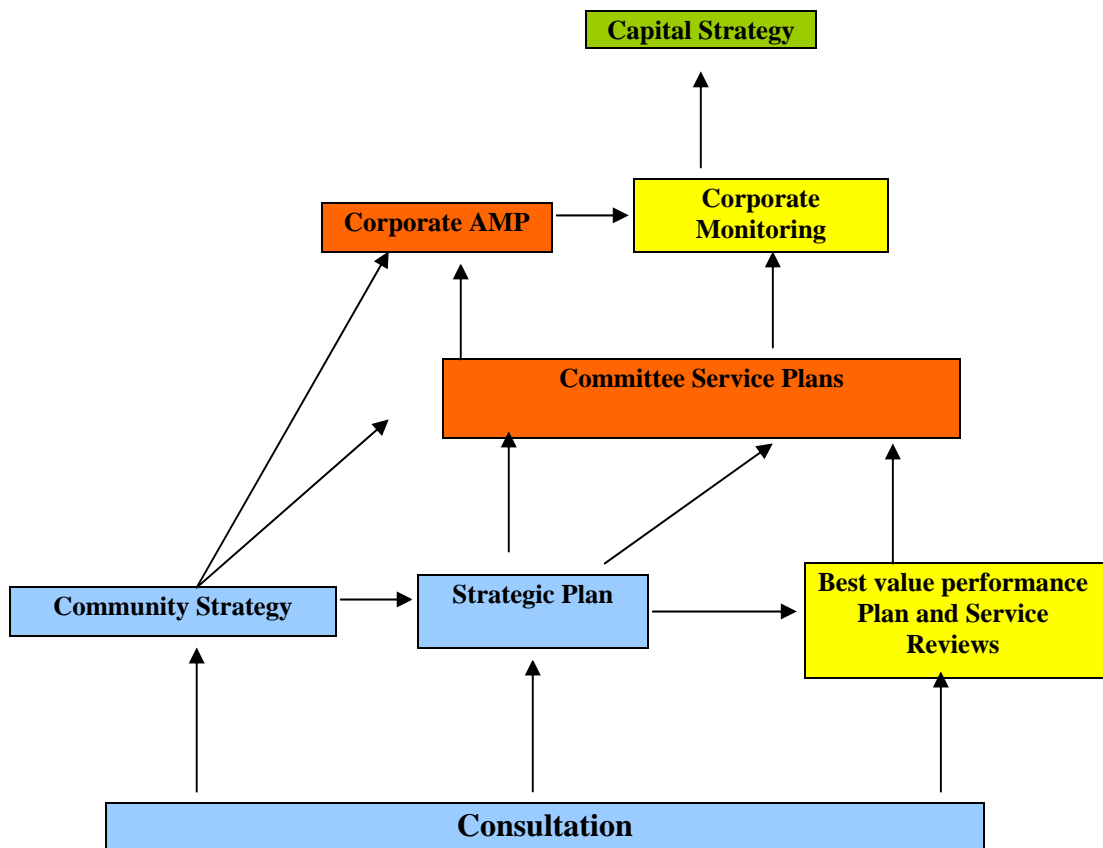


Runnymede Borough Council Asset Management Plan 2006

INTRODUCTION

This is the fourth Asset Management Plan produced by Runnymede Borough Council providing the foundation for developing the principle of Corporate Property Management across all services. The plan supports the Council's principal aims and objectives and is linked to the Community Strategy and the Capital Strategy. It creates the corporate process for optimising the contribution that property makes to the delivery of quality services to the community and is supported by all heads of service and elected Members.

The relationship of the Asset Management Plan to other key corporate documents and processes is shown below.



1. CORPORATE ACTION AND ROLE OF THE CORPORATE PROPERTY OFFICER

Achievements

Since the submission of the first Asset Management Plan in July 2001 the Council have achieved the following key tasks:

- ✓ Confirmed the role and responsibilities of the Corporate Property Officer
- ✓ Redefined and agreed membership and role of the Corporate Property Management Team
- ✓ Communicated the process of Asset Management Planning throughout the Council
- ✓ Completed the full condition survey of property
- ✓ Established a process for biennial service reviews and reported the property implications from the first review
- ✓ Introduced a process for reviewing the suitability of property
- ✓ Introduced an annual property performance assessment
- ✓ Established annual reporting to the Economic Development Committee on the performance of the commercial property portfolio and the National Performance Indicators
- ✓ Placed the property portfolio on the Council's website with a detailed summary of the portfolio given to each Member of the Economic Development Committee
- ✓ Introduced unique property reference numbers (UPRN) for use throughout the Council
- ✓ Completed a space audit on the Administrative buildings
- ✓ Completed a report on all existing property software systems in use together with an assessment of future data needs
- ✓ Refined and agreed the reporting mechanism and criteria for prioritising capital expenditure
- ✓ Defined the key milestones with tasks allocated to individuals. **(Appendix A)**

