If this is found to be the case then appropriate approval will be sought to implement the new solution.

The Education AMP contains separate information about the condition of school buildings, based on surveys carried out over the last five years. A comprehensive re-survey of schools' condition commenced in April 2004, and it is intended to complete this exercise over three years. As part of this exercise, the opportunity is being taken to revise all school site and buildings drawings, and to store these electronically.

4.1.3 Heritage Assets

Surveys are to be carried out, by a specialist in historic building conservation, on 11 buildings owned or occupied by the County Council as shown in section 2.1.1, in order to establish a five year programme of works aimed at preserving the special architectural features and identifying additional costs arising from the need to replace like for like.

In addition, a database of County Council owned or managed buildings within conservation areas is being developed in order that their status can be taken into account when periodic condition surveys take place and potential additional cost written into the maintenance budget.

4.1.4 Travellers Sites

A strategy is being developed to effectively manage unauthorised encampments of travellers in East Sussex. A key element of the strategy is to identify and set-up a 10 to 12 pitch transit site towards the centre/east of the County. This is likely to take some time to achieve so in the meantime in order to comply with ODPM guidance an area of land with room for up to six caravans and with minimum facilities is to be identified as an informal stopping place.

Other elements of the strategy are to upgrade the Southerham transit site and its management, and to develop land adjacent to the Swan Barn Traveller's Site at Hailsham, as a two or three pitch transit site, in partnership with the District and Borough Councils.

4.1.5 Backlog Maintenance Strategy

The value of backlog maintenance currently stands at around £47m (April 2004) and, without additional investment, this will not be reduced. Best practice within the industry suggests that, for a standstill situation, expenditure on building maintenance should equate to 1% per year of the capital value of building assets. In order to reduce the value of the backlog there needs to be additional investment over and above the levels of investment in recent years. The backlog suggests that the level of investment in previous years has been significantly less than that recommended and, during 2003/4, equated to around 0.07% of total asset value.

In accordance with Chartered Institute Public Finance & Accountancy (CIPFA) guidance, maintenance work that enhances or extends significantly the life or capacity of a building asset can be capitalised for accounting purposes. The strategy is to identify those items within the maintenance backlog and to submit a bid for capital funds to implement an improvement programme. The bid to CAPS

was successful and £1.29m has been allocated for capitalised maintenance works in 2004/05.

In addition, the Schools Modernisation programme for 2004/05 and 2005/06 includes £1m for major maintenance projects.

4.1.6 Energy Management Strategy

The Council agreed a revised Environmental Management Policy in 2001 that included an aim to minimise energy and water use and the environmental impact of its buildings. In addition, part of the Government's BVPI180 requires Councils to measure their buildings' energy performance and set targets for improvements. A Corporate Property Energy Strategy has now been adopted to support these aims that will be implemented and reported on via the Environmental Management of Buildings Group. [Hyperlink to Document](#)

ESCC is participating in the Local Authority Carbon Management Pilot Programme Phase Two. This gives access to free consultancy support in the further development of the Corporate Property Energy Strategy and also extension of energy management to street lighting and transport. Consultant feedback on the current policy and action plan is very positive. The resulting Carbon Management Strategy to be developed by February 2005 will therefore supersede the Corporate Property Energy Strategy.

4.1.7 Biomass Strategy

A biomass fuel strategy has been developed that supports the objectives outlined in the County Council's Environmental Management Policy, 'to increase the use of renewable energy'. It also supports the Council Plan priority areas of raising economic performance and providing effective and robust resource management.

The Strategy also contributes towards the Transport & Environment (T&E) key service target of improving markets for locally sourced woodland products and improved woodland management. This will promote sustainable management of local woodlands, reduce imports of products that generate greenhouse gases, help with fossil fuel substitution and hence reduce greenhouse gases.

The long term corporate goal is to reduce the environmental impacts arising from energy use in Council buildings as far as is practical, consistent with the operational and service needs of the Authority's activities. [Hyperlink to Document](#)

4.1.8 Project Option Appraisal

The role and responsibilities of the Capital and Property Strategy Group (CAPS) is described in section 2.3.8. A key tool to help CAPS fulfil its role is the Option Appraisal process.

