

DRAFT

Asset Management Plan 2007



Contents

Page

Section

	Mission Statement.....	2
1	Introduction	3
	Related Documents.....	4
2	Corporate Vision and Strategy	5
3	Recent Developments and Achievements.....	14
4	Property Performance Data.....	24
5	Asset Management - Maintenance	25
6	Asset Management Priorities	32
7	Corporate Landlord	38
8	Work Programme	42
9	The Way Forward – Action Plan	48

Appendices

Mission Statement

“To enhance public services through effective asset management”



Section 1

Introduction

1. The property owned by local authorities is extremely valuable. Darlington Borough Council's assets are currently worth approximately £240M. With so much resource invested in land and buildings it is essential that they be managed efficiently. This is about much more than simply looking after our assets well. Asset management must take a long-term strategic view of the property required to deliver the services that people need now and in the future.
2. The planning process must link the use of property assets to the goals and outcomes that the Council, and the wider community, is seeking to achieve. It must deliver buildings that are fit for purpose. And it should ensure that resources that could be used for other essential purposes are not tied up in property that is no longer required. The asset portfolio should be managed as a flexible resource, responsive to service delivery requirements and future projections of need, and not as something that is held for its own sake.
3. The Government has established requirements for local authority asset management. Darlington Borough Council has developed its management practices and arrangements in line with the Government's programme, partly to meet those requirements, but more importantly to seek to make the best possible use of its assets.
4. The national policy context for local authority asset management continues to evolve. The Audit Commission's Comprehensive Performance Assessment (CPA) of local authorities was revised in 2005 to provide 'the Harder Test'. This will be an increasingly stringent assessment of outcomes for local people and of value for money up to 2009, when the transition to Comprehensive Area Assessment (CAA) will be implemented.
5. Assessment of authorities' Use of Resources is one of the primary components of CPA. The management of land and property assets to support service delivery and 'place shaping' is a key strand of the Use of Resources assessment.
6. Annual performance assessment is reinforced by a Corporate Assessment carried out every three to four years by the Audit Commission to measure how effectively the council is working corporately, and with its partners, to improve services and deliver improved outcomes for local people. The Council's last Corporate Assessment within the current CPA framework will take place in March 2008. As part of the assessment asset management will be assessed against the Audit Commission's 'Key Lines of Enquiry' for Use of Resources.
7. Further context is provided by the requirement to achieve ongoing efficiency savings as a result of the Gershon Efficiency Review. The Council is progressing its 'Leading Edge' programme of strategic projects to secure both service improvements and efficiencies. Several of these, including the Operational Accommodation Review and Capital Process Review, will impact on asset management, in terms of either developing improvements to asset management arrangements or requiring asset acquisition, disposal or improvement.
8. The Royal Institution of Chartered Surveyors carried out research for the Office of the Deputy Prime Minister in 2004 on how local authorities carry out asset management planning. It sought to reflect the range of new requirements impacting on asset management, including Gershon and the CPA, and produced new guidance promoting a strategic approach that links effective property management to improved service delivery.
9. Darlington has made much progress in recent years in developing a strategic approach to asset management. This plan aims to continue the development and improvement of our approach to asset management to reflect best practice, support delivery of excellent services and community outcomes, and achieve value for money use.

Related Documents

- Community Strategy 'Where Quality Comes to Life'
- Corporate Plan 2007 - 2010 (Includes Best Value Performance Plan)
- Organisational Development Strategy 2007
- Capital Strategy 2007
- Asset Management Plan 2006
- Capital Medium Term Financial Plan 2006/07 - 2009/10
- Revenue Medium Term Financial Plan 2006/07 - 2009/10
- Development and Environment Department Plan
- Local Transport Plan
- Darlington Gateway Development Framework
- Accommodation Review 2006
- Corporate Equalities Review and plan 2005/06
- Darlington Economic Regeneration Strategy
- Local Development Framework (to supersede the Borough of Darlington Local Plan)

Section 2

Corporate Vision and Strategy

10. The strategic context within which the Council operates is developed with local partners through the Darlington Partnership (the LSP). The current Community Strategy, 'Where Quality Comes to Life', sets the overall direction for Darlington. The current strategy themes together with the Council's corporate objectives are set out below.
11. The community strategy is well established as a framework for effective partnership working and service delivery. The Council's planning systems at

corporate, departmental and service levels are linked to the delivery of community objectives, focused on the priorities of the local economy, educational achievement and social inclusion, and ICT systems monitor and measure the Council's contribution to them.