Role and Responsibilities of the Corporate Property Officer (CPO)

The role of Corporate Property Officer has been allocated to the Director of Administration and Leisure in order to give the position chief officer status. Responsibility for the detailed implementation of the AMP is allocated to appropriate Officers within departments represented on the Corporate Property Group chaired by the CPO. The CPO has the following role and responsibilities:

Role

- To lead the asset management plan process
- To chair the Corporate Property Team
- To assist service heads in the preparation of service plans and the identification of future property needs and to incorporate these into the Corporate Asset Management Plan.
- To assist service heads in developing a programme of property review consistent with the aims and objectives of the Council
- To review the Best Value Performance Plan and the Service Plans of Committees and identify property implications.
- To report and provide guidance to Directors' Management Team, Economic Development and Corporate Management Committees.

Responsibilities

- Prepare and implement a programme for the Asset Management Plan
- Prepare and implement the Corporate Property Strategy
- Review and report on the Commercial Property Portfolio
- Identify and report on preferred options for assets
- Develop performance measurement and continuous review
- Develop co-ordinated data management systems.

The role and responsibilities of the Corporate Property Officer have been approved by Committee and have been communicated to all service heads and staff having responsibility for property through the Corporate Property Group and by briefings and discussions. The AMP has also been placed on the Council's web site to which all staff have access. The Corporate Property Officer reports to the Directors' Management Team and to the Economic Development Committee.

Corporate Property Group

The Council has operated a Corporate Property Group for over 15 years to oversee and manage major land transactions and agree corporate policy. This formerly met on an ad hoc basis as and when required and with no formally approved remit. Since 2001 these arrangements have been formalised and the structure and role of the Corporate Property Group approved by Committee, as follows:

The Corporate Property Group comprises the following (or their representatives):

Director of Administration and Leisure (the designated CPO)
Senior Valuer (who shall have day to day responsibility for delivering the AMP)
Director of Finance
Director of Housing and Community Services
Director of Technical Services
Head of Leisure Services
Head of Law and Committees
Building Services Manager
Personnel Officer

together with such other senior service managers as shall be required to attend from time to time.

Role of the Corporate Property Group

- Assist the Corporate Property Officer in the development of the Asset Management Plan.
- Ensure that issues concerning capital assets are considered in the widest context having due regard to:
 - Community Strategy
 - Strategic Plan
 - Best Value Performance Plan
 - Financial Strategy
 - Service plans
- Promote and monitor continuous service review and the development of measures to ensure the effective, efficient and economic use of property including the identification of surplus and under utilised property.
- Monitor the results of consultation and annual performance indicators and make recommendations to achieve continuous improvement.
- Advise the Economic Development and Corporate Management Committees in respect of the Council's property assets so that their use is optimised for the benefit of the Runnymede community.

The Corporate Property Group meets quarterly and more frequently as required by the Corporate Property Officer. The annual programme to be overseen is as follows:

June Agree final draft of AMP; planned maintenance programme, consider local PI's; Consider national PI's and prepare report for Committee.

September Monitor planned maintenance programme; Receive results of service reviews including results of consultation and consider any property implications arising; Receive bids for capital programme and agree prioritisation.

December Monitor maintenance programme; Consider property implications arising from Strategic Plan and Community Strategy; Review commercial property portfolio and prepare report for Committee

March Monitor maintenance programme; Prepare and send out individual property returns for consideration at June meeting.