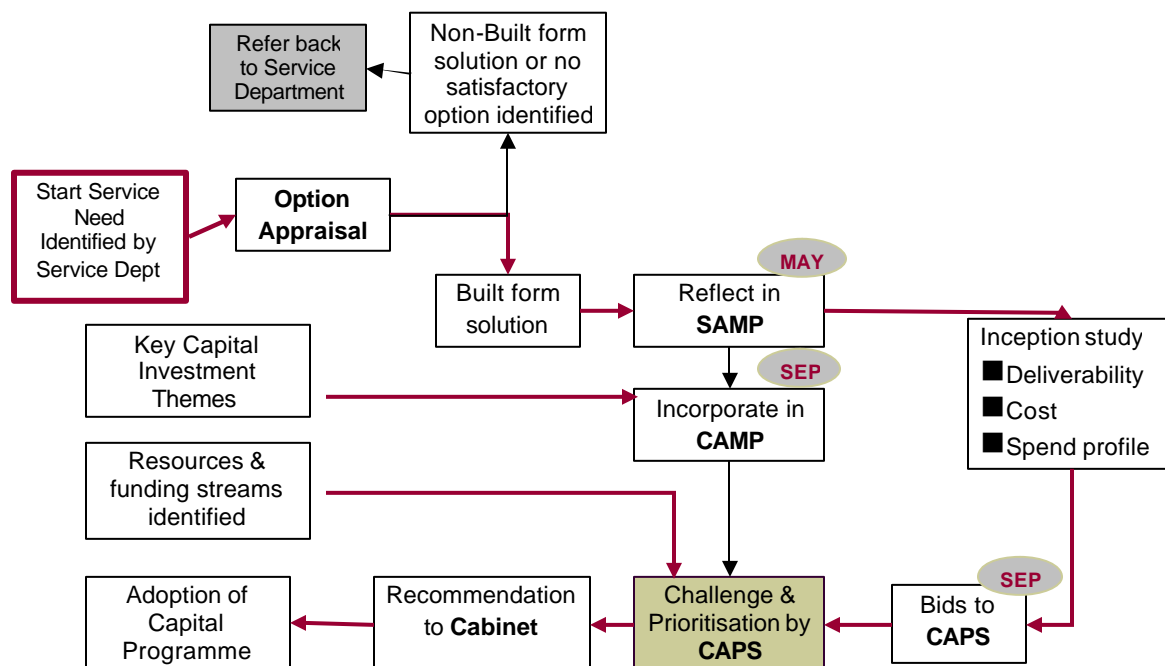
It is essential that decisions about which capital projects to take forward are based on informed and clear consideration of the relative merits of all the options with a clear justification for the decisions that are taken. An appropriate level of option appraisal will demonstrate to CAPS that there is a need for capital and the scheme has been properly assessed before the bid is made.

A new Option Appraisal process has been developed incorporating life cycle costing and has been issued to form part of the Project Evaluation Process documentation (PEP).



Bids to CAPS for capital schemes of £50K or more must now be supported an option appraisal. The following diagram illustrates how the option appraisal process supports and informs the investment decision process.

Establishing a Robust Investment Need: -



4.1.9 Reinforcing the Intelligent Client Role

Over the last few years the role of the Intelligent Client (IC) had become diluted with service managers in departments failing to keep the IC informed of issues affecting the Council's building assets. In order to strengthen the IC role the Chief Officers Management Team (COMT) has agreed the need for an informed IC to ensure effective building asset management and minimise lost opportunities. This situation will be monitored to ensure that all building asset matters are fed via the IC and any evidence of this not happening will be challenged.

4.1.10 Managing Strategic Property Risks

A risk based approach has been adopted towards specific areas of asset management to reduce the exposure of the Council to unforeseen costs and potential claims of failing in its corporate management responsibilities and duty of care to its building users. Examples of the work being undertaken in this area are as follows: -

4.1.10.1 Asbestos Management

CRD Property has undertaken a risk assessment of all its property in respect of current asbestos surveys, age of the property and whether any building or maintenance works, any demolition works or disposals, are proposed to take place. The first phase of approximately 150 asbestos surveys for 2003/04 are now complete and are available on line to all staff via the County Council's Intranet. Based on this risk assessment we are now surveying a further 160 properties for 2004/05 This continuing process enables the Council to comply with its duties under the Regulation 4 of the Control of Asbestos at Work Regulations 2002 (CAW). Any work identified in the asbestos surveys will be dealt with in a controlled and managed process. [Hyperlink to Database](#)

4.1.10.2 Disability Discrimination Act (DDA) 1995

This Policy & Strategy has been developed by CRD Property to ensure that all County Council owned or occupied properties comply with the Act. The Policy is to ensure that our capital and revenue funded projects for non-school and school properties comply with the DDA. The strategy is to audit all our non school buildings and areas (i.e. Country Parks) classified as providing a service to the public for compliance with the DDA. Analysis of the property portfolio indicates that there are approximately 238 properties that may require auditing. This auditing exercise will be completed in December 2004 with the results being made available on the intranet via the Corporate Property Information System (CPIS) [Hyperlink to Document](#)

A detailed audit of how schools meet the DDA requirements is to be included in the revised suitability survey to be carried out in 2005.

4.1.10.3 Disabled Access Best Value Performance Indicator 156

CRD Property has developed and is currently implementing a strategy of improvement to the County Council's public accessible buildings for people with disabilities.

In 2002/03 the County Council recorded 7.53% of its public buildings as meeting the Audit Commission's criteria for this BV indicator. Based on 2002/03 data the County Council is currently in the lower quartile group of local authorities. The aim is to move towards the median point for financial year 2003/04, towards the median quartile 2004/05 and move towards the upper quartile 2005/06 of local authorities see BVPI 156 in **Appendix 1**.

