

BOLSOVER DISTRICT COUNCIL

Corporate Asset Management

Strategy and Plan 2011-2016

February 2011

This Strategy addresses the following Corporate Aims:



COMMUNITY
SAFETY



CUSTOMER &
EMPLOYER SERVICES



ENVIRONMENT



INFRASTRUCTURE



SOCIAL INCLUSION



ECONOMIC REGENERATION
(Economic Well-being)



The District of Bolsover Equalities Statement

The District of Bolsover is committed to equalities as an employer and in all the services provided to all sections of the community.

The Council believes that no person should be treated unfairly and is committed to eliminate all forms of discrimination in compliance with the Equality Strategy.

This document is available in large print and other formats from any of the Council Offices or by contacting the Chief Executives Directorate on 01246 242323. Please bear in mind we will need a few days to arrange this facility.

If you need help to read this document please do not hesitate to contact us.

Our Equality and Diversity Officer can be contacted via [Email](#) or by telephoning 01246 242407.

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PREFACE

Welcome to Bolsover District Council's Asset Management Strategy and Plan 2010 - 2015, the corporate strategic document explaining existing asset management arrangements and outcomes with planned action to improve asset use and maintain its value.

This plan reflects the Council's vision to enhance and improve the wealth profile, well being and quality of life for the communities of the District of Bolsover.

The Council's office buildings, housing, industrial and commercial land, parks and amenities, cemeteries, car parks, public toilets and other property have a combined nett book value of around £222 million, and have considerable upkeep costs. It is therefore absolutely vital that they are managed properly to make sure all of them are giving the best value for money, in helping us to meet the Community's needs.

The Council sees its property assets as vital to the functions of this organisation and fully supports the development of this plan and the implications arising from it. The correct use of property assets and their strategic proactive future planning can only contribute to the continuing journey of improvement within the Council.



Councillor Eion Watts
Leader of the Council



Councillor Alan Tomlinson
Portfolio Holder for Regeneration

We would be interested to hear any views that you have on the Asset Management Strategy and Plan 2010 - 2014. If you would like to comment please contact:

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Asset Management Strategy

The Council has developed a strategy to set the context of for the preparation for the detailed Corporate Asset Management Plan.

Our Vision

To manage the Council's corporate property and land asset portfolio effectively by providing:

- Buildings that meet the needs of the service, that are fit for purpose, sustainable and allow access for all.
- Assets that underpin corporate priorities and provide value for money.

Core Values

Sustainability – We will reduce energy consumption within our buildings and report performance to elected members and officers through the Councils Climate Change Group and to members of the public through Display Energy Certificates. We will always consider using sustainable materials from renewable sources and choose to use these options whenever possible.

Engagement – Heads of Service, Senior Managers and building users are regularly consulted with regard to accommodation changes, major refurbishments, and the standard of repair and maintenance to ensure informed decisions are made on how assets are managed.

Access

Assets are one of the ways by which our customers access council services. We will assist stakeholder access to services by ensuring our buildings are in the right places, built to current standards and are accessible to all.

Efficiency

The asset portfolio will be regularly challenged to ensure economic use of property and to drive down occupancy costs.

Decisions to invest in assets will be based on options appraisals and whole life costing.

Accommodation will be reviewed and rationalised with a view to reducing the amount of office space for delivering the functions of the authority.

Effectiveness

Our property portfolio must meet the needs of our council services and of our service users. In

order to achieve this the asset management process will ensure alignment of plans. Accommodation will be used to support the way we work and the ability to meet standards and performance targets.

Partnerships

Where ever possible we will seek to work in partnership with outside bodies and stakeholders to deliver reliable cost effective services.

We will work with partners to seek opportunities to share assets.

New assets

New assets will be built to the highest possible standard, they will be fit for purpose, flexible, energy efficient and will give access to all.

The Strategy

The Asset Management Strategy sets out a number of key objectives, which are:-

1. To ensure the Council's service requirements are linked to an effective asset management solution;
2. To raise awareness of the Council's assets, provide a clear decision making structure for their management and further develop a flexible portfolio of assets that meet changing service needs and delivery;
3. To manage asset management delivery to demonstrate continuous performance improvement;
4. To rationalise the asset portfolio and to target investment into buildings that have been identified as essential for long term service delivery and to release value from assets by minimising running costs, structured investment or disposal;
5. To adopt a sustainable approach to energy efficiency and work towards achieving the Nottingham Declaration's Climate Change targets.

The Asset Management Plan sets out how these objectives are to be achieved and implemented

The Asset Management Plan

1.0. Introduction and Context

1.1. Asset Management

Asset Management can be defined as optimising the assets of the Council in terms of service benefits and financial return. It is an important part of resource planning. There are two interacting components:

1.1.1. Strategic Asset Management

This focuses on the medium to longer term and involves decisions on asset investment linked to customer and end user needs and service delivery requirements. It involves a challenge to the holding of assets. There is an assumption that assets will only be retained where they provide greater value for money than the alternatives. New methods of service delivery, flexible working arrangements, shared services and developments in information technology, have made the authority, and are likely to make the Council less dependant on fixed assets in future years.

1.1.2. Operational Asset Management

The objective is to secure efficiency gains, ensure business continuity and support service delivery

Fixed assets are the land and buildings for which the Council has responsibility, including car parks, street furniture, infrastructure and closed churchyards.

This strategy does not include land, houses, buildings and fixed assets associated with the Housing Revenue Account. There is a separate strategy for these assets.

Asset Management Planning helps to raise awareness of resources invested in the Council's assets and to develop strategies and programmes to ensure that they are deployed in the most effective way to meet the authority's corporate and service objectives.

This is a business process with the underlying purpose of achieving the better use of public assets, and of minimising the opportunity cost of resources tied up in land, buildings and fixed assets.

A number of management principles support effective strategic asset management

- There needs to be an integrated departmental and corporate approach to fixed assets.
- Explicit responsibility for, and corporate leadership of the strategic asset management function is required.
- The correct balance has to be taken between central control and devolved responsibility for land, buildings and fixed assets.
- A synergy is needed between the strategy for fixed assets and the service objectives linked to the use of those assets.

- Clear authority-wide property objectives need to be fed into the service planning process. These need to be communicated to elected members and managers with specific service delivery responsibilities
- Any change in the strategic role or management of fixed assets needs to be planned, co-ordinated, and prioritised within the Corporate Plan.
- Asset management needs to be backed by a simple and robust system of performance management which relates directly to Corporate or service objectives.
- Effective data systems have to be in place to support the management of fixed assets.
- Robust techniques are needed to justify decisions. These need to balance service benefits against financial returns and expenditure.

1.2. The Council

The District of Bolsover lies in the north-east corner of Derbyshire and stretches between junction 28 and 30 of the M1 motorway. The District covers an area of 160 square kilometres (61.8 square miles) and, the mid-2008 Population Estimates for Bolsover District is 74,300.

The District is based around seven principal villages and towns. Its population density is 4.5 persons per hectare compared to an England and Wales average of 3.4. The largest town is Bolsover itself with a population of 11,400.

1.3. Corporate Goals and Objectives

The Council's vision for the District is: -

To enhance and improve the wealth profile, well-being and quality of life for the communities of the District of Bolsover.

The corporate aims which underpin this vision are as follows: -

- Community Safety – Ensuring that communities are safe and secure
- Customer Focused Services – Providing excellent customer focused services
- Environment – Promoting and enhancing a clean and sustainable environment
- Regeneration – Developing healthy, prosperous and sustainable communities
- Social Inclusion – Promoting fairness, equality and lifelong learning
- Strategic Organisational Development – Continually improving our organisation

1.4. Organisational framework

There are five members of the Senior Management Team. They are:

- Chief Executive
- Solicitor to the Council and Monitoring Officer
- Director of Resources
- Director of Neighbourhoods
- Director of Development

Each Senior Management Team member has responsibility for a group of services.

