



Stafford

BOROUGH COUNCIL

ASSET MANAGEMENT PLAN

2008 - 2014

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Introduction

1. The Local Government White Paper sets out the Government's ambition to create strong, safe and prosperous communities. This paper gives Council's more scope to plan and strategically manage what local people want and need¹. Over the past few years Stafford Borough Council have improved the way in which they manage their assets in order to secure better value for money whilst making more effective use of their asset base.
2. This Asset Management Plan (AMP) outlines the Council's property- related requirements and its vision for the management of its assets, including measures to reduce carbon emissions, over the next 6-year period. This plan is a rewrite of the plan, which was produced in 2006. It has been rewritten to run in conjunction with the Borough Council's new 6-year Corporate Plan; the Capital Strategy and change in the Senior Management structure.
3. Attached to the plan is a detailed three year action plan of programmed and planned maintenance required if the present condition of our assets is to be maintained. The majority of the items in the action plan are statutory maintenance and good practice for a responsible council such as fire, asbestos and legionella checks. It is recognised, however, that the Council needs to be able to respond effectively to reactive maintenance, which would mean that aspirational items (highlighted in blue) would not go ahead.
4. Planning for the future is an important facet of asset management. Although work contained within the action plan runs for a three-year period, there has been provision made for years four to six – this is contained in Appendix 2.
5. The level of detail and complexity of the plan is proportional to the size of the property portfolio, the scope within that portfolio for change and the fact that the majority of assets currently satisfy the Council's service requirements.
6. During 2002 a comprehensive condition survey was carried out which has informed and driven the public buildings maintenance plan from 2002 up to this current day. This has now been updated and an extensive plan of programmed and planned maintenance has been draw up, which is contained in Appendix 1.
7. In general terms the condition of the Council's public buildings is good with a number of facilities in the condition "B" category². Much of the repair works relates to wall, floor and ceiling finishes, which have reached the end of their useful life. There is little evidence of major problems with the fabric of any facility.
8. Being smarter and more proactive about our energy management and the reduction of associated emissions of greenhouse gases has been an important focus for the Council over the past few years. Although we cannot reverse the impact that climate change has already had on our Borough we can adapt what we do in order to limit that impact. In response to this, we are already purchasing 10 per cent of green electricity and improving energy efficiency in our buildings in order to gain long-term sustainability.

¹ Source: Communities and Local Government, 2008: Building on Strong Foundations – A Framework for Local Authority Asset Management. Can be viewed at: www.communities.gov.uk

² Buildings are categorised as follows: A = Very Good; B = Good; C = Fair; D= Poor

9. A survey carried out by TM Consultants Ltd., and provided by the Carbon Trust³ in 2005 highlighted several areas for improvement, some of which have been implemented and have enabled us to be particularly proactive in our energy management activities.
10. This survey has just been carried out again and the recommendations have been built into the three-year schedule of planned and programmed maintenance. We will continue to promote the use of renewable energy, or green electricity, and support energy efficiency measures throughout all of our buildings. These will form the basis of the Energy Management Action Plan, which will be monitored by the Sustainable Development Officers Working Group through the Energy Management Group.
11. When trying to determine what good looks like with regards to Asset Management, Communities and Local Government have devised a framework that is contained in appendix five. This framework has been used which has been used as a guide in putting together this plan together.

Background

12. Stafford Borough is situated in the West Midlands. It is located in the heart of Staffordshire and is the County's largest district geographically encompassing smaller towns such as Stone and Eccleshall as well as smaller villages such as Hixon, Fulford and Woodseaves. The 2006 population within the Borough was around 123,400. Of that figure 21,300 are aged between 0-15 years; 75,600 are working age (15-64 years) and 26,400 are classed as older people. Both nationally and locally, the population is ageing and the over 60's population figure is expected to rise over the next twenty years by approximately 3%.
13. Stafford benefits from being at the centre of a number of communications networks including the M6 motorway and the West Coast Mainline railway and shares boundaries with the majority of districts in the County. The area has just been designated as a growth area and over the next ten to fifteen years we can expect to see our current assets refurbished, replenished and replaced.
14. There are over 55,000 households within the Borough; 51 primary schools and 7 high schools and in terms of environmental sustainability, there are 16 Sites of Special Scientific Interest.
15. The Borough Council's property portfolio currently consists of: a leisure centre; theatre; a number of heritage sites; a nursery; a crematorium and a range of smaller properties including a number of shop units, public conveniences and car parks. The Council's main operations are carried out at the Civic Centre, although this property is leased by the Council they are responsible for all the improvements and maintenance of the building, which has been built into the plan.
16. In addition to this the Council owns a significant number of small pieces of land, open space and local nature reserves that we maintain, throughout the Borough. Law and Administration hold a central database of this land. There are no large

³ The Carbon Trust helps businesses and private sector organisations cut their energy costs through the provision of fully funded and part funded, professional advice and assistance. The Government, primarily funds their activities in England. Previously known as Action Energy – the programme has helped many organisations save up to 20% of their energy bills.

developable sites remaining and currently an exercise is being undertaken to rationalise these small pieces of land.

Progress to date:

17. Much progress has been made in sustaining the current condition levels of our assets and over the past eighteen months those premises that were categorised as level D have been brought into category C. The table below demonstrates this:

Level	Previous Figure	Current Figure	2008-2014
A	0	1	3
B	13	20	24
C	25	22	16
D	5		
Total	43	43	43

18. The Council realise that in order to continue public satisfaction and perception regarding their assets it is important to increase category A, stabilise the categorisation in level B and reduce the number categorised in level C. This will be one of our main aims over the next six years.
19. Major repairs to our assets will be met from existing sources. For example, from:
- One off sales of land and council houses;
 - VAT shelter receipts
 - 106 agreements

Inter departmental discussion is already underway regarding potential projects with cost models being obtained. In the longer term, there may be opportunities to redevelop assets such as Westbridge Park.