We have successfully achieved a 100% improvement for 2003/04 (16.13%) compared with 2002/03. We are also implementing the works programme for 2004/05 and therefore aiming to achieve 35% and 50% in 2005/06. [Hyperlink to Document](#)

4.1.10.4 Legionella

A managed programme of risk assessments is being carried out in all Non School properties managed and maintained by the Council. Schools are themselves responsible for ensuring that systems are managed to eliminate risk in this area. This process will enable the Council to comply with its duties under the Control of Legionella Bacteria in Water Systems Approved Code of Practice. Any work identified by the risk assessments will be implemented as part of the revenue maintenance programme.

4.1.10.5 Other Strategic Risks

Other areas of risk identified for development of strategies during 2004/5 are Water Regulations, Lighting Conductors Testing, Gas Regulations Compliance and non-schools safety issues such as roof access, security and fire protection.

4.1.11 Customer Satisfaction Improvement Programme

Based on the results shown in Appendix 1 from the first year of benchmarking customer satisfaction, strategies are to be developed

and implemented to improve customer satisfaction with property services during 2004/05 and onwards, in the following areas:

- Building Maintenance;
- Estates Management;
- Capital Works.

The results of further surveys during 2004/05 will be benchmarked with other local authorities and used as a management tool to deliver more improved and better quality services.

4.1.12 Capital Works Performance Improvement Programme

Implement new contractual and Project Management initiatives to increase the number of capital projects falling within +/-5% of the estimated outturn cost from 20% to 30% and capital projects that fell within +5% of the estimated timescale from 60% to 73% through:

- New consultant framework agreements
- New consultant monitoring procedures
- Updated training for ESCC Project Officers

CRD Property will keep under review the initiatives taken by Government as a result of the Gershon Report on “Releasing resources to the front line – Independent Review of Public Sector Efficiency” dated July 2004. Particularly in respect of driving forward efficiency savings through best practice in procurement through Regional Centres of Excellence.

4.2 DELIVERY PROGRAMMES

The major works programmes that will be put into effect during the year to deliver improvements for the issues that have been identified in Sections 2 and 3 above are as outlined below.

4.2.1 ESCC Capital Programme

The capital programme sets out the Council's investment plans to support its core services. This includes investments in new buildings and adaptations and extensions to existing buildings. A significant amount of investment is enabled through the disposal of surplus land and property which in turn is a product of the asset management process.

It is essential that investment through the capital programme is focussed on the highest priority needs which flow from:

- Council Plan priorities;
- Key Policy Steers;

- The analysis of service needs which in the case of property requirements is informed through the processes set out in this document.

The Corporate Asset Management Plan is therefore a key document to inform development and review of the capital programme. Capital programme guidelines are accessed via the following hyperlink

4.2.2 Corporate Building Maintenance Policy, Strategy and Resources Programme

Based on a five year rolling programme of condition surveys and data on the maintenance backlog the objective is to maintain 70% of spend on planned maintenance, reduce maintenance priorities P1 (urgent work) and P2 (essential work) and move ESCC to top quartile over the next five years for Property Performance Indicator 'maintenance backlog' expressed in terms of 'total value' and as a 'percentage of work by priority level'. [Hyperlink to Document](#)

4.2.3 Disposals Programme

Following on from the identification of the core estate (see Section 3.2) a programme of disposals over the next 4 years has been developed. This covers properties with a total value of over £4.8m. Work also continues to identify and implement solutions enabling further properties to be declared surplus and ultimately disposed of.

4.2.4 Acquisitions Programme

The following property requirements identified by service departments will give rise to individual solutions by way of acquisition or development. They may also produce property which can be declared surplus to the County's requirements and therefore contribute to the disposal programme.

- Co-location of Social Services officers currently in Crowborough, Newhaven and Lewes to one property in Lewes (Sackville House).
- Co-location of training facilities currently in Lewes and Eastbourne to one property in Eastbourne (St Mark's or St Mary's).
- Relocate day centre from Pembury Road, Eastbourne to better alternative premises in Eastbourne or suitable redevelopment scheme.
- Reprovision of existing Crowborough offices as part of a joint ESCC/WDC development proposal at Crowborough.

- Co-locate highways depots in the East of the County to a single site in the Hastings/Bexhill/Battle area.
- Relocate staff from The Centre, Polegate to better facilities closer to the main client population.
- Relocation of Rye Library to Rye Partnership building at Central Garage site, Rye.
- Relocate Hastings Register Office from inadequate premises at Summerfield Business Park to alternative premises in Hastings.
- Acquisitions for the Bexhill and Hastings Link Road if approved.
- Sites for replacement primary schools, and for new primary schools required as a result of housing proposals in Local Plans

4.2.5 Disabled Access Improvement Programme (BVPI 156)

Based on data obtained through building audits a programme of improvement works are to be implemented to increase the number of ESCC buildings accessible to the public for people with disabilities from 16% in 2003/04 to 35% by 2004/05. [Hyperlink to Document](#)

4.2.6 Disability Discrimination Act (DDA) 1995 Improvement Programme

Following on from the policy and strategy developed a programme of audits will be completed by December 2004 in order that a programme of improvements required can be established. [Hyperlink to Document](#)

The current programme funded through the Schools Access Initiative will be continued, ensuring implementation of the Schools Accessibility Strategy.