Strategic and operational responsibility for property and fixed assets lies with the Director of Development.

The Council has a departmental structure and there is a Head of Service for each Department, each responsible to a member of the Senior Management Team.

Service responsibilities for property and fixed assets lie across the five service groupings. Each building and fixed asset is allocated to one of the departmental Heads of Service.

Responsibility for the delivery of the Asset Management Plan lies with the Building and Contracts Manager and the Property and Estates Manager and the Assistant Property and Estates Manager have the day to day responsibility for maintenance.

Elected members operate through an Executive and Scrutiny system. Asset Management sits under the Regeneration Portfolio Holder.

The Council has a system of performance management and elected members monitor service outcomes through a series of performance management meetings involving both Scrutiny and Cabinet Members.

Scrutiny of asset management is undertaken by the Council's Sustainable Communities Scrutiny Committee.

2.0. Corporate Asset Management Plan

There are six key drivers in the development of a corporate plan on asset management. These are:

- Making a strong link between corporate objectives and the policy on fixed assets
- Ensuring the full involvement of key service areas
- Keeping a clear distinction between strategic and operational decision-making on fixed assets
- Establishing key drivers for fixed asset decisions amongst officers and elected members
- Maintaining clear reporting lines to a strong corporate centre
- Providing clear links between the Council's Asset Management Plan, Energy Management Policy, Disposal Strategy, and Asset Management Strategy.

2.1. Policy Statement

Within the context of the Asset Management Plan the Council will:

- Promote a corporate approach to the management of property assets and build an understanding of the importance of assets in supporting service delivery.
- Ensure that property assets help to secure continuous service improvement.
- Review the Council's properties and gather information covering their sufficiency, suitability and cost.

- Rationalise the property portfolio, disposing of properties that do not support core service objectives or fail to make an adequate return on investment.
- Fully implement the requirements of health and safety legislation, fire safety legislation and the Equality Act 2010.
- Where appropriate, promote sharing of premises between Council departments and with other public bodies and voluntary organisations.
- Minimise space usage and the running costs of buildings.
- Prepare and implement a Corporate Energy Management Policy to improve the energy efficiency of buildings.
- Prioritise building and maintenance works according to need and ensure that projects are delivered on time and within budget whilst minimising service disruption.

2.2. Corporate Asset Objectives 2011-2016

This Corporate plan is supported by a series of specific objectives.

Objective 1: To ensure the Council's service requirements are linked to an effective asset management solution:

- The Council will maintain sufficient financial resource and operational capacity to manage and maintain its fixed assets.
- Efficient and sustainable procurement will be undertaken for fixed assets.
- Accommodation will be suitable, accessible and maintained to the required standard.
- Assets will be sustainable and affordable for their whole life.

Objective 2: To raise awareness of the Council's assets, provide a clear decision making structure for their management and further develop a flexible portfolio of assets that meet changing service needs and delivery:

- Standards will be set for the design, care and use of accommodation and assets, including a separate Accommodation Strategy.
- Compliance with legal obligations will be maintained and the minimum standard will be exceeded wherever possible.
- Elected members will have a strong role in decision making.

Objective 3. To manage asset management delivery to demonstrate continuous performance improvement:

- Effective processes and policies will be maintained to ensure effective asset, contract and project management.
- There will be choice and competition in the asset management process
- Performance targets will be set for asset management activities.
- Improvements in energy efficiency and a reduction in greenhouse gas emissions will be driven through the Climate Change Group.
- Accessibility to all council assets will be maximised.

Objective 4. To rationalise the asset portfolio and to target investment into buildings that have been identified as essential for long term service delivery and to release value from assets by minimising running costs, structured investment or disposal:

- The need for the ownership and retention of assets will be challenged.
- Assets will be reviewed to identify where the cost of retention exceeds the value added.
- Carry out an asset review on current management practices with a view to moving towards a corporate approach to asset management.
- Opportunities will be sought for the sharing of assets with partners.
- Running costs will be monitored to target potential savings.
- Management arrangement will be continuously reviewed to ensure best value.

Objective 5. To embed a sustainable approach to energy efficiency and work towards achieving the Nottingham Declaration’s Climate Change targets:

- To achieve efficiencies where possible through energy conservation.
- To continue to work and develop ideas in partnership with the Nottinghamshire/Derbyshire Local Authority Energy Partnership.

3.0. Headline Performance Indicators

Effective performance management is critical for the success of an Asset Management Service. Performance management is about:

- Achieving the Council’s aims and objectives through effective Asset Management.
- Prioritising what is important and what gets done.
- Motivating and managing staff and partner organisations.
- Measuring and communicating success.
- Improving the perception of service provision.

To be effective, performance management should not be isolated to the performance of fixed assets alone. Performance management within the asset management function needs to link and overlap with the Corporate Plan and contribute to individual service aims and objectives.

Indicators to be measured

The use of property performance indicators is recommended and endorsed by the Department of Communities & Local Government (CLG) as a valuable means of measuring and comparing performance in asset management.

The National Property Performance Management Initiative (NaPPMI) property indicators replaced the similar CoPROP property performance indicators established by the former Office of the Deputy Prime Minister and the Association of Chief Property Officers. There are 7 sets of NaPPMI property indicators relating to:-

1	Condition & Required Maintenance
2	Environmental Measures
3	Suitability
4	Access to Public Buildings

5	Sufficiency of office space
6	Spend on Property Cost
7	Time and Cost Predictability on New Projects

The intention of the NaPPMI indicators is that local authorities choose to collect only those indicators which will provide beneficial data to them.

From 2011/2012 Bolsover District Council will begin to collect and analyse data against the following selected NAPPMI indicators:-

- NaPPMI Indicator PMI 1 A & D
- NaPPMI Indicator PMI 2 A & B
- NaPPMI Indicator PMI 5 B1 & B2

http://www.cipfaproperty.net/subscribersarea/default_view.asp?library=3&category=18&content_ref=2374

Benchmarking of Performance Indicators

In establishing a framework for performance management it is essential to optimise the use of relevant benchmarking to provide useful comparator information.

In order to effectively benchmark it is considered prudent that Bolsover District Council subscribes to the IPF 'Property Performance Management Initiative' and once officers have sufficient data for the NaPPMI indicators to be reported on this data can be directly input into the IPF website.

4.0. Stakeholder Views

The Council has developed a long term approach to consultation across a full range of stakeholders. There is a formal consultation group that co-ordinates this process.

The current programme for consultation includes:

- **The elected members of the authority**

The Council has a number of scrutiny groups in which elected members monitor the council's performance against targets.

- **The Council's Senior Management Team**

The Senior Management Team has taken positive steps to improve the co-ordination and effectiveness of the Council's consultation programme.

The Council has a work/life balance programme and the Management Team review the effectiveness of home working, hot desking and other flexible working arrangements. The success or otherwise of these innovations may impact on future property needs.

- **The Council's own staff**

The corporate mechanism for staff consultation is through regular staff forum meetings, employee survey and the staff suggestion scheme. This is supplemented by departmental team meetings.

5.0. Key Policy and Statutory Drivers

The areas of Government Policy and Statutory responsibility that influence the Council's asset strategy are:

5.1. Equality Act 2010

The Disability Discrimination Act 2005 is replaced by the Equality Act 2010 from 1 October 2010, which received Royal Assent on 8 April 2010. The general equality duty requires the Council to:

- Eliminate discrimination, harassment, victimisation and any other prohibited conduct
- Advance equality of opportunity
- Foster good relations

The public sector equality duty, known as the specific duty, is to be implemented from 1 April 2011. The specific duty will require the Council to:

- Set, consult on and review equality objectives
- Demonstrate how the impact on equality has been assessed
- Use the Council's procurement function effectively to further its equality objectives
- Review and report on progress on a triennial basis

5.2. Health and Safety at Work etc Act 1974

The Health and Safety at Work etc Act 1974 places a statutory duty on all employers, including their managers, to provide and maintain equipment and systems of work that are safe and without risk to the health of employees or others who may be affected by their undertaking. Equally, employees are required to take reasonable care of their own safety and that of others who may be affected by their acts or omissions.