20. To ensure that all its buildings comply with the Disability Discrimination Act, the Council has completed an Access Audit of all public buildings covered by this act. A programme of refurbishment works to improve accessibility for people with disabilities is on going. The potential resource implications of full compliance with this Act are significant. The individual solutions put forward as part of the audit will often be “management” actions rather than “physical” investment.
21. With regards to the energy management of our assets the Council continues to make good progress. Over the past three years it has reduced its gas usage in three of its main sites⁴, the benchmarking results⁵ indicate that two of the sites (St. Johns Market and the Gatehouse) perform better than best practice. There is strong commitment within the Council to continue its work towards the implementation of further energy efficiency improvements and as such has built those projects into the three-year schedule of planned and programmed maintenance contained in Appendix One.

⁴ Main sites are: Civic Centre; St. Johns Market; Gatehouse Theatre

⁵ Benchmark source DEFRA Introduction to Energy Efficiency

Our 6-year plan

Aims and objectives

22. Our Corporate vision is "to lead a community and Borough which is prosperous, clean, green, safe and healthy". In order to achieve this vision four key priorities have been identified relating to: -
 - Prosperity for All
 - Cleaner, Greener, Safer Communities
 - Health and Wellbeing
 - Leading and Delivering for our Community
23. These key priorities are fundamental to this plan in that they ensure the Council 'realises the full potential of all land and buildings and manage its financial resources to ensure the maximum benefit from all of its assets'. This is our overall mission.
24. As a Council we aim to:
 - To work with the business community to support and regenerate the local economy and secure competitive advantage for the Borough
 - To promote growth in the environmental and community fabric of the Borough for the benefit of the community
 - Provide a working environment where employees are valued, allowing them in partnership with Councillors to maximise the organisations potential in pursuit of the needs of the organisation and community
25. We will achieve this by:
 - Driving down the cost of day-to-day repairs by the expanded use of planned maintenance programmes based on "just in time" replacements
 - Involving customers and users in the development of the plan through the Heads of Service
 - Working in partnership, where appropriate, to consider economies of scale

Summary of Assets and Financial Position

26. All sections are required to identify their property and land requirements for the implementation of their service within their Unit Service Plans. The Unit Service Plans inform the Council's 6-year Corporate Plan and the Borough's Sustainable Community Strategy. This information is transferred into the programmed and planned maintenance schedule by the Policy Manager and Public Buildings Manager and fed through to the Capital Strategy. It is important to note at this stage that all Unit Service Plans will have an equalities impact assessment carried out to ensure that they are fit for purpose and that their services are accessible to all of our community.
27. Heads of Service are consulted to ensure that the property issues and priorities contained in the programmed and planned maintenance schedule are appropriate to need. Appendix 5 contains a "Sufficiency and Suitability" survey form; which Heads of Service can use for this purpose.

Operational Assets	Land and Buildings	Infrastructure Assets	Plant & Equipment	Community Assets	Total
Environment Portfolio	3,468,000	7,000	1,911,000	5,000	5,391,000
Leisure Portfolio	19,703,000	-	454,000	568,000	20,725,000
Resources Portfolio	4,436,000	-	502,000	-	4,938,000
Planning & Regeneration Portfolio	6,821,000	3,485,000	224,000	-	10,530,000
Community Portfolio	424,000	-	-	-	424,000
Total	34,852,000	3,492,000	3,091,000	573,000	42,008,000

	Non-operational Assets	Intangible Assets
Environment Portfolio	-	-
Leisure Portfolio	824,000	-
Resources Portfolio	2,422,000	100,000
Planning & Regeneration Portfolio	975,000	-
Community Portfolio	553,000	-
Total	4,774,000	100,000

28. The current total value of the Council's fixed assets amounts to £46,882,000 and is divided into operational assets at £38,917,000, non-operational assets at £4,774,000, plant and equipment assets at £3,091,000 and intangible assets at £100,000.

Review of Repair and Maintenance Budget with Asset Management Plan

29. It is recognised by the Council that the Asset Management plan plays an important part in the financial planning process and as such have reviewed the Repair and Maintenance Budget in line with the plan. Below is a summary of the review:

Review of Repair and Maintenance Budget with Asset Management Plan

	2008/09 £	2009/10 £	2010/11 £	Total £
Programmed / Planned	213,400	373,500	1,445,900	2,032,800
Car Parks Only	86,500	138,750	773,250	998,500
Total Cost	299,900	512,250	2,219,150	3,031,300
Less Capital	86,500	138,750	1,847,250	2,072,500
Net Revenue Cost	213,400	373,500	371,900	958,800
Budget for Repairs/ Mtce	507,620	507,620	507,620	1,522,860
Amount remaining for reactive repairs	294,220	134,120	135,720	564,060

Disposal of Assets

30. Receipts from the disposal of the Council's assets are used primarily to support the Council's Revenue Budget (through the generation of interest) and arise principally from the Right to Buy sharing agreement with Stafford and Rural Homes. However some other receipts that arise are used to support the Capital Programme
31. The Council has a relatively small portfolio of public buildings and is unlikely to generate significant resources from disposal. However, a comprehensive programme of property review is under way which will: -
- Identify opportunities to rationalise properties/land;
 - Look at ways of reducing costs;
 - Maximise efficient use of buildings/land;
 - Identify future requirements;
 - Justify why surplus/property land is held;
 - Challenge the holding of investment property land.
32. The Public Building's Manager and the relevant Head of Service will review all building assets. This review will examine issues of sufficiency and suitability and will utilise consultative exercises in relation to those criteria.
33. Disposal of small parcels of land is delegated to the Corporate Property Officer but any major disposals would be initially considered by the Asset Management Officer and then reported to the Leadership Team, for approval, and subsequently to the appropriate Cabinet Member.