12. Previous Asset Management Plans have documented the integrated and sustainable approach of this planning framework. However, whilst the framework has been effective for several years, it is now being renewed in response to future demands and opportunities for better customer services and collaborative working with partners, and to meet ever rising public expectations. The 2007-2010 Corporate Plan sets out a new approach to corporate planning, built around a renewed commitment to community engagement signalled in the strategy 'A Bigger Say and a Better Deal for Communities' adopted in April 2007. The Council is reorganising to better deliver on this commitment, and is working towards a new planning framework, to be in place by April 2008, to meet local needs and to respond to evolving national requirements.

EIGHT INTERCONNECTING THEMES	
Improving the local economy	Promoting community safety
Promoting inclusive communities	Improving health and well-being
Raising educational achievement	Enhancing the environment
Stimulating leisure activities	Developing an effective transport system

FIVE CORPORATE OBJECTIVES
• Shaping a better Darlington
• Providing a better Darlington
• Putting the customer first
• Ensuring Access for all
• Enhancing our capacity to improve

13. The key components of this framework will be:

- A new **Sustainable Community Strategy** - setting out a long-term, sustainable vision for Darlington's future that meets the diverse needs of its existing and future residents, improving their quality of life and safeguarding the prospects of future generations
- **A new Local Area Agreement** – a three-year 'contract' between the Darlington partners and government to deliver on particular priorities set out in the sustainable community strategy, and a key vehicle for the Council's new role in 'place-shaping'. The Council and its partners will identify up to 35 improvement targets from a national indicator set of 200 for inclusion in the agreement, whilst also remaining focused on the delivery of the current Local Area Agreement due to end in March 2009
- A **Multi-Area Agreement** for the Tees Valley – the Council will be working with the other Tees Valley authorities to develop and deliver on agreed strategic proposals for economic development, housing and transport
- Refreshed **Service Planning Arrangements** – to ensure that internal planning arrangements are aligned with the new emerging strategic context and effective in delivering against new priorities
- The **Corporate Plan** – evolving in 2007 to reflect the changing strategic context, a new administration and in the light of stakeholder feedback, the new plan has a greater emphasis on the top corporate priorities, giving a clear articulation of the key goals to be extrapolated in department and service plans
- The **Medium Term Financial Plan** – a single Corporate Plan and MTFP will be produced for the first time this year

14. The **'Leading Edge' Organisational Development Strategy** sets out the ways in which the Council needs to organise and work to deliver on the emerging vision and framework of priorities. Four key ways of working have been identified, and are set out fully in the new Corporate Plan. They are: Influencing public services, outside of those we directly provide, to ensure that all organisations work together to improve quality of life in Darlington

Acting as a champion for the interests of the citizen – a new way of working in Darlington, ensuring that good engagement practice and partnership working with communities is woven into everything that we do, whilst also supporting citizens to participate in meeting their own needs

Promoting Darlington and the Council to ensure the regional and national decision-makers listen to Darlington, and to attract the investors and resources that are needed to realise the vision for the Borough

Continuing to provide public services that are lean and effective, so we can make the most of the capacity we have and provide excellent value for money

15. These approaches are summarised in the 'egg' diagram below:



16. Darlington's established approach to strategic planning has received recognition, and is at the core of the Council's successful improvement to date, achieving four star status within the CPA framework. The new strategic framework currently being developed will build on this good practice and provide the foundation for further improvement from four star to 'Leading Edge'.