In addition, both employers and employees have a Duty of Care in tort (particularly negligence) towards those who may be affected by their actions or instructions.

Other regulations which relate to the Health and Safety at Work Act are:

- The Workplace (Health Safety and Welfare) Regulations 1992.
- The Management of Health and Safety at Work Regulations 1999.

Employers must:

- Provide information on health and safety.
- Undertake risk assessments.
- Eliminate and control risks.
- Have insurance.
- Undertake health surveillance.
- Provide Personal Protective Equipment (PPE).
- Make provision for those with special needs.
- Provide regular health and safety training.
- Look after health and safety of others and members of the public.

5.3. The Control of Asbestos Regulations 2006

This legislation was introduced to protect those who come into contact with asbestos unknowingly or accidentally. The new regulations are designed to simplify the legislative framework by replacing three sets of regulations:-

- The Control of Asbestos at Work Regulations 2002.
- The Asbestos (Licensing) Regulations 1983 (as amended).
- The Asbestos (Prohibitions) Regulations 1992 (as amended).

The Regulations introduced a duty to manage the risk posed by asbestos containing materials in non-domestic premises, but including the common areas of residential property. Bolsover District Council is the duty holder for all its buildings and is required to:-

- Assess whether the premises contains asbestos.
- Assess the risk from the asbestos.
- Take action to minimise the risk of exposure to asbestos fibers.

The Council has an online database that holds the information in relation to the location of all the sources of asbestos in its corporate portfolio. The system allows contractors and staff to be given access to asset' asbestos data and to enable receipt of notifications directly to the register.

5.4. Regulatory Reform (Fire Safety) Order 2005

On 1 April 2006 the Regulatory Reform (Fire Safety) Regulations came into force. They apply to non-domestic premises and replace the old regime of fire certificates prescribed by the Fire Precautions Act 1971 and the Fire Precautions (Workplace) Regulations 1997.

There is now a risk assessment approach, aimed at protecting those who are lawfully on the Council's premises and any person who is in the immediate vicinity of the premises and at risk from a fire.

The Regulations make fire safety the responsibility of what the Regulations call the "responsible person". This has similarities with the Control of Asbestos at Work Regulations 2002. The Council is the responsible person for all its buildings.

It is the duty of the Council to comply with the Regulations by taking general fire precautions, conducting a risk assessment, eliminating risks from dangerous substances, providing emergency routes and exits and providing information and training to staff. Where there are any alterations or changes in use, the Council must take steps to keep the fire assessment up to date.

The Council has taken necessary steps to ensure compliance with the requirements.

5.5. Civil Contingencies Act 2004

The Civil Contingencies Act 2004 places a duty on the Council to ensure that it is able to continue to provide critical functions during emergencies.

A Business Continuity Plan has been implemented by the Council in order to mobilise its response and undertake work to prevent or mitigate the severity of service disruptions.

The Plan identifies the recovery objectives, the structure for implementation and the communication processes to keep staff, partners and the public informed of necessary changes to service delivery.

Integral to this process are the premises occupied by the Council during the time of emergency. These may not be the normal Council offices as these may have been put out of operation.

The Business Continuity Plan identifies alternative premises that the Council could occupy in the event of a loss of key buildings as well as a management structure with defined responsibilities that ensure the appropriate level of response should an emergency occur. The intention is to ensure that sufficient fixed assets are available to the Council to enable it to perform its role under the Civil Contingencies Act.

Construction (Design and Management) Regulations

The Construction (Design and Management) Regulations 2007 (CDM 2007) came into force on the 6 April 2007 and replaced the Construction (Design and Management) Regulations 1994 and the Construction (Health, Safety and Welfare) Regulations 1996. These Regulations are intended to focus attention on planning and management throughout the life of reconstruction projects from

design concept to future maintenance of the completed buildings. The aim is for Health and Safety considerations to be treated as an essential but normal part of a projects development, not to be an afterthought or bolt on extra. Bolsover District Council has a biggest influence in the way their projects are run. Under CDM 2007 the following duties have been placed on the client:-

- Appoint a CDM Co-ordinator.
- Ensure the competence and resources of the project team.
- Ensure there are suitable management arrangements for the project including welfare facilities.
- Allow sufficient time and resources for all stages.
- Provide pre-construction information to designers and contractors.
- Appoint a Principle Contractor.

6.0. The Resource Context

6.1. Capital and Financial Summary

Appendix 1 summarises the core elements of the Authority's capital programme.

a. General Revenue expenditure

This can be broken down into:

- **Programmed Planned Maintenance:** This ensures that the assets are maintained to a pre-determined level of condition
- **Reactive Maintenance:** This deals with day to day operational issues as they arise and ensures continuity of service
- **Management Costs:** These are the internal and external costs involved in managing the assets
- **Operating costs:** These are the day to day costs involved in running the assets.

Revenue expenditure is planned in advance and prioritised on the basis of contribution to corporate objectives. As part of the on-going improvements there should be a strong element of challenge and the principles of strategic procurement, collaborative working and leverage need to be incorporated at all stages.

b. Capital Investment

- **Replacement:** This involves full or partial replacement of an existing fixed asset of sufficient extent to enhance the capital value of the asset and extend its period of useful life.
- **Enhancement:** This is investment that improves the contribution to corporate objectives as well as increasing the value and useful life of the asset.
- **Development:** This is the procurement of a fixed asset where none existed previously.

The Council's Capital Strategy is the determining factor in decisions on capital investment in fixed assets. All future decisions will be the subject of a full options appraisal. Procurement and project management are key success factors.

c. Corporate Expenditure

This is expenditure that links asset management with cross-cutting corporate objectives and statutory responsibilities:

- Health and Safety
- Accessibility and Equalities
- Customer Relationship Management
- Business Continuity

These three types of expenditure (revenue, capital and corporate) are considered separately as each has different criteria for programme development, procurement and the decision to commit expenditure.

6.2. The Fixed Asset Base

A full description of the existing fixed asset base is given at Appendix 2.

Non-operational assets are fixed assets held by the Council but not directly occupied or used in the delivery of front or back office services.

Operational assets are fixed assets held, occupied or used by the Council in the direct delivery of its statutory or discretionary services or their back office support functions.

The asset base comprises:

20 x Operational Buildings

- 1 x Main Office Building
- 2 x Leisure Centres
- 3 x Contact Centres
- 1 x Lodge Buildings used for site management purposes
- 7 x Leisure Pavilion Buildings
- 2 x Depot Buildings
- 2 x Public Conveniences
- 2 x Market Stores
- 1 x Outdoor Pursuits Building
- 1 x Storage Building (the barn)

19 x Non-Operational Buildings

- 1 x Store building
- 2 x Office buildings held for investment purposes
- 7 x Shops held for investment purposes
- 2 x Industrial building held for investment purposes
- 3 x Mill Buildings held for the purposes of economic regeneration

25 x Operational Land sites

All operational land comprises Council owned public car parks

83 x Non-Operational Land sites

- 16 x agricultural, paddock, allotment, woodland or wildlife sites
- 27 x Public Open Space and right of way sites
- 18 x Public Parks
- 1 x Industrial development sites
- 20 x Residential development sites
- 1 x Town Centre ground rent

Infrastructure

- 344 x Roadside seats
- 91 x Bus Shelters

227 x Street lamps
2500 x Street name plates
12 x Closed Churchyards (maintenance obligation only)

6.3. Assessment of Condition

During 2006 the Council re-surveyed all its operational and non-operational buildings.