Links to the Capital Strategy

34. Expenditure on capital was £3.7 million in 2007/08. Below are the Borough Council's key areas of capital investment over the next 3-year period: -

					2008/09	2009/10	2010/11
					£000	Indicative £000	£000
ENVIRONMENT PORTFOLIO							
Mercury Abatement adaptations					-	-	1,000
Streetscene equipment		CH			80	80	80
Waste Contract - new wheeled bins & caddies		HT			-	-	-
Waste Contract - replacement wheeled bins		HT			50	50	50
Total					130	130	1,130
COMMUNITY PORTFOLIO							
Housing Act Sewerage Works - adoption		HT			1,900		
Total					1,900	0	0

				2008/09	2009/10	2010/11
				£000	Indicative £000	£000
LEISURE PORTFOLIO						
Play Areas / Parks		AH		-	150	-
<i>Section 106 financed schemes:</i>						
Play Areas / Parks		AH		300	-	-
<i>Future Section 106 financed schemes:</i>						
Playing pitches & open spaces		AH		175	-	-
Riverway recreational facilities		AH		100	-	-
Silkmore Lane sports ground		AH		50	-	-
Fitness equip		AH				
Total				625	150	0
PLANNING AND REGENERATION PORTFOLIO						
Riverscape / Waterscape		CH		500	-	-
Westbridge Park Development - feasibility study		TM		70	-	-
Trent and Mersey Canal Towpath Improvements		TM		30	70	-
Total				600	70	0
RESOURCES PORTFOLIO						
Public Buildings		CH		50	50	50
Civic Centre - refurbishment of toilets		CH		31	31	31
Civic Centre - energy efficiency measures		CH		20	-	-
Disability Discrimination Act		NJ		100	100	100
Total				201	181	181
TOTAL CAPITAL PROGRAMME				3,456	530	1,311

35. It is the Council's priority is to use any Government grant utilised within the appropriate year and any capital receipts over and above that required supporting the Revenue Budget to a maximum.
36. The Capital Strategy will take into account any changes in the resource requirement as set out in this plan and individual Unit Service Plans. Elected Members are informed of changes in the Council's resource requirement as part of the Capital Programme progress-reporting regime through Cabinet to full Council.
37. The Capital Strategy is recognised by the Council as a major input to the formal financial planning process. It forms the link between the establishment of corporate priorities and the ability to make available resources sufficient to realise the measurable outcomes in line with agreed policy.

Links to the Procurement Strategy

38. The Procurement Strategy formally sets out the Council's approach to prioritising and monitoring capital works. Following a review of procurement there is a procurement action plan, which is monitored by the Procurement Steering Group lead by the Deputy Chief Executive and supported by the Policy Support Officer.

Monitoring and Evaluation

39. In terms of performance monitoring and reporting there are three specific performance indicators that are measured for asset management. These are:
 - BVPI 156 - % of LA buildings where all areas accessible to the disabled
 - LIP1 - % of sites of a high or acceptable standard of cleanliness
 - LIP2 - % of public convenience sites closed during the quarter
40. Performance Indicators are collated and reported to the Leadership Team and appropriate Scrutiny Committee on a quarterly basis.
41. The Public Buildings Manager through the Accommodation Working Group will review the schedule of programmed and planned maintenance on an annual basis. This information will also be circulated to the Leadership Team and respective Elected Members.
42. The Asset Management Plan will be reviewed on an annual basis to ensure that it is still fit for purpose.

Contact Officers for further information:

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Tracy Redpath – Policy Manager
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E-mail: trredpath@staffordbc.gov.uk

Appendix 1 – Programmed and Planned Maintenance: 3-year Action Plan

Programmed/Planned Maintenance											
Asset	Current Condition	Main Items of Work	Cost	Freq	Timescale & Projected Spend						Total Cost
					08-09	Projected Spend	09-10	Projected Spend	10-11 onwards	Projected Spend	
Civic Centre	C	Painting	5,000.00	A	✓	5,000.00	✓	5,000.00	✓	5,000.00	15,000.00
		Electrical Testing	4,000.00	A	✓	4,000.00	✓	4,000.00	✓	4,000.00	12,000.00
		Upgrading flooring	2,000.00	Tri		0.00		0.00	✓	2,000.00	2,000.00
		Lighting - replace with low energy units	3,000.00	A	✓	3,000.00	✓	3,000.00	✓	3,000.00	9,000.00
		Energy efficiency improvements	3,000.00	A	✓	3,000.00	✓	3,000.00	✓	3,000.00	9,000.00
		Heating controls	5,000.00	A	✓	5,000.00	✓	5,000.00	✓	5,000.00	15,000.00
		Kitchen/toilet upgrades	31,000.00	Tri		0.00		0.00	✓	31,000.00	31,000.00
		Fire & Intruder Checks	800.00	A	✓	800.00	✓	800.00	✓	800.00	2,400.00
		Upgrade Electrical supply	50,000.00	Tri		0.00		0.00	✓	50,000.00	50,000.00
		Testing and commissioning	25,000.00	Tri		0.00		0.00	✓	25,000.00	25,000.00
		Airconditioning	3,000.00	A	✓	3,000.00	✓	3,000.00	✓	3,000.00	9,000.00
		Legionella testing	1,500.00	A	✓	1,500.00	✓	1,500.00	✓	1,500.00	4,500.00
		Asbestos check	1,500.00	A	✓	1,500.00	✓	1,500.00	✓	1,500.00	4,500.00

Appendix 1 – Programmed and Planned Maintenance: 3-year Action Plan

Programmed/Planned Maintenance												
Asset	Current Condition	Main Items of Work	Cost	Frequency	Timescale & Projected Spend						Total Cost	
					08-09	Projected Spend	09-10	Projected Spend	10-11 onwards	Projected Spend		
Gatehouse Theatre	B	Painting	6,000.00	A	✓	6,000.00	✓	6,000.00	✓	6,000.00	18,000.00	
		Electrical Testing	5,000.00	A	✓	5,000.00	✓	5,000.00	✓	5,000.00	15,000.00	
		Upgrading flooring	3,000.00				0.00		0.00		3,000.00	3,000.00
		Lighting - replace with low energy units	4,000.00				0.00		0.00		4,000.00	4,000.00
		Energy efficiency improvements	4,000.00	A	✓	4,000.00	✓	4,000.00	✓	4,000.00	12,000.00	
		Heating controls	6,000.00	A	✓	6,000.00	✓	6,000.00	✓	6,000.00	18,000.00	
		Automated Doors - maintenance	2,000.00	A	✓	2,000.00	✓	2,000.00	✓	2,000.00	6,000.00	
		Airconditioning	2,000.00	A	✓	2,000.00	✓	2,000.00	✓	2,000.00	6,000.00	
		Legionella testing	1,500.00	A	✓	1,500.00	✓	1,500.00	✓	1,500.00	4,500.00	
		Door Mount	2,100.00	A	✓	2,100.00	✓	2,100.00	✓	2,100.00	6,300.00	
		Boiler re-furbishment	150,000.00	Bi			0.00	✓	150,000.00		0.00	150,000.00
		Kitchen/toilet upgrades	0.00	Tri			0.00		0.00	✓	0.00	0.00
		Fire safety checks	0.00	A	✓	0.00	✓	0.00	✓	0.00	0.00	0.00
		Asbestos check	0.00	A	✓	0.00	✓	0.00	✓	0.00	0.00	0.00

