

STRATEGY / POLICY FRONT COVER

Name of Strategy/Policy: Asset Management Plan

Date last updated: March 2016

Links to Council Priorities:

Priority	Linked Yes/No?
Public Health and Wellbeing	Yes
Environment	Yes
Transforming our Community	Yes
Efficient and Effective Customer Focussed Services	Yes

Links to Other Strategies and Policies

Community Strategy, Human Resources Strategy and Policy framework and budget setting (incorporating medium term financial forecast, financial planning and capital strategy).

SMART Action Plan in this document?

Yes – Asset Management work programme produced.

Actions Linked to corporate plan objectives?

Yes.

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Cabinet

Equality impact assessment undertaken? Yes

Sustainability appraisal undertaken? Yes

Policy register on corporate S Drive updated? Yes

Version 1. January 2018



Castle Point Borough Council

Asset Management Plan for the period 2018/19 to 2019/20

Produced by: Facilities and Assets Manager/Head of Resources

Date of next full review: March 2020

Approved by:

- Executive Management Team

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Part 1 Overview of Corporate Asset Management

1 Introduction

- 1.1 The Council's vision for the Borough is "To help reduce social inequality, improve the health of our communities and develop the economy by working closely in partnership with other agencies. We want to improve the wellbeing of our community with clean streets, pleasant open spaces and good quality housing. We will nurture community resilience and work closely with our partners to help the community help itself and to enable greater participation in decision making".
- 1.2 In support of this vision, the Council manages its assets to:-
 - Ensure that assets retained, acquired or disposed of, support delivery of the Council's aspirations, priorities and plans for the Borough.
 - Support efficient and effective service delivery which adapts to the changing needs of the Council, residents, businesses and service users.
- 1.3 The Asset Management Plan (AMP) provides an overarching framework for the management of the Council's corporate land and building assets in line with the Council's vision, ensuring that they are fit for purpose, productive, sustainable and accessible to all. The Council's property portfolio needs to be able to adapt to the changing needs of service users and support delivery of the Corporate Plan.
- 1.4 The Council's Acquisitions and Disposal Policy for Council Land further supports the Council's strategy towards asset management by clearly outlining the Council's approach to its land assets.
- 1.5 The Council's asset base is small in local authority terms (see table 1 below). As at 31st March 2017 it was valued at £161m (excluding ICT, Fleet, plant and vehicles). The Housing stock valued at £113m, leaving other assets totalling £48m. Our housing stock stands at 1,516 Council owned dwellings as at 1st December 2017 making us one of the smallest local authority housing stock holding councils in the country.
- 1.6 Some of the Council's properties leased out are classified as investment properties for the purpose of accounting. These assets e.g. the Golf Course on Canvey Island, supplement and support the provision of services to the community.
- 1.7 A separate Asset Management Plan is produced by the Council's Housing service, in relation to our housing stock including sheltered accommodation and housing land.
- 1.8 The table on the following page lists the Council's buildings and land property portfolio.

Table 1 – Summary of Property Portfolio

Type of Asset	Quantity
Operational Land and Buildings	
Council Offices	1
Depots and Workshops	2
Public Conveniences	5
Off Street Car Parks	12
Leisure Centres including Pools	2
Community Halls	4
Heritage Centre	1
Pavilions	3
Other - Shelters & Car Park Hut	3
Infrastructure	
Foul Pumping Stations (Waterside)	2
Housing Dwellings and Land	
Houses and Bungalows	825
Flats and Maisonettes	400
Aged Persons Dwellings	291
Garages	427
Housing Land (numerous small parcels)	Unspecified
Community	
Open Spaces including recreation grounds	39
Cemeteries	2
Allotment Sites	6
Others	8
Non Operational	
Golf Course Driving Range, Shop, Stores & Clubhouse	1
Depots and Workshops (South Benfleet)	1
Old Council Office, Canvey Island	1
The Crown Public House	1
Lettings and Kiosks	12
Various Sites	16

1.9 Copies of the AMP and other Council strategies can be viewed on our website at www.castlepoint.gov.uk.

2 The Corporate Context

2.1 Asset management planning is a systematic process that seeks to align the asset portfolio with the organisation's corporate objectives and aspirations. The four key stages to good asset management planning as contained within the Communities and Local Government (CLG) document "Building on strong foundations" 2008 are:-

- Stage 1. Asset management processes within the local authority
- Stage 2. Aligning assets with visions
- Stage 3. Implementation of the Asset Management Plan
- Stage 4. Review and monitoring process

2.2 The AMP is revised biennially and is primarily derived from the Council's Corporate Plan which sets out our vision, aims, objectives and key priorities and is supported by Directorate Service Action Plans which include specific asset management actions. The Medium Term Financial Forecast reflects the financial implications of all the Council's activities including asset management.