A seven year planned and reactive maintenance programme has been prepared for the major operational and non-operational buildings. These are:

- Sherwood Lodge office building.
- Shirebrook Contact Centre.
- Clowne Contact Centre.
- South Normanton Contact Centre.
- Oxcroft Lane Depot.
- The Creswell and Clowne Leisure Centres.
- The buildings on Pleasley Vale Business Park.

The remaining operational and non-operational buildings have been assessed for suitability and condition.

The fixed asset infrastructure is surveyed on a regular basis and schedules of condition are maintained on an electronic database.

6.3.1. Operational and Non-Operational Buildings

Buildings are categorised as follows for condition and resource priority:

Condition

Category A – Good, performing as intended, operating satisfactorily with no deterioration requiring immediate attention.

Category B – Satisfactory but with deterioration that requires immediate attention.

Category C – Poor, showing major defects and not operating satisfactorily.

Category D – Unsafe or unsustainable condition, Life expired and/or in serious risk of imminent failure.

Resource Priority

Priority Level 1. Urgent works required to prevent immediate closure. Serious Health and Safety issues.

Priority Level 2. Essential work required within two years to prevent serious deterioration of the fabric.

Priority Level 3. Desirable work required within 3 -5 years.

Priority Level 4. Longer term work required.

The condition and resource priority for each building is shown at Appendix 3

The Council owns two buildings in Category Condition C. These are:

- Oxcroft Lane Depot – New depot build to replace this facility.
- Mill 2, Pleasley Vale Business Park – Currently being marketed for sale.

There is one Category A building, Riverside Depot. 6 category B sites and 2 category C sites (Oxcroft Lane Depot and Pleasley Mills).

6.4 Access to Buildings

A full access audit of the Council's operational buildings was undertaken in 2004. Although the public areas are fully accessible there are some non-public areas where work is required to provide full accessibility. Note - accessibility of public areas: there are a wide range of disabilities including visual and/or hearing impairments and learning disabilities that may not have been fully considered in the 2004 audit.

7.0. Changes in the External Environment and their Implications

7.1 E-government

Traditional access channels such as the telephone and face-to-face contact will remain vital interfaces between local authorities and residents.

The Councils vision is to improve the quality of, and access to services, reduce inequalities, and deliver a substantial part of Council services electronically.

An electronic system of customer relationship management was introduced in 2006

These initiatives are changing the way that the Council uses its accommodation.

T-government opens up more flexible ways of working, such as home working, mobile working and hot-desking. This should lead to a progressive reduction in the accommodation needed for Council staff.

7.2 The Market for Accommodation and Support Services Provision

The changing environment of local government means that it is difficult to make strategic planning decisions on fixed assets.

Any move towards shared or collaborative services is going to have a fundamental effect on the accommodation needs of the council.

A large portion of the Council's office space is occupied by back office services. It is not clear

how these services will be delivered in the future.

Many front line services could operate from a remote location and deliver efficiency gains to the Council

Where services move to joint working it is possible they may move away from Council owned accommodation.

The future asset requirements of the Council will be examined and evaluated in the context of this changing environment.

A sound strategy is to dispose of any assets that cannot fit into possible future service requirements or are unlikely to provide value for money in future years. The remaining asset base should be the subject of individual option appraisals to determine a long term future. This is likely to involve the Council sharing its accommodation with other agencies as well as making use of medium to long term leasehold options. Private finance initiatives are an alternative that will need evaluation.

7.3. The Market for Property Services

In an environment where the Council has changing asset requirements the property services function needs to be responsive to this and ensure continuing performance improvement.

Almost certainly there will need to be a strategic asset function as well as the traditional operational asset management arrangements.

These services would be highly suitable for shared working and need to be linked closely to the corporate procurement and financial management structure. A clear distinction needs to be made between asset management (both strategic and operational) and other property services functions such as capital programme management and housing revenue account work.

A move towards long term framework agreements for asset management would move much of the operational responsibility for fixed assets to the contractor, leaving the in-house team to focus on strategic and service delivery issues. This would be a good strategy for the Council to follow.

To determine the future requirements for property services a strategic option appraisal on the service needs will be undertaken by the Property and Estates Manager as part of the move towards single asset management responsibility.

8.0. The Asset Challenge Process

A long term asset strategy involves a challenge of all existing fixed assets and an option appraisal judged against value and contribution to service delivery and corporate objectives.

There are four options for any fixed asset:

- Retain and continue to maintain through a programme of planned and reactive

maintenance.

- Retain and develop asset to improve financial and/or service delivery performance.
- Retain asset, undertake minimum maintenance and dispose of asset when the time is right.
- Dispose of asset immediately, in accordance with the Acquisitions and Disposal Strategy.

The Council needs to place each of its fixed assets into one of these categories

Asset challenge takes account of several factors

- Consideration needs to be given to the extent to which new working practices within the Council are giving rise to changes in accommodation requirements. This might include a move towards greater home-working, out-sourcing of services, a decision to change the ratio of front to back office provision, increased partnership working and a policy to provide local access to services.
- Each service will have its own internal drivers that will change the approach to service delivery in future years and give rise to specific accommodation requirements. These need to be identified by Heads of Service and fed into a long term accommodation strategy
- There is an assumption that local authorities will share accommodation and services with other local authorities, government agencies and the voluntary sector.
- The needs and expectations of customers and residents will be a major determinant in the decision to retain buildings and community fixed assets such as car parks and street fixtures and furniture

It needs to be clear that the Council is not adopting too narrow an approach to accommodation provision, and is actively considering all available and appropriate opportunities for maximising the utilisation of individual assets in the best interests of individual service provision.

9.0. The Asset Management function

Responsibilities for the asset management function at the Council are:

- **Strategic Management Responsibility:** The Director of Development
- **Corporate Property Officer:** The Head of Regeneration
- **Operational Management Responsibility:** Building and Contracts Manager
- **Single Asset Management Responsibility:** Property and Estates Manager
- **Member Champion:** Portfolio holder for Regeneration

At present, although this is subject to an asset review, the responsibility for individual assets lies with the relevant department head. For the major operational buildings these are:

- The Sherwood Lodge office building: Head of Regeneration
- The Shirebrook Contact Centre: Head of Customer Service and Performance
- The Clowne Contact Centre: Head of Customer Service and Performance

- The South Normanton Contact Centre: Head of Customer Service and Performance
- Riverside Depot: Head of Regeneration
- The Oxcroft Lane Depot: Head of Regeneration
- The Creswell and Shirebrook Leisure Centres: Head of Leisure
- The buildings on Pleasley Vale Business Park: Head of Regeneration

There is a cross-departmental Asset Management Group that meets every six weeks to discuss strategic and operational asset management issues. No budget or decision making responsibility is devolved to this group

The Council has a property consultancy service. This forms part of the Regeneration Department and is able to provide professional advice and project management support to Heads of Service on accommodation and fixed assets. There is no obligation to use the consultancy service and fixed asset projects are able to proceed without professional advice.

Procurement at the Council is the responsibility of the Joint Procurement Department that has developed a procurement manual to cover all purchasing and procurement decisions including decisions relating to the fixed assets.

The capital programme is developed and monitored by the Capital Programme Group under the direction of the Head of Finance. Capital schemes relating to fixed assets are considered by elected members on the basis of a scoring mechanism developed by this group.

10.0. Review and Challenge

10.1. Gap Analysis

Having already established both the baseline position and expected areas of change, this section seeks to clearly identify specific 'gaps' in provision and provide a framework for the development of the action plan.