Appendix 1 – Programmed and Planned Maintenance: 3-year Action Plan

Programmed/Planned Maintenance											
Asset	Current Condition	Main Items of Work	Cost	Frequency	Timescale & Projected Spend						Total Cost
					08-09	Projected Spend	09-10	Projected Spend	10-11 onwards	Projected Spend	
Stafford Crematorium Chapel	B	General Electrical Certification	1,500.00	A	✓	1,500.00	✓	1,500.00	✓	1,500.00	4,500.00
		Painting	2,000.00	Tri		0.00		0.00	✓	2,000.00	2,000.00
		Lighting - replace with low energy units	1,000.00	Tri		0.00		0.00	✓	1,000.00	1,000.00
		Install occupancy sensors	800.00	Tri		0.00		0.00	✓	800.00	800.00
		Asbestos check	500.00	A	✓	500.00	✓	500.00	✓	500.00	1,500.00
		Legionella testing	500.00	A	✓	500.00	✓	500.00	✓	500.00	1,500.00
		Fire & Intruder Checks	400.00	A	✓	400.00	✓	400.00	✓	400.00	1,200.00
		Flooring	1,000.00	Tri		0.00		0.00	✓	1,000.00	1,000.00
		Land scaping works - upgrading of path	2,000.00	Bi		0.00	✓	2,000.00		0.00	2,000.00
Stafford Crematorium Mortuary	B	General Condition Survey	3,000.00	Tri	✓	0.00		0.00		3,000.00	3,000.00
		Possible refurbishment change of use	10,000.00			10,000.00		10,000.00		10,000.00	30,000.00

Appendix 1 – Programmed and Planned Maintenance: 3-year Action Plan

Programmed/Planned Maintenance											
Asset	Current Condition	Main Items of Work	Cost	Frequency	Timescale & Projected Spend						Total Cost
					08-09	Projected Spend	09-10	Projected Spend	10-11 onwards	Projected Spend	
Stafford Crematorium Office	B	Gas testing	1,000.00	A	✓	1,000.00	✓	1,000.00	✓	1,000.00	3,000.00
		Lighting - replace with low energy units	500.00	Tri	✓	500.00		0.00		0.00	500.00
		Fire & Intruder Checks	300.00	A	✓	300.00	✓	300.00	✓	300.00	900.00
		Painting brickwork	1,500.00	A	✓	1,500.00	✓	1,500.00	✓	1,500.00	4,500.00
		Painting	500.00	Tri		0.00		0.00	✓	500.00	500.00
		Electrical Testing	500.00	A	✓	500.00	✓	500.00	✓	500.00	1,500.00
Stafford Crematorium Bungalow	B	Extension redecoration/External works	1,500.00	Tri		0.00		0.00	✓	1,500.00	1,500.00
		Gas testing	200.00	A	✓	200.00	✓	200.00	✓	200.00	600.00
		Path improvements	2,000.00	A	✓	2,000.00	✓	2,000.00	✓	2,000.00	6,000.00
		Electrical Testing	200.00	A	✓	200.00	✓	200.00	✓	200.00	600.00
Stone Cemetery storage/wc	C	Condition Report	1,000.00	Tri		0.00		0.00	✓	1,000.00	1,000.00

Appendix 4 – Programmed and Planned Maintenance: 3-year Action Plan

Programmed/Planned Maintenance											
Asset	Current Condition	Main Items of Work	Cost	Frequency	Timescale & Projected Spend						Total Cost
					08-09	Projected Spend	09-10	Projected Spend	10-11 onwards	Projected Spend	
Eccleshall Road Chapel	C	Path improvements	10,000.00	Tri		0.00		0.00	✓	10,000.00	10,000.00
		Structural survey	18,000.00	Tri		0.00		0.00	✓	18,000.00	18,000.00
Izaak Walton Cottage	B	Condition survey - roof	2,500.00	Tri		0.00		0.00	✓	2,500.00	2,500.00
		Electrical Testing	400.00	A	✓	400.00	✓	400.00	✓	400.00	1,200.00
		Fire & Intruder Checks	500.00	A	✓	500.00	✓	500.00	✓	500.00	1,500.00
		Painting	400.00	Tri		0.00		0.00	✓	400.00	400.00
		Tarmac repairs	1,000.00	Tri		0.00		0.00	✓	1,000.00	1,000.00
Stone Area Office	B	Painting	2,000.00	Tri		0.00		0.00	✓	2,000.00	2,000.00
		Gas testing	500.00	A	✓	500.00	✓	500.00	✓	500.00	1,500.00
		Asbestos check	1,000.00	A	✓	1,000.00	✓	1,000.00	✓	1,000.00	3,000.00
		Legionella testing	1,000.00	A	✓	1,000.00	✓	1,000.00	✓	1,000.00	3,000.00
		Electrical Testing	500.00	A	✓	500.00	✓	500.00	✓	500.00	1,500.00
		Fire safety checks	800.00	A	✓	800.00	✓	800.00	✓	800.00	2,400.00
		Condition survey - external building fabric	2,000.00	Tri		0.00		0.00	✓	2,000.00	2,000.00