4.2.7 Environmental Management of Buildings Programme

Based on data obtained from the corporate energy monitoring and targeting system and from building surveys, the objective is to reduce energy consumption by 1% in 2004/05. Progress towards this target and implementation of efficiency measures will be monitored and reported regularly through the Environmental Management of Buildings Group action plan.

SECTION 5 – REVIEW AND EVALUATION

5.1 AMP REVIEW PROCESS

This Plan will be reviewed annually in the light of guidance from our Government Office and changing investment needs and priorities. The Corporate AMP will be reviewed by September each year so that investment priorities can be identified for the annual review of the Capital Programme. Ongoing reconsideration of the Plan will ensure that it is effective and reflects developments in Best Value, Asset Management and achieves fulfillment of our Public Service Agreement targets and County Council Plan objectives. A review of Service AMPs will precede the Corporate AMP review as the fundamental objective is to improve services.

5.1.1 Performance Measurement

The ODPM Property Performance Indicators will be monitored and reported upon annually through the Asset Management Plan. We will in future years, now that data is available, report on our performance benchmarked against other authorities.

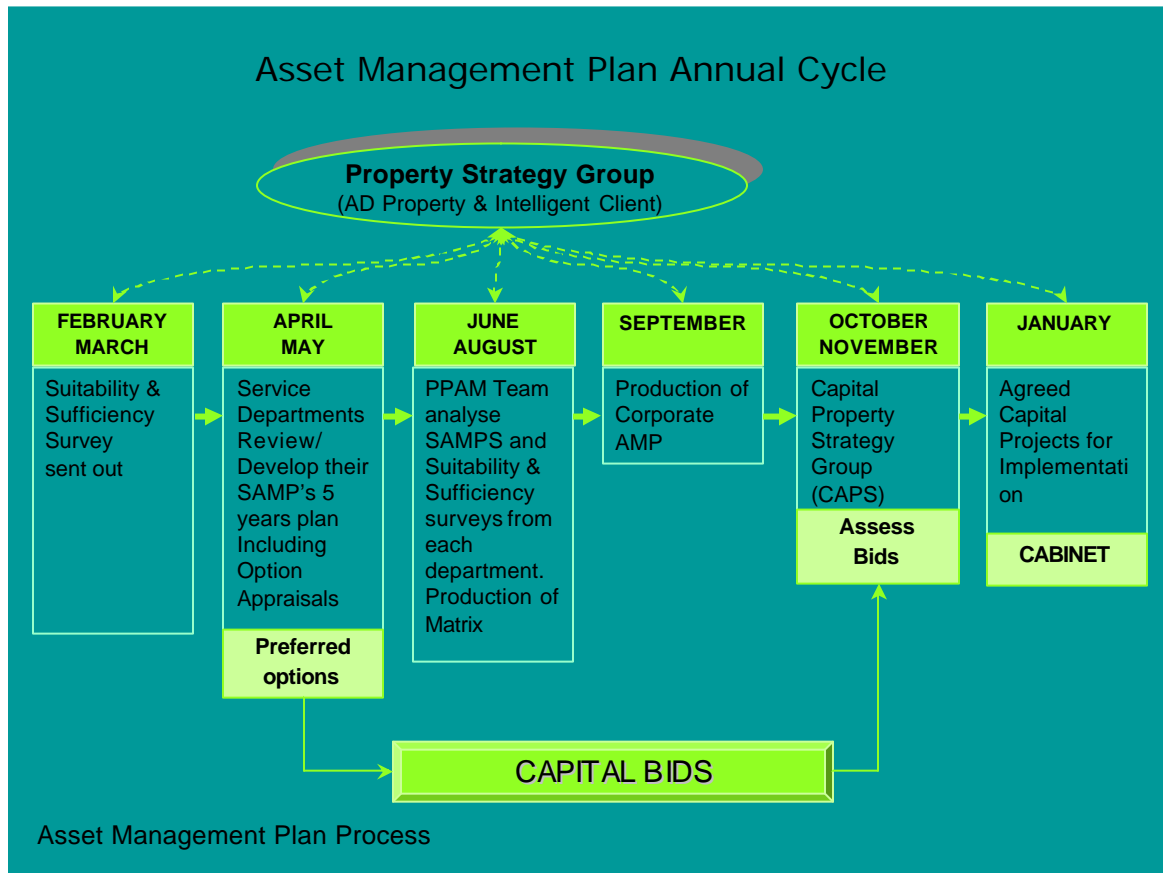
5.1.2 Monitoring Process

In addition to the Director of Corporate Resources quarterly report on capital programme spend the Assistant Director Property reports annually on progress of the programme in meeting our investment targets through the review of this plan. The Asset Management Plan will be monitored quarterly by the Capital and Property Strategy Group.

5.1.3 Post Project Reviews

Post project review is a very useful and powerful way of adding a continuous improvement mechanism. The Post Project Review process consists of activities performed by the project team on completion of a project (or at the end of significant phases of work) to gather information on what worked well and what did not, so that future projects can benefit from that learning.

5.1.4 Asset Management Planning Cycle



APPENDICIES

APPENDIX 1

KEY PERFORMANCE INDICATORS AND CUSTOMER SATISFACTION DATA

Property Performance Indicators

Since 2001 the Office of Deputy Prime Minister (ODPM) has requested that all Local Authorities collect, monitor and report on the performance of their property portfolio with the following set of national performance indicators.