10.1.1. Review of Roles and Responsibilities for Fixed Assets

A system of devolving responsibility for decisions on fixed assets to Service Heads has merits but needs to be guided and backed by a corporate strategy on the fixed assets. This is to ensure that decisions are placed in a strategic context. The risk of this system is that investment can be made with no consideration of the overall strategy for fixed assets and the long term effects on the Council's budgetary framework, future service delivery plans or statutory responsibilities.

The solution to this arrangement is that responsibility for fixed assets is transferred to professionals who are qualified and experienced in this area of work. The Terms of Reference of the Asset Management Group have now been defined, and responsibility determined accordingly along the lines of a landlord/tenant split.

10.1.2. Review of Decision Making Processes

The key issues to be addressed in the future are closely linked to the overall procurement agenda. They are:

- The importance of ensuring that elected members are fully involved in asset management at all stages, including the robust scrutiny of outcomes. The involvement to date has been very limited.
- The co-ordination of consultation on property issues. This will enable a corporate view to be taken on the strategic relevance of consultation data. No analysis of asset management consultation is currently undertaken outside the relevant service areas.
- A proper options appraisal for major fixed asset decisions using the procedures outlined in the Council's Procurement Manual.
- The need to make the connection between a long term asset strategy and corporate objectives in the decision making process.
- The requirement to fully consider whole life costing, environmental impact, health and safety, equalities and statutory responsibilities
- The minimum level of professional input required for fixed asset schemes

10.1.3. Review of Key Lines of Enquiry

An analysis of performance against the Audit Commission Key Lines of Enquiry on Asset Management is given at Appendix 4.

11.0 Improvement Plan

Improvement	Lead Officer	Target Date	Expected Outcome	Resources	Progress Update	Actual Outcome
Integrate Housings assets into the Asset Management Plan	Head of Housing	March 2012	Fully integrated corporate plan	Officer and member time.		.
Electronic Asset Data base for long term planning.	Property & Estates Manager	March 2013	Accurate up to date stock condition information	Officer time. Acquisition of software. Surveys of all buildings.		
Updated asset register to include details on efficiency, effectiveness, asset value and running costs.	Senior Valuer	October 2011	Accurate information to enable informed decisions to be made at rationalisation review.	Officer Time		
Rationalisation - Review of corporate assets.	Building & Contracts Manager	March 2012	Clear view on stock retention, improvement and disposal of corporate buildings	Officer and Member time.		
Accommodation Strategy inc a building energy management plan	Property & Estates Manager	November 2011	Clear corporate guidance on building usage.	Officer time		

Asset Management Plan 2007

Appendices

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VAppendix 1 – Capital Finance Summary

		Budget				
		2009/10	2010/11	2011/12	2012/13	2013/14
Corporate	C148	34,000	34,000	34,000	34,000	34,000
Sherwood Lodge	C148	149,085	80,240	52,765	56,190	79,950
Creswell Leisure	C176	40,680	49,090	78,180	18,470	58,495
Kissingate	C176	38,500	11,150	11,150	11,350	9,150
Leisure Buildings	C176	50,000	20,000	20,000	18,470	58,495
Mill 1PV	C149	8,330	27,215	3,615	48,575	56,115
Mill 2 PV	C149	18,000	54,565	50,825	825	6,575
Mill 3 PV	C149	27,700	6,030	4,580	78,185	82,640
PV Lodges 1& 2 Out	C149	184,165	53,475	25,725	11,735	191,035
South Norm CC	C150	5,380	4,070	5,385	8,885	2,155
Shirebrook CC	C150	4,600	1,795	6,205	10,015	19,725
Clowne CC	C150	5,390	4,080	5,420	7,995	2,165
Bolsover & SN Depot	C095	31,000	15,000	15,000	15,000	15,000
Riverside Depot	C095	0	15,000	17,000	19,000	21,000
Community Houses	C150	5,000	5,500	6,000	6,500	7,000
Engineers	C147	120,000	125,000	130,000	135,000	140,000
		721,830	506,210	465,850	480,195	783,500

Appendix 2 – Fixed Asset Base

Type	Address	Grid Refs
Public open Space	Opposite 20 Brackens lane, Barlborough	447619, 376594
Public open Space/Play Area	Manor Road, Barlborough	447437, 377103
Public open Space/Play Area	Ruthyn Avenue, Barlborough	447420, 377412
Public Open Space	Slayley View Road, Barlborough	447657, 376863
Residential Development	The Ridge, Blackwell	443271, 358038
Residential Development and Public Open Space	Bainbridge Road, Bolsover	446942, 370091
Public park	Hockley View, Bolsover Hill, Bolsover	447011, 370915
Paddock Land	Elmton Lane, Bolsover	447863, 370812
Public open Space/Play Area	Horsehead Lane, Bolsover	448040, 370578
Open Space	Limekiln Field Road, Bolsover	447316, 371206
Industrial Development Land	Mill Lane, Bolsover	447434, 371310
Public open space	Moorfield Square, Bolsover	447947, 370182
Residential Development Land	North View Street, Carr Vale, Bolsover	446645, 370044
Public park	North View Street, Carr Vale, Bolsover	446512, 370075
Paddock Land	North View Street, Carr Vale, Bolsover	446416, 370092
Public open space	Adj 10 Sandhills Road, Bolsover	447902, 370371
Public park	Villas Road, Carr Vale, Bolsover	446385, 370327
Woodland	Woodland Adj Cricket Ground, Castle leisure Park, Carr Vale, Bolsover	446308, 370644
Residential Development Land	site of 5 Mansfield Road, Bramley Vale	446369, 366221
Residential Development Land	Oxford Street, Bramley Vale	446512, 366061
Public open space	Mansfield Road, Bramley Vale	446579, 366172
Open Space	Duke Street, Clowne	450206, 375703
Public open space	East Street/West Street, Clowne	450218, 375973
Public open space	Hawthorn Close, Clowne	448563, 376002
Open Space	Adj Inner Relief Road, Clowne	449152, 375688
Public Park	Linear Park, Rectory Road, Clowne	449418, 375664

Public open space	Mansfield Road, Clowne	449104, 375223
Paddock Land	Rood Lane, Clowne	449505, 375038
Residential Development Land	Rood Lane, Clowne	449454, 375110
Residential Development Land	Southgate Crescent, Clowne	449939, 376152
Public Open Space	Wilson Avenue, Clowne	450058, 375963
Residential Development Land	Duke Street, Creswell	452708, 374117
Public Right of Way	Station Approach, Elmton Road, Creswell	452416, 374325
Play Area	Model Village, Creswell	452162, 373975
Allotments	Morven Street, Creswell	452582, 373854
Residential Development Land	Site of Yorke House, Model Village, Creswell	452047, 373725
Public Park	Woolen Meadow, Sheffield Road, Creswell	452491, 374715
Public Park	Mansfield Road, Doe Lea	445910, 366576
Public Open Space	Mansfield Road, Doe Lea	445769, 366374
Garden Land	Birks Close, Hodthorpe	454517, 376614
Public Open Space	Dale Close, Langwith	452578, 369909
Public open Space	Dale Close, Langwith	452545, 369782
Public Open Space	Dale Close, Langwith	452466, 369781
Residential Development Land	Moorfield Lane, Langwith (Whaley Thorns)	452813, 371688
Agricultural Land	Moorfield Lane, Langwith (Whaley Thorns)	452835, 371762
Allotments	Moorfield Lane, Langwith (Whaley Thorns)	452929, 371755
Public Park	Rear 54-59 The woodlands, Langwith (Whaley Thorns)	453049, 371311
Public Park	Rear 82-83 The Woodlands, Langwith (Whaley Thorns)	452957, 371586
Paddock Land	Chesterfield Road, New Houghton	449783, 364925
Public Open Space	Ash Close, Pinxton	445665, 354889
Public Park	Erewash trail, Brookhill Industrial Estate, Pinxton	445810, 354512
Residential Development Land	Park Lane, Pinxton	445368, 354924
Public Park	Parkland off Queen Street, Pinxton	445436, 355382