Appendix 1 – Programmed and Planned Maintenance: 3-year Action Plan

Programmed/Planned Maintenance											
Asset	Current Condition	Main Items of Work	Cost	Frequency	Timescale & Projected Spend						Total Cost
					08-09	Projected Spend	09-10	Projected Spend	10-11 onwards	Projected Spend	
Westbridge Park Sports Hall	B	External repainting	13,000.00	Tri		0.00		0.00	✓	13,000.00	13,000.00
		Tennis court resurface and paint	12,000.00	Tri		0.00		0.00	✓	12,000.00	12,000.00
		Electrical Testing	500.00	A	✓	500.00	✓	500.00	✓	500.00	1,500.00
		Gas testing	500.00	A	✓	500.00	✓	500.00	✓	500.00	1,500.00
		Flooring improvements	2,000.00	Tri		0.00		0.00	✓	2,000.00	2,000.00
		Painting improvements	3,000.00	A	✓	3,000.00	✓	3,000.00	✓	3,000.00	9,000.00
		Asbestos check	1,500.00	A	✓	1,500.00	✓	1,500.00	✓	1,500.00	4,500.00
		Legionella testing	1,500.00	A	✓	1,500.00	✓	1,500.00	✓	1,500.00	4,500.00
		Servicing lockers	1,000.00	A	✓	1,000.00	✓	1,000.00	✓	1,000.00	3,000.00
		ICT servicing	1,000.00	A	✓	1,000.00	✓	1,000.00	✓	1,000.00	3,000.00
		Air conditioning filtration change	2,500.00	Tri		0.00		0.00	✓	2,500.00	2,500.00
		Fire safety checks	800.00	A	✓	800.00	✓	800.00	✓	800.00	2,400.00
		Greenhouse, Victoria Park	B	Gas certification	1,000.00	A	✓	1,000.00	✓	1,000.00	✓
Structural survey	2,000.00			Tri		0.00		0.00	✓	2,000.00	2,000.00
General Painting	2,500.00			Tri		0.00		0.00	✓	2,500.00	2,500.00

Appendix 4 – Programmed and Planned Maintenance: 3-year Action Plan

Programmed/Planned Maintenance											
Asset	Current Condition	Main Items of Work	Cost	Frequency	Timescale & Projected Spend						Total Cost
					08-09	Projected Spend	09-10	Projected Spend	10-11 onwards	Projected Spend	
Tennis Pavillon, Victoria Park	B	General repaint	800.00	A	✓	800.00	✓	800.00	✓	800.00	2,400.00
		Roof repairs	400.00	A	✓	400.00	✓	400.00	✓	400.00	1,200.00
Victoria Park	B	General path improvements	3,500.00	A	✓	3,500.00	✓	3,500.00	✓	3,500.00	10,500.00
		Toilet improvements	5,000.00	Tri		0.00		0.00	✓	5,000.00	5,000.00
		Bridge survey	2,500.00	Tri		0.00		0.00	✓	2,500.00	2,500.00
		Railings - repair	1,000.00	A	✓	1,000.00	✓	1,000.00	✓	1,000.00	3,000.00
		Brick work - repointing	2,000.00	Tri		0.00		0.00	✓	2,000.00	2,000.00
Greenhouse/potting shed, Victoria Park	C	Lighting improvements	5,000.00	Tri		0.00		0.00	✓	5,000.00	5,000.00
		General repairs	2,000.00	A	✓	2,000.00	✓	2,000.00	✓	2,000.00	6,000.00
Aviary, Victoria Park	C	Repairs to netting	800.00	Tri		0.00		0.00	✓	800.00	800.00
		Re-paint	800.00	Tri		0.00		0.00	✓	800.00	800.00
		Timber repairs	2,000.00	Tri		0.00		0.00	✓	2,000.00	2,000.00

Appendix 1 – Programmed and Planned Maintenance: 3-year Action Plan

Programmed/Planned Maintenance											
Asset	Current Condition	Main Items of Work	Cost	Frequency	Timescale & Projected Spend						Total Cost
					08-09	Projected Spend	09-10	Projected Spend	10-11 onwards	Projected Spend	
Bowls Pavillon/WC, Victoria Park	B	Timber expansion - repairs	5,000.00	Tri		0.00		0.00	✓	5,000.00	5,000.00
		Ramp improvements	1,800.00	Tri		0.00		0.00	✓	1,800.00	1,800.00
		Electrical Testing	400.00	A	✓	400.00	✓	400.00	✓	400.00	1,200.00
		Painting	2,000.00	A	✓	2,000.00	✓	2,000.00	✓	2,000.00	6,000.00
OAP Rest Room, Victoria Park	B	Re-paint	1,000.00	Tri		0.00		0.00	✓	1,000.00	1,000.00
Thatched shelter, Victoria Park	B	Repair window frames	1,200.00	Tri		0.00		0.00	✓	1,200.00	1,200.00
Band Stand, Victoria Park	B	General Maintenance	3,000.00	A	✓	3,000.00	✓	3,000.00	✓	3,000.00	9,000.00
Motram Shelter, Victoria Park	B	Repaint where necessary	800.00	Tri		0.00		0.00	✓	800.00	800.00
Riverway Nurseries Greenhouse	C	General Maintenance	3,000.00	A	✓	3,000.00	✓	3,000.00	✓	3,000.00	9,000.00
		Lighting certificate	1,500.00	A	✓	1,500.00	✓	1,500.00	✓	1,500.00	4,500.00
		Gas testing	1,500.00	A	✓	1,500.00	✓	1,500.00	✓	1,500.00	4,500.00

Appendix 1 – Programmed and Planned Maintenance: 3-year Action Plan

Programmed/Planned Maintenance											
Asset	Current Condition	Main Items of Work	Cost	Frequency	Timescale & Projected Spend						Total Cost
					08-09	Projected Spend	09-10	Projected Spend	10-11 onwards	Projected Spend	
Tennis Pavilion, Rowley Park	B	General Maintenance	2,000.00	A	✓	2,000.00	✓	2,000.00	✓	2,000.00	6,000.00
Bungalows 1&2	B	General Maintenance	2,000.00	A	✓	2,000.00	✓	2,000.00	✓	2,000.00	6,000.00
General Pavilion, Rowley Park	B	General Maintenance to include the replacement of external soft	20,000.00	Tri		0.00		0.00	✓	20,000.00	20,000.00
		Gas testing	500.00	A	✓	500.00	✓	500.00	✓	500.00	1,500.00
		Lighting improvements	500.00	A	✓	500.00	✓	500.00	✓	500.00	1,500.00
Toilet block, Littleworth Park	C	Minor repairs	1,000.00	A	✓	1,000.00	✓	1,000.00	✓	1,000.00	3,000.00
Public toilets, Bridge Street	C	Structural survey	2,500.00	A							
					✓	2,500.00		2,500.00		2,500.00	7,500.00
Public toilets, Doxey Lorry Park	C	General Maintenance	3,000.00	A	✓	3,000.00	✓	3,000.00	✓	3,000.00	9,000.00
Public toilets, Broad Street	C	General Maintenance	1,000.00	A							
					✓	1,000.00	✓	1,000.00	✓	1,000.00	3,000.00
Public Toilets – North Walls	C	General Maintenance	1,000.00	A	✓	1,000.00	✓	1,000.00	✓	1,000.00	3,000.00