2.3 Our Key Priorities established from the Council's Corporate Plan "Turning Opportunity into Reality", are contained under the headings of: -

- Public Health and Wellbeing
- Environment
- Transforming our Community
- Efficient and Effective Customer Focussed Services

More detailed information about the Council's priorities and wider objectives can be found within our Corporate Plan.

2.4 The AMP also takes into consideration the Localism Act and the implications for asset management within the Council, particularly through assets of community value and right to buy.

2.5 The consultation process for the content of the AMP involves both the Operational Management Team and Corporate Management Team (OMT & CMT). Following their approval, the AMP is forwarded for review and political input by the Councillor nominated for Asset Management. The final stage of the process is to obtain approval by Cabinet.

2.6 Risk Management is a fundamental part of the asset management planning process and when assessing acquisitions, disposals and development opportunities. Considerations include; whole life costing, Health and Safety and the effective use of financial resources. Mitigating risk is addressed through the Council's management teams, Risk and Insurance Group and through the adoption of project management principles.

2.7 Directorate Service Plans take into account the suitability of the property that services manage in the delivery of their functions. If assessed as being unsuitable, an alternative approach needs to be identified and reported to OMT and CMT. Service Action Plans also include aspects of future property usage and development, whether arising from corporate strategic reviews, service level reviews or other activities. Service actions are also incorporated into the AMP.

2.8 Further influences on the AMP such as sustainability, equality and diversity can be found in Appendix A "Influences on the AMP".

3 Asset Management Progress

- 3.1 In 2008, the Council carried out an extensive consultation exercise with the public on the future of the Leisure Service to inform our Leisure Strategy. The overwhelmingly favoured option was for the retention of a swimming pool at Runnymede, and a sports centre and swimming pool at Waterside Farm.
- 3.2 Results of general stock condition surveys and inspections undertaken were used to inform a report to Cabinet on 19th January 2010. Cabinet decided among other things to carry out a programme of improvements to The Paddocks, Runnymede Hall, Waterside Farm Leisure Centre and Runnymede Pool and to remove the “old” sea water pool and improve the “new” sea water pool. The costs of the required maintenance survey work were met from the Asset Repair Fund and the cost of the improvements from the Capital Programme.
- 3.3 The management of the original sea water tidal pool was transferred to Canvey Island Town Council in 2011 under a 50 year lease. The more recent tidal pool remains the responsibility of the Borough Council. Further improvements to reduce hazards associated with the use of the pool were made following further Health and Safety advice concerning the ongoing operation of the pool.
- 3.4 The vast majority of repair and improvement works to the Paddocks, Runnymede Hall and Runnymede Pool were undertaken during 2011. The refurbishment works programme for Waterside Farm Leisure Centre was completed in July 2013 with the opening of the newly refurbished centre in August 2013.
- 3.5 The Waterside refurbished leisure centre and the all-weather pitch have proved highly popular and as at March 2015, leisure membership levels are in excess of 2,500, the highest level ever recorded.
- 3.6 At present the Council currently manages four Halls being; the Paddocks Centre, Runnymede Hall, King George V Hall and Woodside Hall. The Council intends to retain ownership of Runnymede Hall and Paddocks Centre for the foreseeable future. A Marketing and Promotions Plan was established for all of the halls to target a wider selection of the community.
- 3.7 Refreshed buildings stock condition surveys carried out in 2014/15 identified a higher level of works required in relation to the Paddocks, since the earlier and continued briefing for this building, has been to minimise the cost of maintaining the facility, pending a clearer understanding of the impact of wider regeneration plans for Canvey Island.
- 3.8 Aligned to the regeneration plans for Canvey Island, a strategic review and consideration has been given to the future of the whole paddocks site and that of the old Canvey Council Offices site, with an aspiration to deliver a “New Paddocks Centre” for the community.
- 3.9 John H Burrows Hall, Hadleigh was returned to the management of the Council in 2011 resulting from early termination of lease. The building was found to be in a considerable state of disrepair and due to the absence of any suitable commercial or community interest in operating this facility and scale of dilapidation, the Council disposed of this building through demolition which was completed in June 2016.