Figure 2

Older Persons Strategy • Children's & Young Peoples Plan Neighbourhood Renewal Strategy			
Economy & Environment Group	Community Safety Partnership	Health Improvement & Social Inclusion	Darlington Learning Partnership
Economy/Environment/Transport	Community Safety	Health/Social Inclusion	Education/Leisure
Darlington Gateway Economic Regeneration Strategy Local Development Framework Local Transport Plan	Crime, Disorder and Drugs Strategy	Improving Health and Well-Being Strategy Social Inclusion Strategy	Cultural Strategy Education Development Plan
Partnerships, Sub-Groups and Networking			

PRIORITY THEMES	PRIORITY GROUPS
Improving the local economy	Children and young people
Raising educational achievement	Older people
Promoting inclusive communities	People living in the most deprived wards

17. The Darlington Partnership has agreed a set of priorities for improving quality of life in Darlington. These priorities are the result of detailed and extensive community consultation and analysis of the Borough's strengths and weaknesses. They are the basis of the shared ambition of the Council and all the partners working in Darlington.
18. Whilst the partners are committed to making progress across all the above themes, all work progressed through the partnership is tested and refined against these priorities.
19. A wide range of plans and strategies are in place or being developed within the Partnership framework, and they are required to address the cross-cutting priorities.

20. Darlington's approach to strategic planning has received recognition and acknowledgement, and underpins the Council's recognition and status within the CPA framework. The Audit Commission and LGA have all sought to learn from the Darlington approach.
21. Our asset planning arrangements sit within the Council's overall planning structures linked to the Community Strategy. These arrangements are illustrated below. Some key aspects include:
- ▲ The Asset Management Group, chaired by the Corporate Property Officer (a director and Corporate Management Team Member);
 - ▲ The group brings together corporate, education and highways asset management with capital planning and the Medium Term Financial Plan, and tests asset proposals against the Community Strategy;
 - ▲ A Corporate Landlord approach recognised across the Council with a corporate responsibility for work relating to Condition and Suitability, Disability Discrimination Act compliance, Legionella management, asbestos surveys and removal. Fire Regulatory Reform. Property Risk Management and Energy Management. The Corporate Landlord model and role played by the Estates and Property section is explained further in Section 7 of this report.
 - ▲ There are clear Member responsibilities for property – the Corporate Property Officer, John Buxton, has regular briefings with the Cabinet Member for the Resources Management Portfolio, Councillor Harker, who is the Lead Member for property issues;
 - ▲ Involvement of 'back-bench' elected Members is through the Ward Member consultation process, which is fed through Cabinet reports.
 - ▲ As a member of the Corporate Management Team, the Corporate Property Officer routinely engages with his senior colleagues on strategic property issues. A strategic property review was carried out in 2006 by the leading edge Accommodation Review project to determine the Council's future property requirements.
22. Consultation with the public and stakeholders takes place through a range of mechanisms, including the Local Strategic Partnership, a Resident's Forum and eleven Community Partnerships, the Environmental Forum and the Town Crier magazine, which is delivered to every household in Darlington. There is also a Town Centre Forum, which is consulted on developments and projects within the town centre. The Council's website is used to publicise proposals and obtain feedback, and is also an interface for customer complaints and compliments. The annual Community Survey and regular Citizens' Panel surveys also provide feedback on proposals and issues, and monitor public satisfaction with services. These arrangements will be reinforced with the development of a new strategic approach to Community Engagement and Corporate Intelligence. Our recent remodelling of Street Scene services into five dedicated neighbourhood teams also presages a trend towards service delivery embracing routine, day-to-day communication with residents and other stakeholders.
23. The overall direction for Darlington set by the Community Strategy centres on strengthening the local economy and securing sustainable gains in prosperity, whilst ensuring that all residents can share in and enjoy that prosperity, and that barriers to social inclusion are removed. At the same time it aims to create a high quality environment that supports prosperity and inclusion and enables people to enjoy a high quality of life.
24. Some examples of how this vision is being addressed by the Council across the Community Strategy themes are outlined below, with particular reference to the utilisation of the Council's land and property assets to support progress.