PPI – 1A

% Gross internal floor area (GIA) in condition Categories A – D where: -

A = Good – Performing as intended and operating efficiently.

B = Satisfactory – Performing as intended but showing minor deterioration.

C = Poor – Showing major defects and/or not operating as intended.

D = Bad – Life expired and/or serious risk of imminent failure.

ESCC	A	B	C	D
2001/02	20.8%	67.6%	8.7%	2.9%
2002/03	8.5%	24.7%	62.9%	3.9%
2003/04	0.4%	23.3%	74.0%	2.3%

All Councils (from IPF)	A	B	C	D
2002/03	18.1%	56.9%	21.3%	3.7%

Comments

This is a measure of the condition of an asset for its current use and shows the severity and extent to which maintenance problems affect the portfolio. The indicator as presented provides information on the overall condition of the estate buildings.

The reasons why the data for 2002 is significantly different to subsequent years can be put down to an over optimistic view of the overall condition of the Council's property assets taken at the time and improvements in condition data collected since.

The strategy to be adopted is to target the maintenance backlog and disposal/acquisition programme in order to reduce the percentage of assets in Poor/Bad (C&D) condition and increase those in the Satisfactory/Good (B&A) condition with a closer match to the 'All Council's' figure reported by the Institute of Public Finance (IPF) property section.

PPI – 1B

Backlog of Maintenance by cost expressed:

- 1) as a total value and
- 2) as a % in priority levels 1 – 3

Excludes schools which are assessed through the schools AMP

P1 – Urgent works that will prevent immediate closure of premises and/or address an immediate high risk to the health and safety of the occupants and/or remedy a serious breach of legislation.

P2 – Essential work required within two years that will prevent serious deterioration of the fabric or services and/or address a medium risk to the health and safety of the occupants and/or remedy a minor breach of the legislation.

P3 – Desirable work required within 3 to 5 years that will prevent deterioration of the fabric or services and /or address a low risk to the health and safety of the occupants and/or a minor breach of the legislation.

ESCC	P1		P2		P3	
	%	£	%	£	%	£
2001/02	8%	422,928	56%	3,043,884	36%	1,920,524
2002/03	19%	1,262,595	35%	2,338,787	46%	3,084,575
2003/04	31%	1,687,813	41%	2,285,781	28%	1,530,304

All Councils (from IPF)	1		2		3	
	%	£	%	£	%	£
2002/03	12.7%	NA	42.1%	NA	45.2%	NA

Comments

This is a measure of how large the maintenance backlog is in each of the three categories. An increasing backlog of Priority 1 'Urgent Works' could indicate that insufficient resources are being directed towards improving the situation, which could be at standstill or even in reverse. Comparison with the IPF returns for All Council's indicate that ESCC has 18% more maintenance backlog in the 'Urgent Works' (P1) category than the average for all council's in the group.

The reasons why the data for 2002 is significantly different to subsequent years can be put down to an overly optimistic view of the volume of works in the Priority 1 category at the time and improvements in condition data collected since.

The strategy to be adopted is to target the maintenance Priority 1 works when setting the planned maintenance programme in order to reduce the percentage from 31% of works in Urgent (P1) with a closer match to the 13% 'All Council's' figure reported by the Institute of Public Finance (IPF) property section.

PPI 2 A, B & C

Overall average Internal Rate of Return (IRR) for each of the following portfolio

- **A** – Industrial investment Property (non held by ESCC)
- **B** – Retail investment Property (non held by ESCC)
- **C** – Agricultural investment Property

ESCC	IRR	Comment
2001/02	2.9%	Agricultural investment property
2002/03	3.1%	Agricultural investment property
2003/04	3.2%	Agricultural investment property

All Councils (from IPF)	IRR	Comment
2002/03	10%	Simple average

Comments

Ham Farm Small Holding is a non-core surplus property, let on an agricultural (lifetime) tenancy. The freehold has been offered to the tenant who has declined to purchase the property. This remains in non-core to be retained as its future value is anticipated to be significantly in excess of its current value with a tenant.

PPI 3

Total annual management costs per M² (GIA) All properties included.

In 2003, the new definition for the Indicator was as follows:

The KPI covers the strategic management of the portfolio including:

- Corporate preparation of AMP & CS documents
- Preparation of other property related programmes & strategies
- Corporate management of programmes (not management of projects)
- Condition & Suitability surveys (not including the carrying out of surveys)
- Data management (not data entry)
- Option appraisal, prioritisation
- Input to service reviews
- Corporate property reviews (prior to decision on disposal, reuse etc).

ESCC	£/M ²	Comment
2001/02	0.55	
2002/03	1.43	
2003/04	1.43	£184,609/129,083M ²

All Councils (from IPF)	£/m ²	Comment
2002/03	1.54	Simple average (sample size 140)

Comments

The ODPM definition of management costs has never been totally clear and has changed a number of times over the last few years. The complexity of collecting accurate data for this PI also causes problems making consistent and reliable comparison of results on a fair basis difficult. The figures for the two most recent years have increased as a result of the Property restructure and the creation of the Policy, Performance and Asset Management Team. Prior to this the costs would have been hidden as 'part roles' of many individuals within the department and would not have been accurately accounted for in previous years. However compared to the 'All Council's' IPF figure, ESCC's management costs are lower than the average in the group.