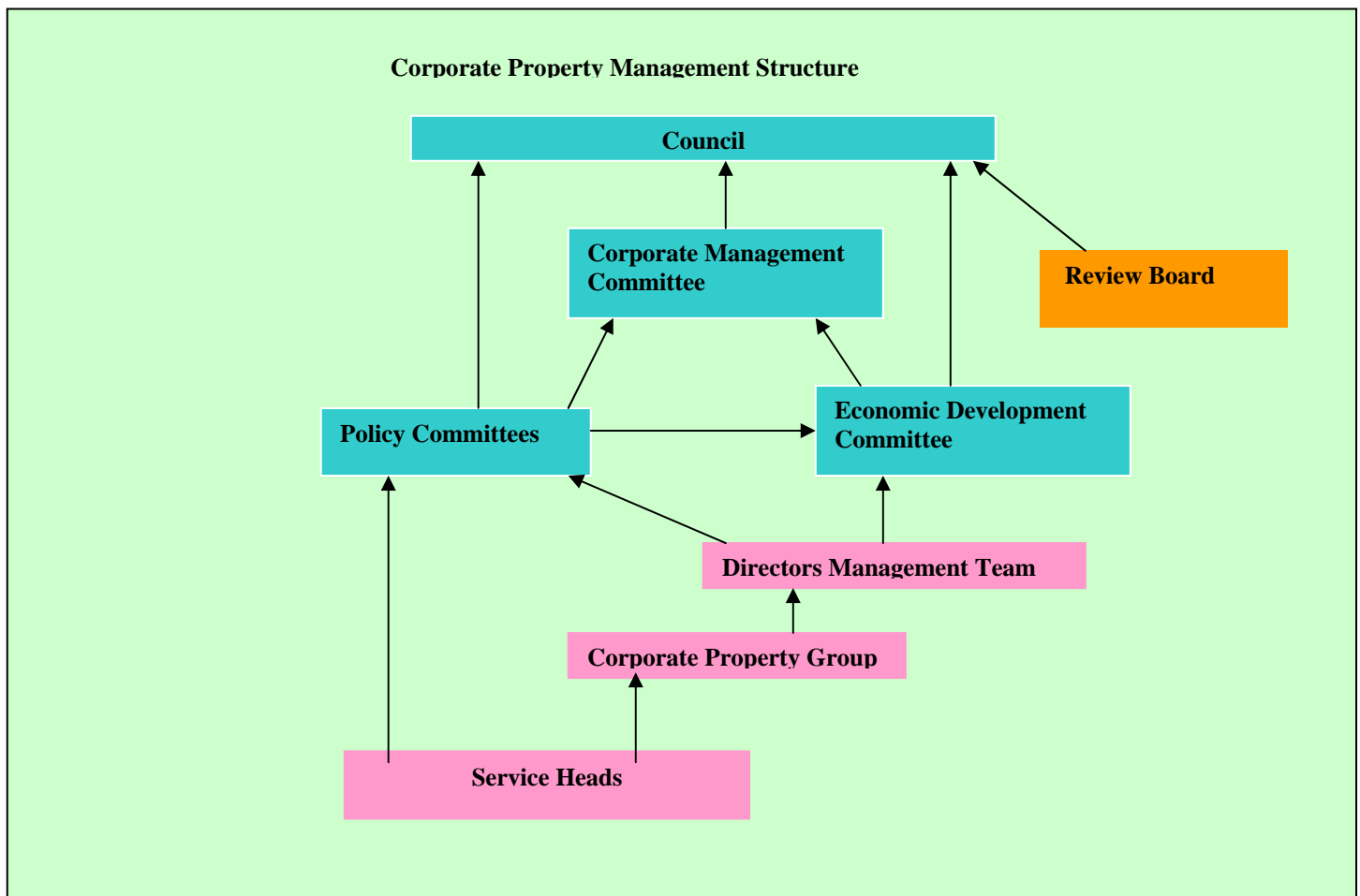
Corporate Structure

Following consultation and being a small district authority of under 80,000 population the Council operates "alternative arrangements" under the Local Government Act 2000, with five policy committees and one overview and scrutiny committee (Review Board). Committee service plans are drafted to reflect the corporate objectives and priorities springing from policy documents, best value reviews, performance indicators etc. These are reported to the policy committees for approval and are considered by the Corporate Property Group for corporate appraisal of property implications. The Corporate Property Group makes recommendations to the Directors Management Team and thence the Economic Development Committee.

The Economic Development Committee has specific responsibility for asset management planning and property review together with all corporate property matters, whilst the Corporate Management Committee retains responsibility for budgetary provision and all policy and financial matters. The chairman of the Economic Development Committee is therefore the lead Member for property matters.

All Chairmen meet approximately quarterly with Directors to discuss policy matters including the development of Property Strategy.

The structure and relationships are shown below.



THE COUNCIL'S VISION:-

Achieving Quality and Excellence

"Ensure we play an effective role in enhancing the quality of life for all our residents and visitors and provide an attractive environment for those who conduct their business in the Borough".

Achieving Added Value

"Maintain rigorous financial control of the Council's affairs to ensure we keep to a minimum any additional call on Council Taxpayers".