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- 3.10 In June 2016, an update on the strategic review of the Council's Leisure Assets situated at Runnymede Pool, Runnymede Hall and Swans Green Hall was presented to Cabinet. Subsequently the Council gave approval to the disposal of Swans Green Hall and creation of a new fitness suite at Runnymede Pool.
- 3.11 The Swans Green Hall site was underutilised and had little scope to increase usage. Disposal of the site for development was concluded in January 2017 producing a capital receipt used towards funding the new fitness suite at the Runnymede Pool site.
- 3.12 The impressive new fitness suite at Runnymede Pool was opened in January 2018, contributing towards the Council's aims and objectives in improving the health and wellbeing of the borough and providing ongoing revenue savings to offset operational costs.
- 3.13 During 2017, three buildings used by the Royal Voluntary Service (RVS), were returned to the Council through early termination of existing leases. Due to the poor condition and type of structures of the two RVS Halls located in Hadleigh and South Benfleet, these buildings were demolished during November 2017. The third brick built building located on Canvey Island, has been leased to the "Canvey Island Youth Project" an independent charity offering advice and support to young people aged between 11 and 25.

Planned Preventative Maintenance

- 3.14 A programme of Planned Preventative Maintenance (PPM) including statutory inspection, cyclical servicing and general planned repairs and maintenance to the fabric of the buildings, was introduced in 2013/14 across all the Council's corporate buildings. This programme is supported by the inclusion of funding within the medium term financial forecast and is intended to ensure that our properties are: -
- (a) Maintained to a standard that facilitates the delivery of quality services.
 - (b) Compliant with statutory requirements.
 - (c) Have reduced future needs for responsive repair works
 - (d) Not subject to a build-up of backlog repair works.
- 3.15 General stock condition surveys are carried out annually to a proportion of the corporate buildings, averaging five properties per year.

Parks and Open Spaces

- 3.16 The borough wide playground regeneration programme was successfully completed in 2012/13, which benefited from external funding obtained from Cleanaway Pitsea Marshes Trust, the Big Lottery Fund and Essex County Council. The funding provided by Adidas and the Veolia Pitsea Marshes Trust enabled the provision of an AdiZone outdoor gym at Kismet Park, Canvey Island.
- 3.17 During 2017 the Council retained the 'Green Flag Award' for Woodside Park in Benfleet. This award is one of a number of accreditation schemes that recognises excellence in the management of our public space.

Part 2 Strategy and Structure

4.0 Corporate Property Objectives

4.1 The Council strives to achieve its asset management aims and objectives through applying the principles of best value and by adopting the following methodology in its plans and actions;

- To only retain or acquire assets which support the Council's corporate aims, priorities and objectives and seek to dispose of any property which does not.
- To consider and address the implications for our property portfolio resulting from any statutory changes and/or growth or decline in activity.
- Ensure our property assets continue to support our desired standards in service delivery and meet the needs of our customers.
- Through reviews, and by other formal or informal processes as appropriate, determine the suitability of our property for present and future service needs.
- Actively pursue opportunities arising from advancing technology in the use of our buildings, having particular regard to the potential for introducing innovative and flexible working arrangements.
- Deliver sustainability through whole life costing, reduction in carbon emissions and generally increasing efficiency and moderation in the use of materials, utilities and development space.
- Arrange tenure of ownership on a basis most appropriate for the flexibility required by service delivery and manage corporate land and property assets in accordance with the principles of good practice and effective and efficient use of resources.
- Maintain our property in a condition that is compliant with statutory requirements and fit for purpose through both programmed cyclical maintenance and responsive repairs.
- Minimise the cost of holding buildings and land, protecting the value of our assets and maximising return on disposals.
- Obtain value for money through efficient management of operating costs, utilisation of space by partner organisations and from income generation.