PPI 4 – A, B, C & D**A** – Repair & Maintenance costs per M² GIA**B** – Energy costs per M² GIA**C** – Water costs per M² GIA**D** – CO² emissions in tonnes of carbon dioxide per M² GIA

(Operational buildings excluding schools and housing)

ESCC	A Repair & Maintenance Costs £/M ²	B Energy & Utility Costs £/M ²	C Water Costs £/M ²	D CO ² Emissions Tonnes/M ²
2001/02	2.85	9.51	1.76	0.06
2002/03	9.20	7.68	1.78	0.07
2003/04	15.94	4.12	1.18	0.09

All Councils (from IPF)	A Repair & Maintenance Costs £/M ²	B Energy & Utility Costs £/M ²	C Water Costs £/M ²	D CO ² Emissions Tonnes/M ²
2002/03	13.35	6.79	1.70	0.08

Comments

These indicators provide a measure of how efficient the uses of assets are and to encourage year-on-year improvements.

Repair and maintenance costs have increased compared to previous years and are more in line with the average 'All Councils' figure from the IPF. Corporate management of the building maintenance budget has allowed improved monitoring of expenditure and ensures that it is now targeted towards the highest priorities and needs. Under previous budget management arrangements it was not unknown for building maintenance money to be used to fund items that were not strictly building maintenance.

Energy and water costs per square metre are now below the average figure for 'All Councils' as provided by the IPF. Some of this improvement is no doubt due to office rationalisation and the improvements in usage of space. Some less efficient buildings have been disposed of and more efficient office space acquired. The figure for CO² emissions is around the 'All Councils' average figure. A target saving for energy has been set as part of BVPI 180 for a 1% saving by March 2005 on top of the previous 3% savings target.

PPI 5 – A & B

A – Cost Predictability – Percentage of projects where the outturn falls within +/- 5% of the estimated outturn expressed as a percentage of projects completed in the year.

(Compares estimated outturn project costs at 'commit to invest', with actual outturn at end of defects liability period).

ESCC	All projects Over £50k
2001/02	25%
2002/03	20%
2003/04	68%

All Councils (from IPF) 2002/03	All projects Over £50k
Large Authorities	54%
Small Authorities	60%
Average	57%

Comments

The number, value and complexity of projects in the sample for each Local Authority will have a significant impact on the outturn. This makes it difficult to compare like with like, as the type and mix of projects will not be known.

Cost predictability has improved significantly since the last report and now exceeds the 'All Councils' IPF figure. The factors outlined under comment in **PPI 5B** have positively influenced cost predictability. In addition it is anticipated that the new Consultants' Framework Agreements will also add to this improvement over the coming years.

B – Time Predictability – Percentage of projects falling within +5% of the estimated timescale, expressed as a percentage of the total number of projects completed in a financial year.

(Compares estimated timescale against actual timescale).

ESCC	All projects Over £50k
2001/02	60%
2002/03	60%
2003/04	62.5%

All Councils (from IPF) 2002/03	All projects Over £50k
Large Authorities	54%
Small Authorities	67%
Average	61%

Comments

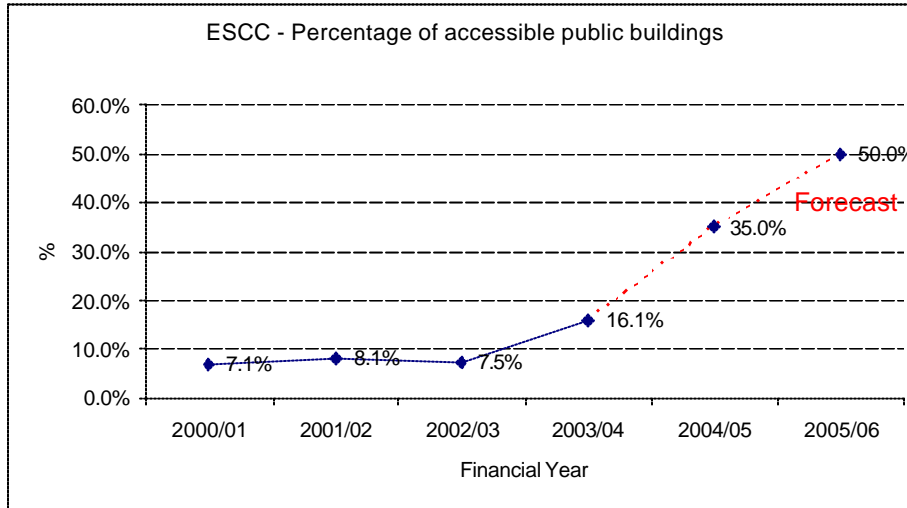
Time predictability has improved since the last report and now exceeds the 'All Councils' IPF figure (61% in 2003). A target improvement to 73% for ESCC was set in the 2004/5 Council Plan. Improvements are due to the restructuring of the Property department and placing more emphasis on the Project Officer role in Project Management together with the instigation of a training programme. In addition, improved recording and monitoring systems for projects have been implemented.