Strategic Objectives

"By being informed through a number of strategies and plans, the Council has identified five strategic objectives that underpin the work to achieve the two principal aims, and forms the basis for the Council's work. On behalf of residents the Borough Council wants to:

- i) achieve quality services*
- ii) achieve value for money*
- iii) improve the quality of life*
- iv) achieve economic prosperity*
- v) achieve continuous improvement"*

Property Strategy

The Council's property strategy is set out in **Appendix B**

Commercial Property Portfolio

The Economic Development Committee is responsible for determining the financial requirements of the Commercial Property Portfolio and last received a detailed report on the portfolio performance in January 2006 including a report on the Internal Rates of Return (IRR) being achieved. The portfolio is reviewed and reported to Committee annually. The portfolio aims to show returns at least 2% above those obtainable in the short term money market.

Service Property Review

Service plans and resultant property needs will be reviewed annually and progress regularly reported to Committee. These reviews will include the results of consultation and will seek to ensure through the identification of current and future needs that assets are provided and used in such a way as to maximise the contribution they make to the delivery of services and the achievement of the Council's service objectives.

The reviews will seek to ensure that all property and the maintenance standards applied to that property remains suitable for the service to which it is put and that demand exists to a level which justifies the cost of retaining the asset. The review will also seek to minimise costs in use and optimise the utilisation of all property.

Individual property returns will be reported annually to assess their continuing appropriateness for use and to provide comparative data for performance measurement.

The property review format has been agreed between the Corporate Property Officer and each service head responsible for providing the data and was approved by the Economic Development Committee in June 2002. To ensure consistency of data between services a guidance note for completion of the reviews has been developed.

Best Value Reviews

All Best Value Reviews will be required to deal specifically with property issues and the Corporate Property Officer is to be consulted in all reviews. All consultations incorporate questions as to the suitability of property to sustain the service. The results including the property implications are built into the service asset management plans which will in turn feed into the corporate asset management plan.

2. DATA MANAGEMENT

Asset related data is currently held in a number of locations within separate systems.

Current Systems

The main property related databases in use are:

- A GIS package (Arc Info by ESRI) managed in Technical Services Department and purchased initially for Local Land Charges and Planning with a view to corporate extension. Extension of GIS to other parts of the organisation is being undertaken through a process of investigation and cost justification.
- Asset Register and Financial Management systems are held by the Director of Finance
- Condition Repair and Maintenance systems are held by Building Services (recently transferred to a module of Estateman (see below) maintained in the Building Services Section).
- Estateman Property Management System is held by the Valuation Section and holds all core data on property assets together with intermediate data relating to the use and occupation of the property.
- Various other management systems held by service heads
- A paper map record is maintained of 1250/2500 scale OS maps showing all land owned by the Council (freehold and leasehold), land subject to leases and licences and previously owned land now disposed of.
- The core data held on Eastatesman includes
Property name and address; Uprn; Description; Size including site area lettable area and car parking spaces; Type of property; Status; Map reference; File reference; Data of acquisition and price paid; Details of legal interests.
- The intermediate data includes
Summary of tenants and a detailed record of each tenancy including Lease Date; Commencement Date; Term expiry; Rent reviews; Break options; Rent passing; Contact Details; Invoicing Details; Lease Summary.

A full reconciliation of the core property data base was undertaken in 2002 and a system put in place to carry out a random sample check on an annual basis. A plan is in place to carry out a further full reconciliation on a 10 year basis to meet legal requirements.

UPRN'S

The Council has introduced local Unique Property Reference Numbers which are used by the main databases identified above which will now be integrated into a single software package. The Council is in the process of introducing a local land and property gazetteer which complies with BS7666 and will become part of the National Land and Property Gazetteer(NLPG).

Condition Survey

A full condition survey of all properties in respect of which the Council has repairing liabilities has now been completed. This is a detailed elemental survey from which each property has been categorised as to condition A,B,C,D and priority 1,2,3,4 in accordance with ODPM guidance.

The results are shown above with condition shown as % terms of floor area and the maintenance backlog shown as a % of total cost. According to the current definition of maintenance backlog there is no backlog other than to complete works required by the Disability Discrimination Act as identified by survey. The total cost of these works over two years is £314,000. These have been incorporated into a five year rolling programme of repair and maintenance. This is an ongoing programme with data being constantly updated and used for budget forecasting purposes.

3. PERFORMANCE MEASUREMENT AND MONITORING

Benchmarking of property services has been established in both a North West Surrey Benchmarking Group and at Regional level through the South East Branch of the Association Of Chief Estates Surveyors (ACES). Whilst both groups are concentrating on the five national performance indicators (**Appendix C**) ACES is also extending these into other areas.