5.0 Roles & Responsibilities in Asset Management

Member Level & Cabinet

- 5.1 The nominated Member for Asset Management reviews the AMP before approval by cabinet.
- 5.2 Cabinet is the Member level body that has been identified as responsible for property matters referred to it. The importance we attach to property issues is clearly illustrated, as this is our key policy making body. It also means that decisions on property related matters can be taken speedily.

Executive Management Team (EMT)

- 5.3 The EMT is the highest officer group within the Council which meets on a weekly basis and is the strategic management body for the Council, approving policies and plans, addressing any asset management matters referred to this team and provide strategic direction.

Corporate Management Team (CMT)

- 5.4 CMT meets on a monthly basis and is both a strategic and tactical management group comprising of the EMT and all HoS, to which property related matters may be submitted for consideration, decision and approval.
- 5.5 The CMT also reviews the AMP and refers onwards to EMT, subject to any amendments.

The Head of Resources (HoR)

- 5.6 Who is the Council's Section 151 Officer is also the officer responsible for preparation of the Council's Medium Term Financial Forecast (MTFF). This officer therefore ensures that the MTFF and the AMP are properly co-ordinated. The HoR also formulates any work programme for OMT in consultation with other key officers at CMT and EMT.

Heads of Service (HoS)

- 5.7 Heads of Service are responsible for the delivery of asset management plan actions and projects within their respective directorates and the management of buildings and work areas under their control. Through the CMT, HoS also contribute to specific corporate projects and wider Council asset management issues.

Operational Management Team (OMT) – Asset Management Team (AMT)

- 5.8 Services representatives at the asset management section of OMT meetings, have regard to the overall strategic guidance given by the HoR and EMT. Essentially this is a middle/lower management operational asset management forum.
- 5.9 The main role of the Asset Management Team at OMT meetings is, to address reports placed before it, provide updates on progress against key asset action plans and provide guidance and information to the EMT and CMT on land and buildings matters through relating asset activities and usage to the Council's overall aims and objectives.

Facility & Asset Manager

5.10 The Facility & Asset Manager normally chairs the Asset Management section of OMT meetings and is also responsible for ensuring that the AMP is updated on a biennial basis.

5.11 The Facilities and Assets Manager reports directly to the Head of Resources who is a member of CMT & EMT and can therefore ensure that property issues are considered by senior management within the authority.

Terms of Reference

5.12 Further detail on the terms of reference for Officers and Members are set out in appendix B 'Terms of Reference in Asset Management'.

6.0 Reporting Protocols

6.1 Table 2 below, outlines the reporting arrangements in place in relation to the subject of Asset Management. These arrangements enable matters appertaining to Asset Management to be discussed at the appropriate level of Officer meetings and where relevant at Cabinet meetings.

Table 2 – Reporting Structure

Report from	To	Frequency
Head of Resources	EMT/CMT	Weekly and monthly meetings at which the HoR may report on progress and matters arising from developments and plans in relation to asset management.
	Cabinet	Any issues arising from the scrutiny of reports on assets and performance as they arise.
Facilities & Asset Manager	OMT	Quarterly OMT Asset Management Team meetings.
	Head of Resources	Monthly Departmental Management Team (DMT) meetings. Monthly 1:1 meetings with the Head of Resources (HoR).

Part 3 Plans and Performance

7.0 Property Performance Management

7.1 Performance Data

The rationale behind our performance indicators is to consider and gauge the performance of our assets and property management, examples are as follows:-

7.2 Table 4 below, illustrates some of the current service level Performance Indicators adopted in the management of assets, to assist in identifying opportunities for improvement, poor performance and predicting future costs.

Table 4			
Performance Indicators for 2017/18			
PI reporting Directorate	Description	How Measured	Reporting Frequency
Resources	% of corporate properties with up to date statutory inspections	As a % of all statutory inspections	Annual indicator and progress updated quarterly
Resources	Completion of corporate building annual planned preventative maintenance projects	% of all works completed within planned timetable	Annual indicator and progress updated quarterly
Environment	Customer satisfaction with leisure facilities	% of satisfied customer feedback	Quarterly review and progress update
Environment	Customer satisfaction with community Halls	% of satisfied customer feedback	Quarterly review and progress update

7.3 OMT (AMT) and HoR review performance measures adopted, to determine whether they provide sufficient information required for good management of our assets.