Addressing Local Priorities

Economic Regeneration

25. Within the Darlington Gateway Development Framework, investing in the infrastructure required to attract high quality, well-paid jobs to Darlington to counter the low wage local economy; reducing the unemployment gap between the most prosperous and most deprived wards; and enhancing the competitiveness and attractiveness of the town centre, with new shopping development and a major overhaul of the pedestrian environment.
26. Asset management plays a key role at the heart of the Gateway strategy in terms of the assembly, preparation and marketing of key investment sites; recent business park developments at Morton Palms and Faverdale East, and the Argos distribution depot development at Faverdale, are examples of the Council using its assets to enable major economy projects to progress.
27. The Council has used its property assets – town centre surface car parks – as components in the site assembly for the proposed town centre shopping development at Commercial Street; it also used its assets to control the marketing of the whole site when the original developer withdrew, to ensure that the development project was secured. The project, now named 'The Oval', is due to commence with enabling works on site in October 2007.
28. Gateway has been highly successful in focusing activity and attracting major investment into Darlington. It is coming towards the end of its planned life and the achievement of its objectives, and is now enforced by a fresh strategic framework, *and return capitalisation of* 'Taking Forward, etc, which is a project title. Taking Forward the Darlington Gateway for shaping the economic and environmental development of the borough. Other significant pieces of work being undertaken, linked to Gateway, is a review of Employment Land within the Borough and a study of opportunities.

Neighbourhood Renewal

29. Major regeneration programmes for the Firthmoor and Skerne Park Estates have been completed; community partnerships have been created in each of the 11 most deprived wards; the Neighbourhood Renewal Strategy provides a focus for the Council and others to work with the partnerships to tackle the combination of factors – economic, social and environmental – that lead to deprivation.

Environmental Improvement

30. The West Park project is creating a sustainable community on the site of the former Darchem Works. As well as reclaiming Darlington's last major area of industrial dereliction, the project which is private developer led will provide upwards of 700 new homes. A new mental health facility for South Durham opened in October 2004, a new primary school opened in January 2005, the 13 hectare West Park opened in June 2005, and a pub, shopping and other community facilities are close to completion. West Park won DEFRA's national Sustainable Communities Awards category of 'Constructing a Sustainable Community' in 2006.
31. The Council, working closely with the developer Bussey & Armstrong Projects Ltd, used land in its ownership to strengthen the viability of the West Park project and help unlock planning issues that had to be addressed, through negotiation with Government Office, to enable the project to proceed and to secure outcomes that justified an exception to established planning policy.

Social Inclusion

32. Inclusion is a key theme cutting across much of the partnership's and the Council's, work; the focus is a social inclusion strategy that aims to narrow the inequalities gap, build community confidence and improve access to services for groups of people specifically at risk of deprivation, discrimination and disadvantage. (Social Exclusion and Equalities Strategy).

33. Adaptation of the physical environment to improve accessibility for all, including people with physical and sensory impairments, is a key strand of our social inclusion strategy that impacts on our assets; the Council has a good record of adapting both highway infrastructure and buildings from which services to the public are provided to reduce disadvantage for disabled people.
34. Broadening the range of 'channels' through which services can be accessed is an important aspect of social inclusion; the new contact and call centre developed within the Town Hall is proving successful.
35. Assets are used to support service development and improvement to address social inclusion objectives; the former caretaker's house at Darlington Arts Centre, Vane House has been transferred to Adult Services to provide a resource centre for people with sensory impairments.

Improving Health

36. Close partnership working between the Council and the PCT is focused on providing health services that are accessible to all; giving people choice about healthy lifestyles and about where and when they are treated; promoting a fitter and healthier population, increasing physical activity and reducing obesity, and reducing health inequalities by targeting those most at risk.
37. The Park Place car park adjacent to the former health centre was made available to the PCT for the construction of a new, state-of-the-art, accessible primary care facility; in return, the PCT provided an improved new car park designed to Secured Status standard on the former health centre site. This car park is proving popular and replenishes the short stay Pay and Display provision for the Town Centre.
38. Highway asset management, linked to the accessibility strategy of the Local Transport Plan and the 'Town on the Move' sustainable travel programme, is seeking to support active and sustainable transport by

improving facilities and routes for pedestrians and cyclists. For example, a pedestrian/cycleway and a Bridleway have been constructed on the former Barnard Castle Branch Line, providing an extension to the Cycle Network and a 'safe route to school' for the new Alderman Leach school within the West Park development. A further section of the former branch line between Newton Lane and A1(M) made up of a 3m wide bridleway, has also extended the Cycle Route Network. Extending to 1 km of cycleway and 1km of 3m wide bridleway, funded by a combination of LTP and Sustrans, the extended network is a significant boost for the local community. A further extension of the cycle network is proposed along the banks of the River Skerne, beneath the £5 note railway bridge and alighting at John Street. The proposed route encompasses land in third party ownership and negotiations are ongoing.