The Council is also a member of the IPF Asset Management Plan Network which provides the ability to benchmark on a national basis.

A number of practical local performance indicators have been developed by service heads linked to the Corporate objectives for holding land and arising from Best Value Reviews (**Appendix D**). Service heads collect and monitor these local performance indicators which from 2002 are now reported to the Corporate Property Officer annually. The Corporate Property Officer will report the results in the annual property performance report to the Economic Development Committee.

The approved planned maintenance programme has been given project status requiring regular performance reports to Chief Officers Management Team.

Performance of the commercial portfolio and a review of targets is reported annually to Committee the first such report having been made in January 2002. A number of properties are to be sold as a result. The targets against which performance is measured are set out in **Appendix "D"** these are in addition to the national performance indicators.

Performance against the five national indicators together with the local indicators is to be reported annually in January in order to provide a comprehensive report on all property matters to the same meeting. These will form the basis for continuing improvement action plans.

The Asset Management Plan is reviewed and revised annually and reported to the Economic Development Committee.

Capital Schemes are already subject to a rigorous framework of financial controls and monitoring. Major schemes are subject to a Project Management Regime with a senior officer appointed as project manager reporting to Chief Officers Management Team on a six weekly cycle and regular reports to the appropriate Committees.

The relevant Committees and the Council receive a detailed five year financial forecast every autumn. This includes consideration of the capital programme and projected capital receipts. This is then considered by the Review Board and the final budget forecast is presented to Committee in February. Outturn is reported to the June Committee cycle. All budget reports to Committee provide information on progress against budget.

4. PROGRAMME DEVELOPMENT

The Asset Management Plan has been approved by Members following development by senior staff across the Authority and there is recognition that property is to be regarded as a corporate asset subject to co-ordinated corporate management. All service heads have been involved in the development of the Asset Management Plan and in the structuring of the service reviews and the development of performance indicators. The Asset Management Plan has been placed on the Council's website.

Property Requirements

The summary of the property portfolio illustrates the relatively small scale of Runnymede's property holdings. The identification of future needs and gap analysis is therefore a relatively simple matter. In the past this has been effectively carried out in an informal manner. The process has now been formalised through the AMP using a system of formal Service Reviews and an assessment by the CPO of property needs arising from a scrutiny of the various Corporate Plans and Strategies.

The programme to meet the identified property requirements is shown at **Appendix E**. This highlights the strategic property issues and is not a comprehensive list of property dealings. It results from an assessment of the Council's corporate objectives and service reviews carried out by the CPO. Other than the items shown below there are not current identified gaps in service provision that have consequential property requirements but this situation continues to be monitored through the formal process of the biennial Service Reviews.

A number of small social housing developments are being pursued following a review of landholdings in order to meet the housing needs targets.

Strategic acquisitions consistent with the Councils stated objectives will continue to be made as the opportunities arise.

Under use and disposals

The Council has reviewed its property and programmed disposals where appropriate over many years. There is therefore limited scope for further major disposals.

The portfolio however is kept under constant review with leading Members both through the annual performance reports to Committee and the quarterly Chairmen/Directors forum. A number of disposals are in train. In addition a number of schemes are being progressed with Housing Associations for the redevelopment of underutilised garage sites.

Service heads are now obliged to report on utilisation, capacity and alternative options in making their annual property returns and these will drive the corporate review of needs and provide the basis for performance measurement. Property returns are made each September and the resulting programme reported to the autumn round of Committees.

Property identified as surplus to service needs passes to the Corporate Property Officer for assessment of alternative use before disposal is considered. The Corporate Property Officer makes recommendations to Committee.

The effectiveness of such a process can be seen by the example of a review of allotment provision which resulted in the declaring surplus of Painesfield Allotments. The surplus land was partly used for the extension of an adjoining cemetery with the remainder allocated for a Housing Association scheme which has assisted the decanting of tenants from an adjoining housing estate where structural problems have been highlighted. This estate is being marketed for redevelopment.

Surplus Property is dealt with as set out in the Property Strategy and in accordance with the requirements of Standing Orders.

Planned Maintenance

All operational properties have now been surveyed and graded in accordance with Government guidance and a five year planned maintenance programme has been presented to and approved by Committee. Some contractor problems have been experienced and the Council is currently on the third contractor. This has interfered with the implementation of the programme which is under review in order to ensure appropriate achievement of the objectives.