With regards to performance measurement and reporting, the following areas, amongst others, are also considered to support management decisions:-

1. Operational costs and utilisation of community facilities to assist in management decisions relating to these properties.
2. Sustainable outcomes from improvements to properties.
3. Revised corporate property conditions based on CIPFA categories.
4. Assessment of alternative provision of services or management

8.0 Action Plan

- 8.1 Each year in consultation with key officers involved in Asset Management, an action plan is compiled as contained within Table 3, which sets out present position and progress in asset management activities and plans contributing towards achieving the short, medium and long term aims and objectives of the Council in relation to asset management.
- 8.2 Delivery of the plans as contained within Table 3 are in the main, managed by the service areas of the Council operating these assets, with progress reported at relevant corporate management meetings.
- 8.3 Although plans and actions involving regeneration are not solely confined to the Council's estate, they have been included in the table below as integral to the Council's aims and ambitions for the Borough.

8.4 Asset Management Actions

Property/ Service	Present Position	Plans/Actions	Milestone Date
Corporate Land & Buildings (EMT project)	A series of internal strategic reviews of specific Council owned land and buildings was conducted in 2015/16 to identify development and disposal opportunities. The Council also participated in the “One Public Estate” project collaborating with other Essex public partners through a locality review to elicit the opportunities for assets in income generation, capital receipts, economic growth, reduction in operating costs and integrated services.	Outcomes of reviews determine appropriate plans and actions concerning the future of the Council’s buildings and land assets.	Ongoing
Corporate Buildings (Environment Services/ Facilities Management)	Following completion of the five year backlog works programme in 2013, a programme of Planned Preventative Maintenance (PPM) was introduced from 2013/14 onwards to ensure corporate buildings remain compliant and are maintained in good order or, as specified Energy efficiency surveys were also undertaken in 2014, reviewing buildings fabric, consumption, systems, management and behaviour, in order to identify further opportunities for efficiency savings and carbon reduction.	Continuation of PPM programme.	Annually
		Energy efficiency items from surveys to be considered and where agreed, incorporated into the PPM programme, or, dealt with as separate “spend to save” projects.	Annually
Main Offices & Runnymede Site Administrative Buildings (Legal Services/ Partnerships/ Facilities Management)	Main administrative centre for Council services which also has lease and license agreements in place to provide accommodation for, Essex Police, Carers Choices, Marie Curie, Wyvern Community Transport, CAVS, Trustlinks and NHS North Essex Foundation Trust.	Continuous review of office accommodation requirements to identify areas that can be let to other organisations to enhance partnership arrangements and/or generate further income.	Ongoing
		Seek further suitable partners for utilisation of any surplus floor space within the main offices and White House building.	Ongoing

8.4 Asset Management Actions

Property/ Service	Present Position	Plans/Actions	Milestone Date
<p>Canvey Island former District Council offices</p> <p>(Legal Services / Facilities Management)</p>	<p>The ground floor of the building is presently used as an out patients hospital facility and is let to the NHS trust (PCT).</p> <p>Essential external repairs only are undertaken to this building.</p>	<p>Only essential repairs and maintenance is being carried out to this property pending the outcome of a strategic review involving the future of this asset.</p>	<p>Ongoing</p>
<p>Waterside Farm and Runnymede Leisure Centre</p> <p>(Environment Services)</p>	<p>Major refurbishment of Waterside was completed at during 2012/13, with the centre re-opening in August 2013. The project benefited from funding from the Veolia Pitsea Marshes Trust.</p> <p>During 2017, Runnymede Pool was subject to extensive repairs and maintenance and the creation of an impressive new fitness suite. The facility was re-designated as “Runnymede Leisure Centre” and re-opened in January 2018.</p>	<p>These properties are subject to the planned preventative maintenance programme.</p>	<p>Ongoing</p>