Part of open cast site reverting to vacant possession	Sleights Lane, Pinxton	444784, 353923
Open Space	Site of Public Conveniences, Wharf road, Pinxton	445746, 354848
Public Park/Allotments	Alder Way, Shirebrook	451949, 367746
Allotments	Alder Way, Shirebrook	451807, 368113
Residential Development Land	Site 9-11 Brookfield Crescent, Shirebrook	452343, 368397
Residential Development Land	Byron Street, Shirebrook	Cleared site, sold to Housing association
Public Park	Church Drive, Shirebrook	452573, 367259
Residential Development Land	Church Drive, Shirebrook	452515, 366996
Public Open Space	Elm Tree Avenue, Shirebrook	451632, 367605
Residential Development Land	Elm Tree Avenue, Shirebrook	451621, 367668
Residential Development Land	Fir Close, Shirebrook	452099, 368750
Residential Development Land	Hilltop Avenue, Shirebrook	452008, 367546
Residential Development Land	Long Lane, Shirebrook	452555, 367466
Public Park	Park Road, Shirebrook	452749, 368240
Public Open Space	Recreation Road, Langwith junction, Shirebrook	452271, 368515
Public Open Space	Station Road, Shirebrook	453126, 367677
Public Open Space	Station Road/Langwith Road, Shirebrook	453107, 367764
Public Open Space	Station Road (Between Manvers Street, And Thickley Bank) Shirebrook	452978, 367790
Public Open Space	The Crescent, Langwith Junction	452402, 368750
Public Open Space	Bentinck Row, Shuttlewood	446780, 373480
Public Open Space	Bentinck Row, Shuttlewood	446796, 373427
Paddock land	Berristow Place, Cartwright Lane, south Normanton	446193, 357263
Paddock Land	Cartwright Lane, South Normanton	446261, 357326
Residential Development Land	Garden Crescent, South Normanton	443681, 355971

Recreation Ground	Lea Vale, Broadmeadows, South Normanton	444381, 355775
Wildlife Site	Sporton Lane, South Normanton	444925, 357636
Public Open Space	Water Lane, South Normanton	444676, 356808
Public Open Space	Derwent Drive, Tibshelf	443602, 360718
Grazing Land	Elm Tree Row, Tibshelf	443998, 359968
Residential Development Land	Lincoln Close, Tibshelf	444162, 360832
Public open Space/Paly Area	Poppy Gardens, Tibshelf	444651, 361201
Grazing Land	Church Close, Westhouses	442221, 357973
Agricultural Land	Claylands Road, Whitwell	452154, 376243
Public Open Space	Southfield Lane, Whitwell	452975, 376107
Car Park	Castle Street, Bolsover	447215, 370519
Car Park	Cotton Street, Bolsover	447340, 370376
Car Park	Cross Street, Hillstown, Bolsover	448049, 369735
Car Park	Houfton Road (Opposite 8-14 Peveril Road) Bolsover	446707, 371154
Car Park	Houfton Road/Cundy Road, Bolsover	447047, 371045
Car Park	Houfton Road (Adjacent Shops), Bolsover	446957, 371149
Car Park	Langwith Road, Hillstown, Bolsover	448248, 369750
Car Park	Middle Street, Bolsover	447324, 370435
Car Park	Nesbitt Street, Hillstown, Bolsover	447966, 369721
Car Park	Town End, Bolsover	447447, 370533
Car Park	Well Street, Hillstown, Bolsover	448327, 369750
Car Park	Church Street, Clowne	449241, 375465
Car Park	North Road/recreation Road, Clowne	449204, 375779
Car Park	Adj Nags Head, The Green, Clowne	449282, 375634
Car Park	Victoria Road, Pinxton	445747, 355416
Car Park	Ashbourne Street, Shirebrook	452778, 367653
Car Park	Patchwork Row, Shirebrook	452594, 367671
Car Park	Portland Road, Shirebrook	452704, 367584
Car Park	Sookholme Lane, Shirebrook	452652, 367505
Car Park	Opposite 9-15 Eastfield Road, South Normanton	444350, 356456
Car Park	Market Place, South Normanton	444121, 356806
Car Park	Brooke Street, Tibshelf	444303, 361011
Car Park	Station Road, Whitwell	453023, 376641
Industrial	Direct Services Depot, Oxcroft Lane, Bolsover	447510, 371346
Industrial	Units 3 & 4 Vernon Street, Shirebrook	453338, 367651
Industrial	Council Depot, Meadow Lane, South Normanton	444108, 357197
Industrial	Council Depot, Doe Lea	445867, 366404
Offices	Sherwood Lodge, Oxcroft Lane, Bolsover	447420, 370672

Offices	Kitchencroft, Oxcroft Lane, Bolsover	447482, 370613
Offices	Oxcroft House, 10 Oxcroft Lane, Bolsover	447524, 370584
Offices	District Office, Church Street, Clowne	449197, 375452
Offices	Former Booking Hall, North Road, Clowne	449284, 375678
Offices	District Office, 2a Main Street, Shirebrook	452579, 367565
Offices	District Office, Market Street, South Normanton	444147, 356679
Public Conveniences	Cavendish Walk, Bolsover	447490, 370519
Market Place	Market Place, Bolsover	447372, 370433
Public Conveniences	Market Place, Shirebrook	452678, 367692
Shops	8 Cotton Street, Bolsover	447393, 370419
Shops	42 Market Place, Bolsover	447347, 370464
Shops	3 Mansfield Road, Bramley Vale	446543, 366179
Shops	4 Mansfield Road, Bramley Vale	446551, 366177
Shops	5 Mansfield Road, Bramley Vale	446562, 366175
Shops	47 Rectory Road, Clowne	449393, 375618
Sports	Recreation Ground Castle Estate, Bolsover	446621, 371192
Sports	Castle Leisure Park, Villas Road, Carr Vale, Bolsover	446399, 370468
Sports	Playing Field, Clune Street, Clowne	450090, 376211
Sports	Leisure Centre, Duke Street, Creswell	452640, 374283
Sports	Recreation Ground, East Street, Creswell	452039, 374303
Sports	Kissingate Centre, Park Road, Shirebrook	452504, 367901
Sports	Broadmeadows, South Normanton	444312, 355997
Sports	Cricket Ground, Chestnut Avenue, Broadmeadows, South Normanton	444501, 355793
Sports	Playing Field, Whitwell Common, Whitwell	451677, 376945
Miscellaneous	Garage Rear of 39 Hill top, Bolsover	447301, 370751
Miscellaneous	Ground rent for QMEC, Quarry Road, Bolsover	447378, 371159
Miscellaneous	Site of Antenna, Car park Adj, Nags Head, The Green, Clowne	449270, 375633
Miscellaneous	7a Rotherham Road, New Houghton	449882, 365076
Miscellaneous	Market Store(Former public conveniences) Market Place, Shirebrook	452671, 367634
Miscellaneous	Ground Rent for STC offices, Patchwork Row, Shirebrook	452596, 367646
Miscellaneous	Market Store. Station Road, Shirebrook	452719, 367722
Miscellaneous	Whitwell Parish Council Store, the Square, Whitwell	453038, 376640
Miscellaneous	15 Cotton Street, Bolsover	447360, 370413
Miscellaneous	17 Cotton Street, Bolsover	447356, 370410

Miscellaneous	19 Cotton Street, Bolsover	447353, 370405
Miscellaneous	30 Oxcroft Lane, Bolsover	447467, 370695
Miscellaneous	32 Oxcroft Lane, Bolsover	447463, 370698
Miscellaneous	34 Oxcroft Lane, Bolsover	447459, 370699
Miscellaneous	2 Station Road, Clowne	449296, 375690
Offices	Mill 1 Pleasley Vale	451618, 364923
Offices	Mill 2 Pleasley Vale	451753, 364909
Offices	Mill 3 Pleasley Vale	452041, 365069
Misc	Grease works Pleasley Vale	452198, 364941
Offices	Security Lodge, Pleasley Vale	451554, 365035
Offices	Gardeners Lodge, Pleasley Vale	451580, 365044
Misc	Boat House, Pleasley Vale	451585, 364886
Agricultural Land	Pleasley Vale	Numerous plots

Appendix 3 – Condition and Resource Priority

Creswell Leisure Centre

Category B/C

Priority 2

Creswell Leisure Centre was constructed in 1924 and has been extended and refurbished several times the most recent extension being in the early 1990's when a flat roofed two storey brickwork building containing two squash courts and viewing gallery was added along with WC's, changing rooms and fitness suite.