Capital Strategy

The Council has a three year capital strategy which has been drawn up by the Director of Finance and the CPO, and approved by the Council, taking into account the identified property needs arising from the Council's strategic objectives and a review of service needs. The Council is debt free and does not finance any capital expenditure from borrowings. The capital programme is funded from a combination of useable capital receipts, revenue reserves, grants and contributions. The generation of both capital and revenue receipts from property is therefore a significant factor in the financial strategy.

New capital projects are brought forward in the first instance to the Service Committees with an estimated order of total cost. All schemes presented to Committee for approval are subject to completion of an option appraisal. Schemes with "in principle" approval of the Committee are then appraised in detail in consultation with the Director of Finance using the Capital Programme Appraisal Form. Schemes are then prioritised and evaluated according to the agreed Corporate criteria before reporting back to Members. The forms, prioritisation system, and procedures are set out in the Capital Strategy.

The financial strategy includes projections of capital resources likely to be available within the period of the plan and provides the framework within which the forward Capital Programme has been developed based on existing and expected resources.

The Capital Programme is reviewed in September each year with budgets being set in February.

Review of the capital programme is an ongoing process throughout the year with only those schemes which have undergone detailed scrutiny being included in the programme.

Option Appraisal and Shared Use

The Council has for many years carried out option appraisal on an ad hoc basis through its Create Save Service Reviews. These Create Save Reviews have now been replaced with the annual property returns and the service reviews in which service heads are required to address the issue of options and joint use. These reports are assessed by the Corporate Property Officer and reported to Committee accordingly. The biennial reviews will also highlight future service need. (More generally Create Save Reviews have been supplanted by statutory Best Value Duties)

Output/outcome Targets

A general target of all capital expenditure schemes is to deliver on time and within the budget approved at commit to invest stage. The particular objectives of any such schemes are set out in the initial option process and are subject to project evaluation. **Appendix E** sets out the targets in respect of the current programme.

5 CONSULTATION

Corporate consultation

Reaching Runnymede is an 800 strong citizens panel representative of the Borough which is regularly used for consultation both in terms of Best Value Reviews and also the overall direction of the Council and general satisfaction. The Community Safety Strategy was developed following a "fear of crime" consultation and was heavily influenced by the results of the survey.

The Community Strategy has benefited from visioning days with representatives of Community Groups and local business and consultation with the local schools and community day centres. The Cultural Strategy, now part of the Community Strategy, was developed following extensive public consultation including local schools. A Strategic Local Partnership has operated for several years.

The Runnymede Business Partnership is a consultation and discussion forum which amongst other things has developed the travel to school initiative and introduced and expanded a school bus project.

Neighbourhood Consultation

More detailed consultations are carried out in respect of particular schemes affecting local neighbourhoods. The redevelopment of the Egham Hythe Social Centre and the development of a new town park for example have been the subject of intensive consultation with the local community as a result of which the location of the new facility was changed to meet local demand and a doctors surgery is to be built alongside. Four local representatives joined the officer working group and consultation has influenced both the design and materials. A focus group has been established to consider the design and development of the town park and the local schools have submitted their own designs to the architectural team.

There are also arrangements in place for consultation with various community bodies such as the local Chambers of Commerce and Chertsey Society and the development of Chertsey Revitalisation area over the last ten years has been influenced by consultation with these bodies.

Service Consultation

Most services have had user surveys in place for some time including questioning the suitability of property and utilise these for performance measurement. These have now been extended to all services and still include staff surveys. These property related questions will be included in all consultation and the results fed into the service and corporate asset plans over the next year.

In addition there are a number of user or consultation groups dealing with specific properties, and self management schemes for allotments and community halls. There are now three allotment sites and one community hall under self management.

Partnership Working

The Council works in partnership with over forty different organisations representing community and business groups, schools, voluntary services, charitable and sporting organisations and other agencies.

Whilst many of these partnership schemes have no direct property implications there are a number which have a significant impact and some of these are shown at **Appendix J**.

The use of Council owned property or financial support for such partnerships is reviewed as part of the sponsoring service's biennial review.

6. KEY ISSUES

The key issues for the Council to address are:

- maintaining momentum in delivery of the AMP
- continue to improve data quality and accessibility
- maintain and develop as necessary of "SMART" local performance indicators

7. ACTION PLAN

The following action points will be addressed over the next 12 months:

- ✓ Delivery property development plans to meet Council objectives
- ✓ Review and refine the annual returns to ensure a consistent and meaningful approach to property review and performance measurement
- ✓ Review and refine service reviews and service plans using experience gained
- ✓ Continue to ensure property issues are incorporated into all Best Value Reviews
- ✓ Ensure customer satisfaction surveys include property where appropriate
- ✓ Use local performance indicators to achieve continuous improvement.
- ✓ Continue to improve data quality and mechanisms.