Appendix 4 – Programmed and Planned Maintenance: 3-year Action Plan

Programmed/Planned Maintenance											
Asset	Current Condition	Main Items of Work	Cost	Frequency	Timescale & Projected Spend						Total Cost
					08-09	Projected Spend	09-10	Projected Spend	10-11 onwards	Projected Spend	
Stafford Leisure Centre	A	Internal repainting	13,000.00	Tri		0.00		0.00	✓	13,000.00	13,000.00
		Gym equipment - general maintenance and servicing	5,000.00	A	✓	5,000.00	✓	5,000.00	✓	5,000.00	15,000.00
		Car Park resurface and paint	12,000.00	Tri		0.00		0.00	✓	12,000.00	12,000.00
		Electrical Testing	500.00	A	✓	500.00	✓	500.00	✓	500.00	1,500.00
		Gas testing	500.00	A	✓	500.00	✓	500.00	✓	500.00	1,500.00
		Flooring improvements	2,000.00	Tri		0.00		0.00	✓	2,000.00	2,000.00
		Fire & Intruder Checks	1,000.00	A	✓	1,000.00	✓	1,000.00	✓	1,000.00	3,000.00
		Automatic Doors	1,000.00	A	✓	1,000.00	✓	1,000.00	✓	1,000.00	3,000.00
		Water Filtration	3,000.00	A	✓	3,000.00	✓	3,000.00	✓	3,000.00	9,000.00
		Mechanical & Electrical Servicing	12,000.00	A	✓	12,000.00	✓	12,000.00	✓	12,000.00	36,000.00
		Painting improvements	2,000.00	A	✓	2,000.00	✓	2,000.00	✓	2,000.00	6,000.00
		Servicing lockers	1,000.00	A	✓	1,000.00	✓	1,000.00	✓	1,000.00	3,000.00
		ICT servicing	1,000.00	A	✓	1,000.00	✓	1,000.00	✓	1,000.00	3,000.00
		Air conditioning filtration change	1,500.00	Tri		0.00		0.00	✓	1,500.00	1,500.00
		Fire safety checks		A	✓	0.00	✓	0.00	✓	0.00	0.00

Appendix 4 – Programmed and Planned Maintenance: 3-year Action Plan

Programmed/Planned Maintenance											
Asset	Current Condition	Main Items of Work	Cost	Frequency	Timescale & Projected Spend						Total Cost
					08-09	Projected Spend	09-10	Projected Spend	10-11 onwards	Projected Spend	
St. John's Market	B	Lighting & Gas testing	2,500.00	A	✓	2,500.00	✓	2,500.00	✓	2,500.00	7,500.00
		Replace office lighting with energy efficient units	6,500.00	Tri	✓	6,500.00		0.00		0.00	6,500.00
		Install occupancy sensors	2,400.00	Tri		0.00		0.00	✓	2,400.00	2,400.00
		Painting	3,000.00	Tri		0.00		0.00	✓	3,000.00	3,000.00
		Automated door service - servicing and fit door restraining	3,000.00	Bi		0.00	✓	3,000.00		0.00	3,000.00
		Radiant Heating - reinstate U Tube heaters and install small	2,100.00	Bi		0.00	✓	2,100.00		0.00	2,100.00
		Chiller servicing	1,500.00	A	✓	1,500.00	✓	1,500.00	✓	1,500.00	4,500.00
		Install door activated air curtain above two rear staff doors	2,000.00	Tri		0.00		0.00	✓	2,000.00	2,000.00
		Smoke Intruder Alarm	25,000.00	A	✓	25,000.00	✓	25,000.00	✓	25,000.00	75,000.00
		Smoke fire detectors	500.00	A	✓	500.00	✓	500.00	✓	500.00	1,500.00
		Legionella testing	500.00	A	✓	500.00	✓	500.00	✓	500.00	1,500.00
		Asbestos check	500.00	A	✓	500.00	✓	500.00	✓	500.00	1,500.00
Highfields Area Office	C	Fire alarm checks	400.00	A	✓	400.00	✓	400.00	✓	400.00	1,200.00

Appendix 1 – Programmed and Planned Maintenance: 3-year Action Plan

Programmed/Planned Maintenance											
Asset	Current Condition	Main Items of Work	Cost	Frequency	Timescale & Projected Spend						Total Cost
					08-09	Projected Spend	09-10	Projected Spend	10-11 onwards	Projected Spend	
Biffa Premises - Tollgate Park	C	Area leased/no maintenance	0.00			0.00		0.00		0.00	0.00
Natures Reserves	C	JRF to confirm maintenance	0.00	A	✓	0.00	✓	0.00	✓	0.00	0.00
Glover Street - Itinerant site	C	JRF to confirm maintenance	2,820.00	A	✓	2,820.00	✓	2,820.00	✓	2,820.00	8,460.00
Frank Jordan Centre, Stone	C	Fire alarm checks	400.00	A	✓	400.00	✓	400.00	✓	400.00	1,200.00
Shop - 1B Friars Road, Stafford	C	Heating upgrade	2,500.00	Tri		0.00		0.00	✓	2,500.00	2,500.00
		General Maintenance	1,000.00	A	✓	1,000.00	✓	1,000.00	✓	1,000.00	3,000.00
Shop – 1A Friars Terrace	C	General Maintenance	1,000.00	A	✓	1,000.00	✓	1,000.00	✓	1,000.00	3,000.00
		Lighting Certificate	2,500.00	A	✓	2,500.00	✓	2,500.00	✓	2,500.00	7,500.00
Guides Hut, Westbridge Park	C	Fire alarm checks	400.00	A	✓	400.00	✓	400.00	✓	400.00	1,200.00
Scouts Hut, Westbridge Park	C	Fire alarm checks	400.00	A	✓	400.00	✓	400.00	✓	400.00	1,200.00
Canoe Club, Westbridge Park	C	Fire alarm checks	400.00	A	✓	400.00	✓	400.00	✓	400.00	1,200.00
Total Cost						216,220.00	376,320.00	498,220.00		Cost over 3 year period	1,090,760.00