Educational Attainment

39. The many factors being addressed in order to raise educational attainment and narrow the attainment gap include major investment in new educational buildings, and the reorganisation of school clusters to strengthen the linkages between schools and the communities they serve.
40. The Education Asset Management process is progressing a long-term review and renewal of primary school provision based on its condition, sufficiency and suitability.
41. Haughton 'Education Village, bringing together primary, secondary and special provision into a magnificent 'village' of outstanding facilities built by Kajima as a PFI project, opened early in 2006. It is proving to be a great success and has attracted national and international attention to Darlington.

42. The Corporate Asset Management process is complementing these programmes to ensure that school premises are fit for purpose and support educational attainment, by carrying out asbestos removal and fire regulations works; it is also responsible for disposing of surplus sites resulting from the primary school renewal programme, and the Education Village project.
43. The above examples provide an illustration of our response to local priorities, which can be summarised as building prosperity, enabling more people to share in that prosperity, and tackling the many barriers to social inclusion to enable people to fulfil their potential and enjoy a high quality of life.

National Factors

44. As well as supporting the delivery of local priorities, asset management must respond to national initiatives and priorities. The most important of these, in developing our asset strategy, are:
 - ▲ Corporate Performance Assessment: continuing the development of our asset management arrangements to maintain good practice and make a strong contribution, measured against the Key Lines of Enquiry, to the 'Use of Resources' assessment in the CPA methodology.
 - ▲ The Gershon Efficiency Review: linked to the above, contribute as appropriate to the Council's 'Leading Edge' programme of service reviews and projects designed to maintain and strengthen its 'four star' status, achieve efficiency savings in accordance with the Gershon review, and demonstrate value for money.

Property Data

45. The Council has established systems to provide comprehensive property information to inform its asset strategy and detailed asset proposals:
 - ▲ The Financial Asset Register is maintained to provide up to date information on the value of the Council's assets.
 - ▲ Property management information is maintained in the Asset Database – this is currently separate from the Financial Register, but steps towards an integrated system are being proceeded.
 - ▲ IPF.net software is installed within Corporate Services (Finance), Children's Services and Estates and Property and provides a web based database incorporating financial and property management information, principally focussed on condition surveys but the intention is for asbestos surveys, DDA audits and other property related information to be held on the one system – as a result all property information will be available to all staff and, via the Council's website, to external bodies.
 - ▲ Condition surveys of the Council's operational and non operational properties (excluding schools and housing) were carried out by IPF in 2005/06 and a summary of the surveys and resulting planned maintenance programme is contained within this report, section 5.
 - ▲ Service Property Reviews were last carried out in 2002 – the reviews were intentionally not refreshed, pending:
 - The outcome of the strategic Accommodation Review as part of the Leading Edge programme - the first stage of the review, incorporating a fresh analysis of operational accommodation requirements, has been completed.

- The relocation of staff from leased accommodation at Hopetown House to new open plan offices at the Beehive on the Lingfield Point Business Park was completed in May 2007.
- The establishment and bedding-in of the new Children's Services Department, so that future accommodation needs can be properly assessed on the basis of operational experience.
- The relocation of the DLO Hundens Depot as part of the Central Park development.
- Implications of service reviews related to Gershon efficiency issues.
- The proposed Darlington/Stockton services partnership and the potential need for co-located staff.