The original building is of rendered solid brickwork infill panels to stone masonry framing to the front elevation and solid brickwork walls to the remaining elevations.

The roof over the pool area is concrete tile covered steel trusses with timber purlins and boards; it has several damaged areas to the tiles and noticeable deflection between trusses. The remaining areas are flat and of built up mineral felt and an area of asphaltting.

The building is generally in a fair condition. A planned maintenance regime to prevent accelerated deterioration and to bring the building to a good condition is required.

Kissinggate Leisure Centre

Category B

Priority 2

Kissinggate Leisure Centre was built in the early 1980's and consists of a reception area, sports hall, fitness suite, changing rooms, offices and bar area with first floor plant room and a brick built, flat roofed double squash court extension with viewing gallery that was added in 1993. The main part of the building is steel framed construction with a mineral felt covered flat roof. The walls are profile steel sheet cladding to external surfaces and painted concrete block infill to internal surfaces. Following a fire in 2009 the building has been had a significant part of the interior refurbished. The building is generally in a good to fair condition, but there are a few areas that require attention and a planned maintenance regime to prevent accelerated deterioration and maintain the building in a good condition.

Within the site there is an enclosed all-weather playing surface, several paths, a car park and driveway and to the rear elevation a fenced-in fishing pond and a tarmac half-basketball court.

Oxcroft Depot

Category C (except Building Three which is Category B)

Priority 1 (except Building Three which is Priority 2)

Oxcroft Depot consists of five buildings;

Building One: a concrete portal framed building with brickwork and asbestos cement composite sheet cladding with insulation to walls, a composite asbestos sheet cladding with insulation to the roof and a flat roofed brickwork office block extension. The roof structure consists of

reinforced concrete portal frames with concrete purlins. The building has a solid concrete ground floor and steel framed to timber joist mezzanine floor.

Building Two: a concrete portal framed building with brickwork and asbestos cement composite sheet cladding with insulation to walls, a composite asbestos sheet cladding with insulation to the roof and a flat roofed brickwork canteen and store extensions. The double pitched roof structure consists of reinforced concrete portal frames with concrete purlins and a concrete valley gutter. The building has a solid concrete ground floor and timber joisted mezzanine floor.

Building Three: a structural steel framed building with brickwork and plastic coated composite profile steel sheeting with insulation to walls and a plastic coated composite profile steel sheet roof covering with insulation. The building has a solid concrete ground floor and a concrete mezzanine floor.

Building Four: a pre-cast concrete panelled flat roofed garage building with solid concrete floor and an "up and over" steel garage door.

Building Five: a pre-cast concrete panelled shallow pitch roofed garage building with solid concrete floor and a brickwork panel to the entrance with a solid single timber door.

Within the site there is a fenced compound and covered stores area and several brick built aggregate stock pile surrounds.

Site roads, pathways and hardstandings have several damaged areas and trip hazards, particularly to the car park, and vegetation growth at edges and to joints is contributing to accelerated deterioration and damage to paved areas.

Site gates and boundary fences are generally in a good condition but require attention and isolated repairs.

Riverside Depot
Category A
Priority 4

Completed in 2009, there are two buildings on site.

Building One: steel frame three story office block clad in limestone at low level and cedar panelled at first and second floor level on the west elevation of the building. The east elevation is cut into the bank and is timber clad. Block and beam screed concrete floor at first and second floor level incorporating underfloor heating with solid concrete floor at ground level.

Building Two: steel portal frame vehicle maintenance workshop and store with insulated roof and walls, clad in cedar wood.

Pleasley Vale Business Park
All Buildings
Category C
Priority 1

Mill 1 is in a fair to good condition for its age and type and consists of a 5 storey section with a part asphalt and part fibre resin membrane flat roof, a 4 storey section with multi-pitched man-made slate covered roof within a parapet all with stone copings and a two storey section with a felt covered flat roof and parapet walls with stone copings.

All sections of the building have regularly coursed stone external walls, single glazed timber windows to all but the 4th floor of the four storey section that has recently installed timber double glazed units, cast iron frame with concrete and cast iron beam floors.

Mill 2 is in a poor condition and consists of two distinct main buildings, one of which is linked by walkways and units in between. The two connected buildings comprise a 4 storey mill structure, with two wings east and west.

Positioned centrally and connected to the two 4 storey buildings, is an original single storey structure running along the north elevation. Again it is covered by a long span roof, which has been renewed with a slate covering to replace the original.

Flat roofs cover the main stairwells, lift shaft and walkways, between the structures but they account for only a small proportion of the main roof covering.

The lower two storeys are constructed from regular coursed stone, as is the single storey structure. The building has predominately single glazed timber windows and cast iron and steel frame with concrete and steel joisted floor construction.

The upper two storeys to the west wing of the mill were a later addition and comprise of dense concrete block construction. The east wing is a brick construction with render finish; both new structures are supported on steel beam and concrete floor construction. Windows to both the later structures are predominantly steel, in varying degrees of deterioration.

The formation of the later storeys created a tunnel, which runs the south side of the structure and is built abutting the rock face, steel supporting columns runs its length the columns that abut the original building have cracks to 40mm.

The second building is split into 3 separate units two of which are 2 storeys the other being single. The building is of brick construction, a proportion of which has had a render finish removed or deteriorated.

Again it is covered by a long span roof covering incorporating North Lights, and has a mixture of asbestos cement and bitumen/vinyl tiles that have been used as an alternative during recent and historic repairs.

Mill 3 is in a fair to good condition for its age and type and comprises of a 4 storey main mill with a part built up felt flat roof, part pitched profiled metal deck roof and part 'saw-tooth' roof with profiled metal decking.

The lower roofs to the single and 2 storey elements are a combination of natural slate, asbestos cement sheeting and profiled metal decking.

The external walls are regularly coursed stone, with single glazed timber windows.

The upper two storeys of the Mill on the south side are a later addition constructed in a buff facing brick rather than stone, likewise the elevation onto the yard area on the east side.

Lodge 1, a two storey stone built former dwelling now used as the security gatehouse, it has a clay tiled pitched roof with dormer windows and single glazed timber windows and doors. The building has a stone wall enclosed rear yard and is in a good to fair condition for age.

Lodge 2, a stone built former dwelling with single storey and two storey areas now rented out as office accommodation, it has a slate pitched roof with dormer windows and single glazed timber windows and doors and is in a good to fair condition for age.

Outdoor Centre, a single storey building with stone and brickwork elevations, a mineral felt flat roof and timber doors and windows; it is in a good condition for age having been refurbished in the last two years.

Grease Works, a two story stone built former industrial building, a mineral felt flat roof, timber doors and windows; it is in a good condition for its age having been refurbished in the last two years.