It is anticipated that this trend will be maintained/improved through the new Consultants' Framework Agreements, entered into in September 2003, helping to improve project management and performance and continuation of training and development in support of this improvement initiative.

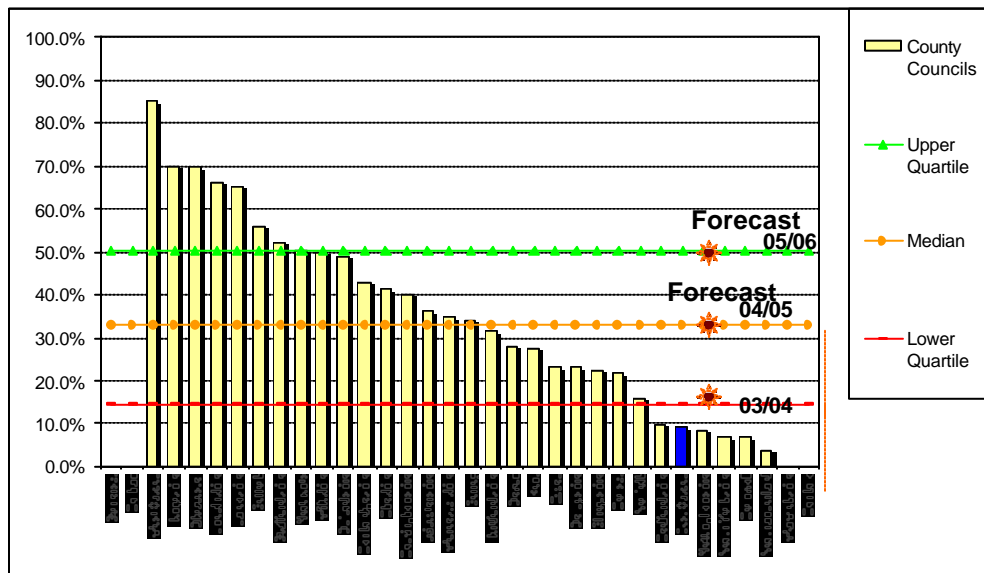
BEST VALUE PERFORMANCE INDICATOR 156

Definition:

Percentage of Local Authority buildings open to the public in which all public areas are suitable for and accessible by disabled people.



2002/03 County Councils' Performances



Comments

In 2002/03 the County Council recorded 7.53% of its public buildings meet the Audit Commission's criteria for this BV indicator. Based on 2002/03 data the County Council is currently in the lower quartile group of local authorities. By implementation of this strategic approach of proposed improvement, the County Council will move towards the median point for financial year 2003/04 (16.13% actual), into the median quartile 2004/05 and move towards the upper quartile 2005/06 of local authorities.

BEST VALUE PERFORMANCE INDICATOR 180***Definition:*****Electricity & Fossil fuel consumption per m² for Local authority operational properties, compared with comparable buildings in the UK as a whole**

This PI requires the energy performance of operational buildings to be established in terms of electricity and fossil fuels. Based on the results targets have to be set that will show growth in terms of improved performance. The preliminary results for 2003/04 indicate that a saving of 1.88% will be achieved; this will be confirmed once the supplier's electricity billing problems have been resolved; estimated and own meter readings have been used to date.

In line with BVPI180 guidance we report on the forty-two operational buildings that represent 80% of the total consumption. The performance of these has been established and targets for reduction in energy use have been set for 2004/05 that will produce an overall saving of 1%. A strategy has been developed with service departments in order that the targets set for each building can be achieved.

This year's targets should be achievable through good housekeeping measures, no-cost and low-cost energy saving measures. Targets for future years will be more of a challenge to meet and will require an ongoing commitment to provide the resources and investment required in order that energy saving measures can be introduced.

Local Performance Indicator 1

- To encourage the effective use of the Council's offices in terms of utilisation per employee.

LPI 1

Definition:

Amount of space in square metres per employee calculated by taking the overall GIA of the Authority's offices Estate and dividing by number of employees staff in post (SIP)

ESCC	Space M ² per Employee		
	NUA*	NIA*	GIA*
2000/01	7.6	N/A	15.47
2001/02	8.6	N/A	14.66
2002/03	7.86	N/A	13.02
2003/04	7.79	8.67	12.1

Benchmarks	Space M ² per Employee		
	NUA*	NIA*	GIA*
Audit Commission Recommendation 2000 "Hot Property"	N/A	8 to 12	10 to 15
RICS 1999	N/A	15.8	N/A
British Council for Offices Guide 2002	N/A	12 to 17	N/A
ESCC Agreed Target	6.5	N/A	N/A

*Key:

Net Usable Area (NUA)

Net Internal Area (NIA)

Gross Internal Area (GIA)

Comments:

The gradual improvement shown in the use of office space is the result of our continuing office rationalisation programme and the development of flexible working policy.