8.4 Asset Management Actions

Property/ Service	Present Position	Plans/Actions	Milestone Date
<p>Community (Civic) Halls (Environment Services)</p>	<p>For some years now it has been the Council's intention to retain ownership of public hall facilities at Runnymede Hall and Paddocks site for the foreseeable future whilst disposing of other smaller public Halls. Swans Green Hall was sold for development in 2016 and proceeds used towards the creation of a fitness suite at the rebranded Runnymede Leisure Centre.</p> <p>A marketing and promotions plan for Community Halls has been in place since 2013/14 and the Council will continue to ensure that fees for users of these facilities are in line with current market rates and to increase utilisation through promotions.</p> <p>A revision of hall management and operational arrangements has been undertaken to ensure that the Council has the right capacity in place to deliver an improved level of service.</p>	<p>Continuing strategic review and consideration of options for the Paddocks site.</p> <p>These properties are subject to the annual planned repairs and maintenance programme for corporate buildings.</p> <p>Options for the future use of the J H Burrows site are being developed by the Head of Environment Services.</p>	<p>Ongoing</p> <p>Annual</p> <p>Ongoing</p>
<p>Open Spaces, Pavilions, Public Conveniences, Allotments, Shelters and other ancillary buildings and structures (Environment Services)</p>	<p>The Council's Leisure and Recreation Strategy provides a framework for the development and future plans for the Borough's parks and open spaces.</p> <p>During 2015/16 the council retained the 'Green Flag' quality award for its land at Woodside Park. Online consultation was undertaken in 2014 with a target of at least 75% of respondents should be satisfied with Parks and Open Spaces.</p>	<p>We aim to retain our Green Flag quality award at Woodside Park in 2018/19</p>	<p>Ongoing</p>

8.4 Asset Management Actions

Property/ Service	Present Position	Plans/Actions	Milestone Date
<p>Playgrounds (Environment Services)</p>	<p>In 2012 a three year programme of regeneration to our Playground sites was completed at:-</p> <ul style="list-style-type: none"> • South Benfleet Playing Fields • Leigh Beck, Canvey • Woodside Park, Benfleet • Waterside Farm, Canvey • King George V, Canvey • Kismet Park (inc Adizone) Canvey • Hadleigh Memorial Ground • Tarpots Rec, Benfleet • JH Burrows, Hadleigh • Larup Avenue, Canvey • Thorney Bay, Canvey <p>The Playground regeneration programme benefited from external funding obtained from Cleanaway Pitsea Marshes Trust, the Big Lottery Fund and ECC. Funding from Adidas and the Veolia Pitsea Marshes Trust also enabled the provision of an AdiZone outdoor gym at Kismet Park, Canvey Island.</p>	<p>Provision has been made in our financial planning to enable these facilities to be maintained in good order.</p>	<p>Ongoing</p>
<p>Car Parks (Environment Services)</p>	<p>Provision has been included within the Council's financial plans to undertake extensive repairs to the majority of the Council's car parks in accordance with the Car Parks Improvement Plan.</p> <p>Car parks at Oak Road, Richmond Hall were completely resurfaced during 2014/15. Surface repair works to the Labworth car park and marking out of bays at Lubbins car park have also been undertaken.</p>	<p>Full programme of works to be delivered during 2018/19</p>	<p>Ongoing</p>

8.4 Asset Management Actions

Property/ Service	Present Position	Plans/Actions	Milestone Date
	<p>A programme of major resurfacing works to School Lane Car Park commenced in 2015/6 with completion planned for the Spring of 2016</p> <p>6 of the Council's car parks now have the Park Mark award. Additional security measures have been put in place to reduce the likelihood of unlawful occupation.</p>		
<p>Regeneration</p>	<p>Canvey Town Centre : The Council formally adopted the Canvey Town Centre master plan as a planning policy Supplementary Planning Document (SPD) in April 2012.</p> <p>Transformational development of the central retail core remains a priority of the Regeneration Partnership (CPRP).</p> <p>A public realm strategy has been completed for Canvey Town Centre.</p> <p>Hadleigh Town Centre: The innovative road scheme proved not practical to implement and, therefore, the master plan was not adopted by the Council as a planning policy Supplementary Planning Document (SPD). Rather a more piecemeal approach to regeneration is taking place. The recent Morrisons store is a cornerstone of this approach.</p>	<p>The transformational scheme as envisaged in the master plan has proved difficult to implement due to poor economics of development. The CPRP is seeking to put in place a new approach that involves piecemeal development and a town centre management regime.</p> <p>As above</p> <p>Hollybrook has been selected to take forward the Hadleigh Island Site development. Tripartite negotiations are still ongoing between CPBC, ECC and Hollybrook, although other options for redevelopment are being considered.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>