Site

The main access road runs along the North elevation of the mills and passes through and approximately 300m beyond the site.

A water carrying tunnel that passes from the West elevation and beneath mill 1, through the site was not inspected and historical information gained from site personnel indicated that no inspection of the tunnel has been carried out for several years.

Site roads, pathways and hardstandings have several damaged areas and trip hazards and vegetation growth at edges and to joints is contributing to accelerated deterioration and damage to paved areas.

Site gates and boundary walls and fences are generally in a fair condition but require attention and isolated repairs.

Sherwood Lodge **Category B** **Priority 2**

Sherwood Lodge consists of three distinct sections; a traditionally built Victorian dwelling constructed in 1897 with solid brickwork walls and slate covered pitched roof; a traditionally built extension with brickwork walls, solid concrete floors and a concrete tiled pitched roof was added in the early 1980's; the building was further extended in 1993 with a steel framed and brickwork infill office and council chamber complex with solid concrete floors and an "eternit" type manmade slate covered pitched roof and glass curtain walled atrium. The building is

generally in a good to fair condition, but fixtures and finishes are starting to deteriorate and require attention and a planned maintenance regime to prevent accelerated deterioration and maintain the building in a good condition.

Within the site there is a brick built, pitched and mono-pitched outbuilding complex with natural slate and asbestos cement roof covering. The building is used for storage and generator housing and is in a poor condition requiring roof and internal surface repairs.

Clowne Contact Centre

Category B

Priority 3

Clowne Contact Centre was constructed in 1994 and is a prefabricated single storey volumetric style building with an external brickwork skin and trussed rafter pitched roof with manmade slate covering. The building has a suspended timber floor over metal skids; powder coated steel double glazed windows and a single main entrance door with double glazed panels and side panels. Over the main entrance there is a painted steel portal framed and glazed canopy.

The building is generally in a good condition, but fixtures and finishes are starting to deteriorate and require attention and the rainwater goods require clearing and minor repairs to halt the accelerated deterioration. A planned maintenance regime is required to prevent accelerated deterioration and maintain the building in a good condition.

Shirebrook Contact Centre

Category B

Priority 2

Shirebrook Contact Centre is a traditionally built two storey Victorian style retail building constructed in the early 1900's on a corner plot. The building has solid brickwork walls to stone columns and period features, solid floors, a large basement area and a clay tile covered pitched roof.

The building is generally in a fair condition, but fixtures and finishes are starting to deteriorate and require attention. A planned maintenance regime is required to prevent accelerated deterioration and maintain the building in a good condition.

South Normanton Contact Centre

Category B

Priority 3

South Normanton Contact Centre was constructed in 1994 and is a prefabricated single storey volumetric style building with an external brickwork skin and trussed rafter pitched roof with manmade slate covering. The building has a suspended timber floor over metal skids; powder coated steel double glazed windows and a single main entrance door with double glazed panels and side panels. Over the main entrance there is a painted steel portal framed and glazed canopy.

The building is generally in a satisfactory condition, but fixtures and finishes are starting to deteriorate and require attention and the rainwater goods require clearing and minor repairs to halt the accelerated deterioration. A planned maintenance regime is required to prevent accelerated deterioration and maintain the building in a good condition.

Appendix 4 – Audit Commission Key Lines of Enquiry on Asset Management

Key Line of Enquiry		Gap Analysis
The Council has an up to date corporate capital strategy linked to its corporate objectives and medium term financial strategy	<i>Level 2</i>	<p>The Council has a Corporate Capital Strategy that is approved annually by at Full Council. This is monitored on a regular basis by officers and reports to the Council's 3 Scrutiny Committees and Executive on a quarterly basis.</p> <p>Each year services have opportunity to develop bids, subject to available resources, that are scored against criteria that link to corporate objectives.</p> <p>The MTFS takes into account the capital developments and associated funding via revenue contributions, investment interest based on the use of / generation of capital receipts and revenue consequences of asset developments / disposals.</p>
The Council has an up to date asset management plan that details existing asset management arrangements and outcomes, and planned action to improve corporate asset use	<i>Level 2</i>	<p>Asset Management Plan in place for corporate portfolio.</p> <p>Housing stock/assets not in place.</p>
The Council maintains an up to date asset register	<i>Level 2</i>	Register held and updated by the Senior Valuer
The Council has a designated corporate property function	<i>Level 2</i>	Yes – Property Services
The Council's arrangements for reporting to members are sufficient to ensure that they fulfil their responsibility in relation to the Council's land and buildings portfolio at both a strategic and service level	<i>Level 2</i>	<p>Members are consulted/informed/asked for approval through Executive Committee on disposals, acquisitions, improvements and capital spend on major items. A report is taken annually to Executive on Asset Management Spend. Members sit on the Asset Management Group. The Director of Development discusses asset management</p>

		issues at SMT.
The Council has an annual programme of planned maintenance based on a rolling programme of property surveys	<i>Level 2</i>	Short Term Plan in place, long term plan to be developed by 2012 followed by a rolling programme of surveys.
The Council has assessed the level of backlog maintenance	<i>Level 2</i>	Assess in 2007 all urgent items were completed in 2008.
The Council's capital programme gives priority to potential capital projects based on a formal, objective approval process	<i>Level 2</i>	Capital bids are put forward each year and are evaluated by SMT before going to members for approval.
A member has been allocated portfolio responsibility for the Council's fixed assets	<i>Level 3</i>	In place
Members are aware of the level of backlog maintenance and have approved a plan to address it as appropriate.	<i>Level 3</i>	Plan approved in 2007
The Council's asset management plan provides clear forward looking strategic goals for its property assets that show how the councils land and buildings will be used and developed to help deliver corporate priorities and service delivery needs, now and in the future. The plan shows how property assets will be maintained, modernised and rationalised to ensure they are fit for purpose.	<i>Level 3</i>	Information included within the AMP.
The Council makes investment and disposal decisions based on thorough option appraisal and whole life costing	<i>Level 3</i>	Annual rationalisation review to be set up to review all corporate assets – review group to be made up of officers and members.
ouncil maintains a record of all its land and buildings that contains accurate data on its efficiency, effectiveness, asset value and running costs which can be used to support decision making on investment and disinvestment in property.	<i>Level 3</i>	Information is held but needs to be brought together in one database so that it can be fed into the annual rationalisation review.
Performance measures and benchmarking are being used to	<i>Level 4</i>	The National Property Performance Management

describe and evaluate how the council's asset base contributes to the achievement of corporate and service objectives, including improvement priorities, sustainability objectives and set challenging targets for improvement.		Initiative (NaPPI) property indicators in place.
The council fully integrates asset management planning with business planning at corporate and service levels. The role and contribution of property is explicit in business plans such as flexible working policies, ICT plans and customer access strategies.	<i>Level 4</i>	This needs taking up at a corporate level for incorporation into department service plans.
The council uses its property portfolio as an enabler of change. It understands the opportunity cost of its property and exploits this to deliver better value for money and benefits for the local community.	<i>Level 4</i>	Not fully in place an Accommodation strategy needs to be written and implemented.
The council integrates the management of its asset base with others for example, third sector and local public agencies to identify opportunities for shared use of property and to cross-sector, cross-agency and community based services to users. deliver seamless	<i>Level 4</i>	Examples include:- Shared services/accommodation with IT, Internal Audit, Procurement, Building Control, PCT, Business Link, and South Normanton Contact Centre.
The council challenges whether all its assets are required, are fit for purpose and provide value for money to meet current and future needs by monitoring property performance and undertaking periodic property reviews. The council rationalises or disposes of under-performing or surplus assets.	<i>Level 4</i>	Annual rationalisation review to be set up to review all corporate assets – review group to be made up of officers and members.