Local Performance Indicator 2

LPI 2 Planned/Reactive Maintenance split

Definition:

Percentage of expenditure split between Planned and Reactive Maintenance carried out in a financial year.

Maintenance Spend and Backlog

The Planned Maintenance Revenue budget has now been centralised with the property department as part of the restructuring exercise. A Planned Maintenance programme on the County Council Estate has been implemented in accordance with the Audit commission's good practice of 70%/30% planned/reactive maintenance split. The programme has been based on Priority 1 works identified in Condition Surveys. Additional capital funds have been made available in 2004/5 in order to target the priority 1 backlog of works.

The split between planned and reactive building maintenance is set out below:

ESCC	Planned Maintenance	Responsive/ Reactive Maintenance
1999/00	60%	40%
2000/01	62.1%	37.9%
2001/02	60.2%	39.8%
2002/03	53.3%	46.7%
2003/04	70%	30%

Benchmarks 2002/03	Planned Maintenance	Responsive/ Reactive Maintenance
Audit Commission Target	70%	30%
Local Authority Upper Quartile	61%	39%

Local Performance Indicator 3

LPI 3 Accuracy of Estimating

Definition:

Number of projects expressed as a percentage falling within defined price bands.

TENDER WITHIN					
	+/- 5%	+/- 5 to 10%	+/- 10 to 20%	+/- 20 to 50%	50% or over
2001/02	19%	12%	23%	31%	15%
2002/03	15%	8%	17%	34%	26%
2003/04	18%	12%	17%	36%	17%

The results for this year are improved on last year with only 17% of projects falling at 50% or more of the estimated project cost.

The Property Department restructured in 2003 and Capital Projects are now being run using performance management principles. Staff are being fully trained to equip them to handle these new methods. The contract with Owen Williams finished at the end of August 2003 and was replaced by a Consultant Framework Agreement with 6 providers which was effective from 1 July 2003. The aim is to develop partnership relationship with a select number of these Consultants based on sound and trusted work performance.

It is also intended to review our relationship with contractors and work towards initially a framework agreement and partnership in certain types of Contracts in the next 2 years.

By adopting these new methods of carrying out our business with the construction industry it will enable us to work closer with our partners and we will achieve:

- Good whole Life Cycle costs for our building;
- Better cost predictability;
- Improved time predictability;
- Improved Quality Build and higher customer satisfaction;
- Innovation in Energy Conservation in our Building Design.

Customer Satisfaction Surveys

Chief Officers for Property (COPROP) is the principal local government property association covering the corporate management of local authority property stock.

Membership is drawn from directors and chief property officers across the full range of Councils but principally Counties, Metropolitan and Unitary Authorities where the emphasis is on the strategic role of property, rather than day to day estate management. The association currently has [60 member authorities](#).

In recent years, the Association has been active on the national scene in promoting the value and importance of local authority property as a key strategic resource. The status and expertise of COPROP has been recognised by Government Departments and Audit Commission with the association being represented on a number of working groups and task teams.

Customer Satisfaction Surveys are undertaken for the three services as shown below and the results of these are shared with COPROP Members and used as a benchmark.

Timescale

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Maintenance Services	◆						←						→
Estates Services	◆	←											→
Capital Works				◆									→

**Customer Satisfaction
Capital Works**

ESCC	Capital Projects Average Quality of Service and Product
2004	68.6%

All Councils COPROP 2004	Capital Projects Average Quality of Service and Product
Average	74.7%

Comments

A target has been agreed in the Council Plan (target 2.2A) to increase customer satisfaction levels for capital schemes from a baseline of 69% in 2003/04 to 73% in 2004/05.

Customer Satisfaction Building Maintenance

ESCC	Customer Satisfaction		
	Maintenance Team	Consultants	Contractors
October 2003	79.7%	82.1%	78.3%
April 2004	82.7%	80%	76.1%

All Councils COPROP	Customer Satisfaction		
	Maintenance Team	Consultants	Contractors
Average	82.6%	N/A	80.2%

Comments

A strategy is being developed to meet and exceed the COPROP benchmark level in order to improve customer satisfaction levels.

**Customer Satisfaction
Estates Services**

ESCC	Customer Satisfaction Estates
2003	75.7%

All Councils COPROP	Customer Satisfaction Estates
Average	TBC

Comments

Estates are developing a strategy to increase customer satisfaction levels.

APPENDIX 2

SAMP ANALYSIS MATRIX

Information collated from Suitability and Sufficiency Questionnaires, Service Asset Management Plans and updated in September 2004 by Service Departments in accordance with their Five Year Plans and Property Strategies.

CONTENTS

Department	Description
Education (non Schools)	ED
Education (Libraries)	EDL
Chief Executives	CE
Corporate Resources Directorate	CRD
Social Services	SOC
Transport & Environment	T&E

KEY

Scoring System

Score	Definition
0	N/A or information not provided
1	Excellent
2	Good
3	Poor
4	Very Poor

Prioritised Scoring System

High: All have result figures x 4 **Medium:** All have result figures x 2

Location	Space			
H&S	Overall	Suitability	&	Sufficiency
DDA	Assessment			
Condition Survey Rating	Security			

Low: Result figures remain the same

Ventilation
Parking