8.4 Asset Management Actions

Property/ Service	Present Position	Plans/Actions	Milestone Date
Regeneration (Continued)	<p>External funding enabled the Council to purchase the former Crown Public House, which combined with the Library, old Fire Station and adjoining land make up the Hadleigh 'Island site' which forms a holistic development package at the gateway to the town centre.</p> <p>Agreement between the three stakeholders (CPBC, ECC & HCA) was reached in September 2014 to bring forward the key 1.44 acre Hadleigh island site to the commercial development market.</p> <p>The former FOCUS DIY store site –Tarpots: ALDI opened their new store for business on October 16th 2014, creating in excess of 40 local jobs. Aldi opened their new store without the re-instatement of a dedicated right-hand from the A13 into Rushbottom Lane.</p>	<p>Improvements to the public realm, linking the development site to the Tarpots shopping area were completed in 2017.</p>	Ongoing
Farmhouse, Canvey Island (Environment Services)	<p>This facility is used by the in-house refuse, recycling and building cleaning teams as well as by the outsourced provider Pinnacle of the grounds maintenance and street cleansing service. Civil Enforcement Officers employed by Chelmsford Borough Council who provide car parking services within the borough also operate from these premises.</p> <p>Previous surveys and inspections have suggested that this building is not currently fit for purpose or economically viable for extensive repairs or refurbishment. A refreshed condition survey was undertaken as part of the five year building condition</p>	.	Ongoing

8.4 Asset Management Actions

Property/ Service	Present Position	Plans/Actions	Milestone Date
	<p>survey refresh in 2014/15. In recent years this site has only been subject to essential repairs and maintenance, as the long term future for the depot as an operating base is at present undetermined.</p> <p>Replacement modular buildings were installed at the Farmhouse depot in March 2015 which is used as canteen and changing facilities.</p>		
<p>Woodside Cemetery/Depot Other Cemeteries and Woodland</p> <p>(Environment Services)</p>	<p>The Council supports various groups such as the Castle Point Wildlife Group who maintain the Council's woods at Westwood and North Benfleet Hall Wood, the friends of Woodside Cemetery and the Friends of Coombe Wood. Essential resurfacing works were completed in Woodside Cemetery during 2013/14.</p> <p>The Council has entered into an agreement with the Castle Point Wildlife Group allowing them use of part of the Woodside depot as an operating base.</p> <p>Pinnacle who are the Council's Street Cleansing and Grounds Maintenance Contractor have a lease to part of the Woodside Depot as a storage facility. The lease runs concurrently with the Pinnacle contract.</p> <p>This facility is predominantly in a state of disrepair, with derelict buildings and structures either requiring extensive repairs or demolition.</p>	<p>Woodside Depot is to be subject to an internal review during early 2018., to consider future usage for this site</p>	<p>Ongoing</p>

Appendix A

Influences on the Asset Management Plan

1.1 Sustainability

Sustainability means meeting the needs of the present without compromising the ability of future generations to meet their own needs. This concept seeks to ensure the prudent use of natural resources, to protect the environment and to ensure sustained economic growth.

The main influences on the AMP arise from Service and OMT action plans. One of the purposes of the OMT asset management forum is to progress environmental sustainability actions for the Council.

The Council's wider sustainable objectives as contained within the "Sustainable Community Strategy" which could impact on the AMP are either expressed within the Council's Corporate Plan or Directorate Service Plans.

Sustainable objectives:-

- Reduce all forms of air pollution in the interests of local air quality. Use natural resources such as energy and water more efficiently.
- Maximise energy and natural resource efficiency by carrying out assessments across the authority's estates and activities. This will establish clear opportunities and provide the basis for an improvement plan, against which we will strive to maximise efficiency and whole life cost savings as well as minimising our environmental impact.
- Enhance the coast and countryside and accommodate the impact of growth and climate change for the benefit of the local environment, wildlife and local communities.