Appendix 1 – Programmed and Planned Maintenance: 3-year Action Plan

Car Parks Only											
Programmed/Planned Maintenance											
Asset	Current Condition	Main items of Work	Cost	Frequency	Timescale & Projected Spend						Total
					08-09	Projected Spend	09-10	Projected Spend	10-11 onwards	Projected Spend	
Bridge Street Multi-storey		General Maintenance		10yrs		0.00		0.00		0.00	0.00
Gaol Road		Resurfacing & Pay/Display Machines		10yrs		0.00		14,500.00		0.00	14,500.00
Kingsmead Short Stay		Resurfacing & Pay/Display Machines		10yrs		33,000.00		33,000.00		0.00	66,000.00
Kingsmead Long Stay		Resurfacing & Pay/Display Machines		10yrs		0.00		0.00		0.00	0.00
Castle Hill		Resurfacing & Pay/Display Machines		10yrs		0.00		0.00		0.00	0.00
North Walls (Lammascote Gyratory)		Resurfacing & Pay/Display Machines		10yrs		0.00		0.00		0.00	0.00
Doxey Road, West Bank Short Stay		Resurfacing & Pay/Display Machines		10yrs		0.00		0.00		0.00	0.00
Doxey Road, West Bank Long Stay		Resurfacing & Pay/Display Machines		10yrs		0.00		0.00		0.00	0.00
Doxey Road, East Bank		Resurfacing & Pay/Display Machines		10yrs		0.00		0.00		0.00	0.00
Doxey Road (Lorry Park)		Resurfacing & Pay/Display Machines		10yrs		0.00		0.00		0.00	0.00
Tenterbanks		Resurfacing & Pay/Display Machines		10yrs		0.00		0.00		0.00	0.00

Appendix 1 – Programmed and Planned Maintenance: 3-year Action Plan

Car Parks Only											
Programmed/Planned Maintenance											
Asset	Current Condition	Main items of Work	Cost	Frequency	Timescale & Projected Spend						Total
					08-09	Projected Spend	09-10	Projected Spend	10-11 onwards	Projected Spend	
Broad Street		Resurfacing & Pay/Display Machines		10yrs		0.00		52,000.00		0.00	52,000.00
South Walls (Civic)		Resurfacing & Pay/Display Machines		10yrs		0.00		0.00		0.00	0.00
North Walls (M&S The Walls)		Resurfacing & Pay/Display Machines		10yrs		0.00		0.00		0.00	0.00
North Walls (Toilet)		Resurfacing & Pay/Display Machines		10yrs		0.00		0.00		0.00	0.00
Victoria Street		Resurfacing & Pay/Display Machines		10yrs		0.00		6,000.00		0.00	6,000.00
Back Radford's		Resurfacing & Pay/Display Machines		10yrs		0.00		0.00		0.00	0.00
Crown Street		Resurfacing & Pay/Display Machines		10yrs		0.00		30,750.00		0.00	30,750.00
Crown Street - Disabled		Resurfacing & Pay/Display Machines		10yrs		0.00		0.00		0.00	0.00
Westbridge Park		Resurfacing & Pay/Display Machines		10yrs		0.00		0.00		0.00	0.00
Pay and Display				10yrs		0.00		20,000.00		0.00	20,000.00
Total Cost						33,000.00		156,250.00		0.00	Cost over 3 year period 189,250.00

Appendix 2 – Planned and Programmed Maintenance Forecasts for Years 2011-2014

	Year 2011 –2012	Year 2012 – 2013	Year 2013- 2014
Assets	£228,000	£396,000	£471,000
Car Parks	£32,500	£ 40,000	£ 65,000
Total	£260,500	£436,000	£536,000

Appendix 3 - Capital Strategy and Asset Management Plan

PLANNING PROCESS

		REVIEW:	
APRIL MAY	Strategic context: <ul style="list-style-type: none"> • Asset Management Plan • Housing Investment Strategy • IEG Strategy • Projects in holding tank • Consultation feedback • Post project completion reviews <p style="text-align: center;">↓</p> Identify issues with capital Investment implications	<ul style="list-style-type: none"> • Process for prioritising capital budget bids • Resource availability • Last year's capital outturn • Changes in Government priorities • Changes in local authority capital finance system <p style="text-align: center;">↓</p> Determine level of financial support for capital investment	
	28B JUNE JULY	REVIEW CAPITAL STRATEGY & ASSET MANAGEMENT PLAN	
		<ul style="list-style-type: none"> • Formal report on capital outturn to Members • Start of capital monitoring reports to Members 	
AUGUST - DECEMBER	<ul style="list-style-type: none"> • Capital budget bids for next financial year and following four years are worked up; • Capital budget bids are reviewed by Leadership Team • Capital budget bids are submitted to Cabinet • Capital budget bids are reviewed by Scrutiny Committees 		
JANUARY - FEBRUARY	<ul style="list-style-type: none"> • ; Council approves new 5 year capital programme 		
MARCH	<ul style="list-style-type: none"> • ; • New schemes prepared for early start in new financial year 		

Appendix 4 - Organisational Arrangements for Asset Management within Stafford Borough

1. The Council has nominated a Cabinet Member to have specific responsibility for Corporate Asset Management.
2. The Public Buildings Manager has responsibility for Public Buildings with the Head of Planning & Engineering and the Deputy Chief Executive having ultimate responsibility for Corporate Asset Management.
3. Risk management is being dealt with at a corporate and operational level in terms of Public Buildings and assets.

Democratic Process and Management Structure

4. The Council's Chief Executive and Deputy Chief Executive have overall responsibility for ensuring that the strategic role of the Council is met, that Scrutiny is supported and that crosscutting issues are effectively addressed. 9 Heads of Service manage operational services. The Chief Executive, Deputy Chief Executive and Heads of Service form the Leadership Team
5. Local elections in May 2007 resulted in a continuing Conservative administration. The Council has a leader and a Cabinet of 5 portfolios; Resources, Leisure, Community, Environment and Planning & Regeneration together with appropriate Scrutiny Committees.
6. The Asset Management Plan and development is managed by the Public Buildings Manager and is reported to the Leadership Team, Cabinet, Resources Scrutiny Committee and the Accommodation Working Group.
7. There is a specific Cabinet member holding the Asset Management portfolio.