Strategic Issues

46. Local priorities and national factors, informed by our property information, raise the following issues for our asset management strategy:

- ▲ Making sure that the Council has access to the land and property assets that are required to deliver services and to facilitate the strategic developments that are required to sustain prosperity and a high quality of life.
- ▲ Measuring the effectiveness of the property portfolio and property projects using performance indicators that link assets to the delivery of desired outcomes, utilising the Council's 'Performance Plus' performance management system.
- ▲ Making sure that our property assets are fit for purpose, suitable, sufficient and support the delivery of excellent services – this has been progressed through the Leading Edge Accommodation Review.
- ▲ Having an effective approach to declaring property surplus to requirements and disposing of it, in order to minimise the opportunity costs sustained in holding property. Now addressed through the introduction of the Procedure for Declaring Premises Surplus to Operational Requirements and Disposal Process.
- ▲ Contributing to the current review of the Council's Capital Project Management arrangements, and ensuring that asset management practice, including land and property acquisitions and disposals, accords with the project management process adopted as a result of the review, whilst also making sure that the process supports good asset management practice.
- ▲ To ensure that our assets are maintained in optimum condition, and that planned maintenance work is scheduled to intervene at the point when maintenance works will achieve the best possible value for money. (refer to Section 5 - Asset Management –Maintenance Review)
- ▲ Making investment and disposal decisions based on effective appraisal of the options available to meet requirements and on whole life costing.
- ▲ Measuring the efficiency and cost effectiveness of our property portfolio using performance measures that can be benchmarked against other local authorities to support value for money decisions. (refer to Section 4 Property Performance Data).
- ▲ Making the most of partnership opportunities to secure cost-effective provision of the assets needed to deliver services – examples being the Education Village PFI with Kajima, to the land exchange with PCT at Park Place, relocation of the Building Control service into Darlington Fire Station to optimise the working linkages with the Fire Service and shared use of the Grange Road Baptist Church for the re-provision of Adult day services from Beck House.
- ▲ Working with the voluntary sector to encourage the best possible use of the available accommodation in Darlington to reduce costs and duplication of accommodation provision, and enable the Council's grant aid to voluntary organisations to be utilised more effectively; facilitated through the Council/Darlington Partnership Compact with the Voluntary and Community Sector, (Third Sector).

47. Every Local Authority is different with widely varying portfolios. However it is useful to compare practices and learning experiences of other Authorities, when lessons and processes are adapted, great benefits can be achieved. Significant savings in time and resources can be realised by not 'reinventing the wheel', each time a new problem is faced. Examples of sharing asset management good practice at Darlington is the IPF forums and ACES, Association of Chief Estate Surveyors meetings. There is also the Council's involvement with the North East Centre of Excellence that has been set up by Central Government to generate and share information between Local Authorities, regionally.

Section 3

Recent Developments and Achievements

- 48. It is important to note that what is happening in Darlington in terms of the major developments (Morton Palms, Faverdale East Business Park, Pedestrian Heart, Central Park) is not by chance, but they are the result of the Darlington Gateway Strategy created by the Council over five years ago.
- 49. In 2000 the Council and private sector partners recognised that accessibility and quality of life at Darlington were two unique factors.
- 50. Not only is Darlington a desirable place to live, it has a strong retail sector with over half a million catchment population. Housing is wide ranging with good schools and universities nearby at Durham, Newcastle, York and Teesside.
- 51. In 2001/2 the Council commissioned consultants to undertake primary research into the economic structure. The study showed that there was a latent demand for development, but shortage of supply of suitable development sites.
- 52. Consequently, joint ventures were entered into with ONE and the Council to facilitate infrastructure and road access with two sites, Morton Palms, a high quality office development and Faverdale East Business Park. Without access into the sites, they would not be capable of immediate development. By ensuring that sites were available for development, the Council successfully attracted the Argos Direct Distribution warehouse development to Darlington at Faverdale, bringing with it 700 new jobs for the area.
- 53. The consultant's study also recommended that additional offices would need to be ready to come on stream after Morton Palms. The Council is currently working jointly with Tees Valley Regeneration (TVR), One

NorthEast and English Partnerships on the Central Park project at Haughton Road.

- 54. This section of the plan summarises a selection of the gateway and major development projects taking place in Darlington, which involve or are being facilitated by the Council's assets.