KEY MILESTONES AND ALLOCATION OF TASKS

Action Required	Target Date	Responsibility
All service heads to report to the CPO annually on the use of individual assets	1 September annually	Service heads
Service heads to consult users on suitability and sustainability of property and report results to the CPO	To integrate with any existing consultation cycles and to report annually 1 September	Service heads
Service returns to be submitted to the CPO identifying property needs; implications to be taken into Service Plans	1 September and biennially thereafter	Service heads
To report outturn of local property performance indicators to CPO annually	30 June annually	Service heads
Produce revised 5 year planned maintenance programme with costs for approval by Committee	31 December 2006	Building Services Manager
Report property performance for both operational and non operational property	Spring committee cycle annually	Corporate Property Officer

PROPERTY STRATEGY

Acquisitions

The Council will identify the need for land for operational purposes and identify opportunities which either represent exceptional value to the Council or which due to location or type are worth purchasing to assist with strategic, policy or regenerative objectives.

The Council will consider the use of Compulsory Purchase Powers to assist with land assembly where there is a clear community benefit.

The Council will seek to acquire land through the Town and Country planning process by the use of S.106 or other Agreements where these can be justified and where they result in a clear community benefit. The Council will not accept land under such Agreements without a commuted sum with which to maintain such land unless there is an overriding reason to do so. The Council will not accept lands under such Agreements for which there is no practical use and which do not result in a clear community benefit. The Corporate Property Officer (CPO) or Valuer to the Council should agree to any request for authority to acquire land arising from planning considerations.

Where it has the opportunity to accept or refuse, the Council will not accept any land or buildings as Trustee unless there is a clear community benefit and/or an endowment or other sums with which to maintain such land or buildings. Where land is accepted as Trustee, the Council will try to ensure that the trust gives it as broad a management discretion as possible within the constraints of charitable law (if applicable) and the intended purpose.

Management

The Council will maintain up to date, informative and user friendly property information systems that allow the generation of management information to aid the decision making process.

The Council has designated a Corporate Property Officer whose functions include developing the corporate asset management process. It will manage its property so as to achieve the relevant objectives and will continually review its property stock through the Corporate Property Group which will comprise the Corporate Property Officer, the Senior Valuer and such Chief Officers, or their representatives, as are concerned in the acquisition, management or disposal of property.

The Council will ensure that appropriately qualified professionals are used to deliver the Property Strategy (whether in-house or via external consultancies).

The Council will manage its property as a corporate resource and service occupiers will be required to submit matters of change of use, under-occupation and major repair or improvement to the Corporate Property Group for consideration (housing stock excluded).

The Council will maintain a concessionary rent procedure in order to deliver effective services via third parties where this can be related directly to the aims and objectives of the Council.

Buildings and Alterations

The Council has developed and will maintain a forward funded five year programme of repair and maintenance with adequate budgetary provision to ensure standards appropriate to the purposes for which the property is held and compliance with all statutory requirements.

The Council will continue to financially vet all proposed capital schemes and to monitor scheme outcomes.

The Council will develop and maintain appropriate information systems which will allow the analysis of data for the purposes of monitoring property performance.

Operational Property

The Council will carry out an annual review of all property holdings to ensure that property remains suitable for the service to which it is put and that demand exists to a level which justifies the cost of retaining the asset.

The Council will ensure that maintenance standards are suitable for the purposes to which the property is put.

The Council will seek to minimise costs in use and optimise the utilisation of all property.

Investment Portfolio

The Council will seek to manage the portfolio effectively and to maximise income but in any event to ensure a rate of return acceptable in the prevailing economic climate.

The commercial portfolio will be valued and performance measured and reported annually.

The Council will seek to dispose of under-performing property and replace it with property achieving an adequate performance subject to there being no overriding policy decisions dictating otherwise.

The Council will seek to regulate the use of its property to ensure a balanced tenant mix appropriate to the property and the needs of the community.

The Council will through its rent structure and flexible leases seek to encourage small local businesses, so far as it can lawfully do so.

The Council will account for management and maintenance costs and seek to ensure they remain competitive.

Disposals

The Council will seek to minimise vacant and non-productive property within its portfolio.