Operational Asset Management Structure

8. The Public Buildings Manager has a small team of staff comprising of; Technical Officer, Senior Services Officer, Technical Assistant, Facilities Officer and two Assistant Caretakers. This role provides a clear linkage from day to day asset management to the Council's strategic decision making processes.
9. The Public Buildings Manager reports to the Head of Planning & Engineering but also has direct access to the Deputy Chief Executive.

Public Buildings Manager Role

10. The areas of responsibility for the Public Buildings Manager and team are as follows:
 - a. Development of the maintenance and improvement strategy for all public buildings, in conjunction with the relevant Head of Service, subject to staff and user consultation and approved by the MIS Group, to ensure that priorities are established in the context of service delivery and technical need

Appendix 4 – Programmed and Planned Maintenance: 3-year Action Plan

- b. Inform and advise, via formal and informal reporting, Elected Members regarding existing performance and opportunities to improve the performance of the property portfolio
- c. In conjunction with the Head of Finance development of the Capital Strategy in regard of the General Fund and construction related development
- d. Undertake property reviews
- e. Update the Asset Management Plan each year
- f. Maintenance and validation of all condition and general data relating to the Borough Council's land and buildings
- g. Property and land risk assessments
- h. Keeping the Asset Database up to date
- i. Monitoring the spend on public buildings
- j. Monitoring spend on utilities across the public buildings
- k. Council land and property valuation and disposal/sales
- l. Leasehold management
- m. Management and strategy development of shops and shop leases
- n. Monitor progress on national and local property performance indicators and benchmarking, and inform and advise all relevant parties including members where remedial action is to be taken

11. Legal Services have taken on responsibility for estates management – this includes valuations, leases, sales and any other legal issues.

Information Management

- 12. An URPN-based Property database has been established providing all necessary property condition and attribute details.
- 13. The Public Buildings Manager receives budget management reports from the corporate Financial Management System.
- 14. The Public Buildings Manager has the responsibility of reviewing and maintaining the Asset Database, helping to ensure accuracy and consistency in information management.
- 15. Data analysis utilising the MS Office suite, external stock condition software and the STARK energy management software, helps to ensure consistency of raw data and monitor trends.
- 16. The District Valuer has provided up to date valuations of all the Council's assets. The date in the current plan has been validated.

Appendix 5 - Sample “Sufficiency And Suitability” Survey Form

“FIT FOR PURPOSE” CONSULTATION

THE AIM

The aim of this consultation is to establish whether a property is “fit for purpose”. This is not to be confused with ‘sufficiency’, which deals with space and quantity issues and will be dealt with separately.

The information we gather should provide the Asset Management Team with an informed over view of how the Council operates and occupies it's properties. When this is considered together with other relevant property information - valuation, sufficiency, etc. – it should allow the Council to make decisions about service delivery and help prioritise future investment in its assets.

The method of assessment has been kept simple to allow a standard approach to be taken with dissimilar buildings, in addition to providing information that is readily understood and minimising the time spent collecting data. Despite it's simplicity this approach should provide enough information to identify key accommodation problems and allow the Council to focus on effective asset management by:

- Informing the development, updating and implementation of asset management plans;
- Providing information about the link between investment and improving standards when prioritising projects; and
- Forming a basis for monitoring and evaluating the delivery of project objectives.

This questionnaire has been sent to you in your capacity as responsible officer for the building you occupy. The time you spend completing the form is greatly appreciated.

THE QUESTIONNAIRE

Please read through the notes below before completing this questionnaire.

The scoring will give a rating of 0 to 36 for each asset, weighted towards under/over use and user satisfaction. The final return should be adjusted to a percentage suitability assessment.

Where an asset scores less than satisfactory on any of the elements, which make up the indicator, further investigation should be carried out and a comment added to the return would be helpful.

Very good ☺
 Satisfactory ☹
 Poor ☹

Address

	☺		☹		☹	Notes
Location	[]	[]	[]	[]	[]	
Service user satisfaction	[]	[]	[]	[]	[]	1
Occupier satisfaction	[]	[]	[]	[]	[]	
Suitability for purpose	[]	[]	[]	[]	[]	2
Over crowded	[]	[]	[]	[]	[]	3
Under used	[]	[]	[]	[]	[]	4
Safety & Security	[]	[]	[]	[]	[]	5
Condition	[]	[]	[]	[]	[]	6
DDA compliant	[]	[]	[]	[]	[]	7
Scores	4	3	2	1	0	

Appendix 6 - Framework for Local Authority Asset Management

Step 1: Asset management processes within the local authority

- + **Prioritise asset management at a senior level**
- + **Ensure that asset management is adequately resourced**
- + **Think corporately about asset management**
- + **Involve elected members and designate a member of the Cabinet to hold the asset portfolio**
- + **Ensure that there is a project management system in place**
- + **Ensure that formal mechanisms are in place to engage with citizens and to collect, analyse and store the relevant property data**

Step 2: Aligning assets with visions

- + **Ensure that the asset management plan is a medium to long term plan**
- + **Link asset management with all other strategies**
- + **Link the asset management plan to the corporate vision and statutory requirements**
- + **Clearly outline the objectives for each asset**
- + **Consider all options for all assets**
- + **Work across boundaries to align asset management strategies**

Step 3: Implementation of the Asset Management Plan

- + **Establish clear strategic approaches to the utilisation of space and flexible working and co-location with partners and stakeholders**
- + **Consider options for under-used assets**
- + **Consider options for financing of new assets**
- + **Maintain and adapt existing assets as needed**

Step 4: Review and monitor process

- + **Periodically review corporate management arrangements for capital asset planning to ensure they are fit for purpose**
- + **Conduct post implementation review of all capital projects that are undertaken**
- + **Review processes following the Comprehensive Performance/Area Assessment**
- + **Engage with other organisations and share learning to drive a process of continuous improvement**