1.2 Stakeholder Satisfaction Information

Stakeholder satisfaction information is obtained as part of the process of client officer liaison on repair and maintenance works. Before repair works are carried out at each property, meetings are held with the relevant managers to review identified repairs from surveys, discuss requirements and establish the scope of works and plan how they will be undertaken.

Stakeholder satisfaction levels are captured through Service performance indicators and through customer satisfaction surveys.

1.3 Shared Occupancy

We aim to maximise occupancy and shared use of our property with other organisations, which currently includes the following arrangements: -

- A lease with Southend Hospital NHS Trust, to use spare office capacity at Canvey Island for the provision of services.

-
- Providing Essex Police and NHS North Essex Foundation Trust staff with accommodation at our Benfleet Offices to facilitate the provision of services at a more local level.
 - Providing Trustlinks with accommodation at a location within the Runnymede estate.
 - Leasing out space at the White House facility for use by suitable partner and voluntary sector organisations, currently being: Carers Choices, Marie Curie, CAVS and Wyvern Community Transport.
 - The Council released a section of land within the Paddocks grounds, enabling the Primary Care Trust (PCT) to establish a Primary Health Care Centre which opened in the spring of 2009.

1.4 Equality & Diverse Communities

In 2009 we achieved Level 4 of the Equality standard for Local Government, which put us among the top performers nationally (source Audit Commission Organisational Assessment October 2009). The Council's Five Year Equality Scheme was the subject of a report to Cabinet on the 19th March 2014.

Other activities that can link with diversity issues are the implications for accommodation or, use of assets that may arise from any proposals for service changes included within Directorate Service Action Plans and Diversity Impact Assessments. We seek to ensure that our properties are accessible to all groups, fit for the purpose of delivering our services and in the right location for our service users.

Proposals for service changes are consulted on through the Sustainable Community Strategy, Community Liaison Groups, the Youth Forum, Community Groups, hard to reach groups and the business community. The Council's "statement of community involvement" provides guidance for Directorates on the approach to carrying out consultations.

The Council's management groups consider the impact on diversity issues of any proposals for changes to asset design or usage.

Appendix B

Elected Member & Officer Terms of Reference in relation to Asset Management

1.1 Property Matters within the Terms of Reference of the Cabinet

- To give detailed consideration to the disposal of large and/or developable areas of Council owned land whether by lease, licence, sale or otherwise.
- To give detailed consideration to the maintenance, retention or disposal of Council owned buildings, halls and other structures.
- To consider the recommendations of Asset Management related reports presented to Cabinet and make appropriate recommendations

1.2 OMT Asset Management Team (AMT)

- The AMT comprises of cross section of staff from various services, which have an interest or responsibility for council buildings and land. Representation includes officers from the following service areas; Facilities, Finance, Legal, Environment, Housing and Neighbourhoods and Regeneration.
- Officers with involvement in property matters or specific projects, such as Building Control or from other service directorates, will be invited to attend as deemed appropriate.
- AMT meetings have regard to the overall strategic guidance given by the Head of Resources and/or EMT.
- To provide guidance and information on property matters to the EMT and CMT by relating asset activities and usage to the Council's overall aims and objectives.
- To approve the first draft of refreshed Asset Management Plan (AMP).
- Delivery of Asset Management tasks and any work plan set by CMT/EMT
- To give first consideration to any requests which are received by the Council to purchase, lease or licence council owned land, which cost the Council money to upkeep or maintain and where a sale would reduce the financial burden placed upon the Council.
- AMT does not consider any requests for areas of land which:
 - Have development potential, or, where the group considers it should be referred for review by CMT/EMT before any elected Members final decision
 - The applicant is part of the AMT or a Member
 - The land has been gifted for community ownership or has been determined as an asset of community value under the Localism Act
- AMT Meetings will be held at least quarterly as part of OMT schedule of meetings.

1.3 Facilities & Asset Manager

- Ensure that the AMP document is updated on a biennial basis and delivered in full and in a timely fashion.
- To attend the Asset Management section of OMT meetings.
- To report as appropriate to the Head of Resources on asset management activities and issues.