Disposal of a property should not be considered if:

- it is required for operational purposes or
- it is strategic to economic regeneration or
- it provides significant community benefit or
- it provides significant net rental income or

The Council will, once a property has been declared surplus to requirements, dispose of it at the earliest opportunity in accordance with Standing Orders and with a view to maximising the return on the property subject to any lawfully overriding policy considerations.

Disposals should not outstrip acquisitions to the extent that this adversely affects the Council's flexibility of operations and the ability to shape and carry out its strategic aims.

Data Collection

The Council will maintain suitable sources of data in order to develop performance measures against which the cost of holding both operational and non-operational properties can be judged.

The Council will develop and fund an appropriate data collection programme appropriate to the five year maintenance plan.

The Property Management Group will:

- review the Property Strategy on an annual basis in light of the Council's overall strategy, aims and objectives
- continually review the property holdings and consider property needs, changes of use, under-occupation and major improvement schemes
- develop review and implement the asset management plan
- ensure the Council's objectives continue to be met

NATIONAL PERFORMANCE INDICATORS

These indicators have been prepared in accordance with and comply with the requirements of the guidance issued by DCLG. Where there is any variation from the guidance this has been noted.

1A % gross internal floor space in condition category A-D

A 20%

B 79%

C 1%

D 0%

1B backlog of maintenance by cost and % in categories 1 - 4

According to the current definition there is no maintenance backlog other than works to comply with the Disability Discrimination Act. The total cost of these works is £314,000 as follows:

Category 1	£50,000	16%
Category 2	£264,000	84%
Category 3	nil	0%

N.B. These figures relate to the operational portfolio where the Council has repairing liability. The non operational portfolio is all let on full repairing insuring terms and there is no repairing liability falling to the Council.

2 A,B,C Current internal rate of return for investment property expressed as an average for:

(a) industrial n/a (sold off 2003)

(b) retail 13.3%

(c) agricultural 4.53%

N.B. Long leaseholds exceeding 25 years or without review for 25 years are now excluded from the definition. If these were to be included then the retail figure would fall to 10.2%. Previous figures were based on 20 year projections whilst the current figures are based on a 10 year projection.

3 A,B Annual management costs per sq.m for

(a) operational £1.46

4 A Repair and Maintenance costs costs per sq.m. GIA

£ 9.26

4 B Energy Costs per sq. m.

£5.42

4 C Water Costs per sq. m.

£1.15

4 D CO2 emissions in tonnes per sq.m. for operational property.

0.039

5 A % of project costs falling within + 5% of estimated outturn as a % of total project costs

33%

5 B % of project completions falling within +5% of estimated timescale expressed as % of total projects.

66%

LOCAL PERFORMANCE INDICATORS

Investment Portfolio

- Maintain rates of return 2% above money market rates
- Maintain voids below 2% of total rental value
- Maintain rent arrears below 2% of rental value
- To achieve 80% general satisfaction from annual occupiers survey

Operational Properties

- **Day Centres** – Use as % of capacity; number of meals sold at each establishment; revenue as % of running costs; % satisfaction with premises
- **Cemeteries** – Cost recovery rate; maintain 10 year supply
- **Allotments** – Letting rate as % of available plots; cultivation rates as % of lettings; cost recovery rate
- **Car Parks** – Costs per car park and per space; income per car park and per space; % usage; % satisfaction; net costs of service
- **Parks and Open Spaces** - % satisfaction; performance against 6 acre standard for open space
- **Public Halls** – income per hall; expenditure per hall; cost recovery rate; number of bookings per hall; % satisfaction
- **Public Conveniences** – number of complaints received; running costs.

Three Year Property Development Programme

Action	Targets
Replace Civic Offices. Dispose of surplus land	Reprovision of Civic Offices by 2007 and disposal of surplus land
Dispose of Roakes Avenue housing site for further residential development following completion of development on Painesfield Allotments	Achieve capital receipt in 2006/7 and ensure building of affordable housing within required timescale
Investigate and if appropriate proceed with redevelopment of Council holdings at Church Road and Station Road Egham	Optimum retail environment for town centre and best value for Council
Take opportunities to acquire suitable open space to mitigate adverse effects of local development on Special Protection Areas (SPA's)	Avoid barriers to otherwise acceptable development in the borough
Establish a suitable future use for Queen Elizabeth House, Englefield Green	Achieve optimum combination of community service provision and financial affordability
Achieve redevelopment of Wapshott Estate, subject to planning permission	As set out in Housing Strategy

N.B. This is not an exhaustive list of property transactions and highlights only the major projects to be considered over the next three years.