COMMERCIAL STREET

Key Facts	Opportunity to build and develop a new shopping and Leisure centre, on Council owned land, to enhance the town's main retail area.
Location	Surface car parks on Commercial Street and Kendrew Street.
Total Size	1.4ha (3.5 acres).
Status	Status - Discovery Properties the Council's preferred developer has now obtained planning permission for the £100M scheme that will link up with the Queen's Street Shopping Centre. The anchor tenant Debenhams has now been secured and will take up 93,000 sq ft. The remaining space will accommodate 34 shops on two levels with a glazed atrium. The third level is devoted to leisure facilities and will be anchored by a nine screen multiplex cinema and restaurants. It is anticipated that work will start on site in the Autumn 2007. Construction will begin with a multi-storey car park in order to minimise disruption to daily operations.



Commercial Street Development

FAVERDALE EAST BUSINESS PARK

Key Facts	New commercial, industrial and warehousing business park owned by the Council.
Location	North western outskirts of the town opposite the well established Faverdale Industrial Estate.
Total Size	35 hectares (86 acres).
Phase 2: Argos Direct Regional Distribution Centre	Argos completed their 74,000m ² distribution warehouse in Summer 2005 and the facility is now fully operational 24/7. The Council's Estates and Property team dealt with the land and property transactions and the Council's Project Development team were responsible for the project management issues.



Phase 1: The Easter Group Ltd	Phase 1: The Easter Group Ltd has built 170,000 sq ft of industrial and distribution space alongside Argos's 750,000 sq ft regional distribution space at Faverdale East Business park. The development has now been completed and interest from potential purchasers expressed.
---	--



The completed Argos Direct Regional Distribution Centre



Phase 1 Faverdale East Business park

FAVERDALE EAST BUSINESS PARK

Phase 3: Key Facts

- Site Area – approx 4.3ha (10.6 acres)
- Uses – B1, B2 and B8 but development expected to provide units ranging in size from 1,000m² up to 2,000m².
- Plots identified to meet owner/occupier demand.
- Development expected to achieve high quality standards of building design incorporating sustainable design and energy efficiency.
- Marketing of site commenced autumn 2006.
- Interest from a variety of potential occupiers being progressed.

Phase 4: St. Modwen Developments Ltd Key Facts

The site of the former Corus works on Whessoe Road and the land immediately to the east of Faverdale East Business Park is owned by St. Modwen Developments Ltd.

- St. Modwen's are proposing to bring their land, approx. 70 acres gross, forward for development but require a right of access across the Council's land
- The Council have agreed in principle to grant a right of access and negotiations are progressing
- An estimated 1 million sq/ft of development principally aimed at the warehouse/distribution market (B2 and B8) is proposed
- Planning Application anticipated late 2007



Site plan of Phase 3 earmarked for development



Aerial photo of St. Modwen's land

CENTRAL PARK – Flagship Development

Strategic site at the centre of Darlington being assembled and brought forward in a Joint Venture arrangement between the Council, One NorthEast, English Partnership and TVR. The Council owns 12ha (31 acres) including Hundens Lane depot and allotments.

- Key facts
- High quality mixed use strategic development site.
 - 600 new homes, hotel and conference facilities, green open space, sculpture park and high quality office accommodation.
 - New site for Darlington College.
 - Will create approximately 2,000 jobs.
 - Impressive new link to the railway station adjacent to the site.

Location Adjacent to Darlington East Coast Mainline Station, close to the A1, A66 and A19 and short drive from Durham Tees Valley Airport.

Total size 30 hectares (75 acres) brownfield site.

Value A combined investment of £170m with the majority from the private sector.

- Status
- Masterplan launched October 2004.
 - Darlington College completed June 2006.
 - Outline planning permission for Central Park granted.
 - Infrastructure works on and off site completed.
 - Third party acquisitions progressing as part of land assembly exercise.
 - Developer selection process completed with preferred developer (Sky Consortium announced in late June 2007).
 - Allotments partially relocated. Hundens Lane Allotments are being relocated to three sites; Lascelles, Brankin Road and Arnold Road. Lascelles and Brankin are now complete with Arnold Road receiving planning permission in May 2007. Estimated commencement of works September/October 2007.
 - Preferred developer prioritising depot relocation to Council owned land situated to the south of Cummins, Yarm Road.
 - Co-operation Agreement due to complete September 2007.
 - Development Agreement negotiations ongoing.



Aerial picture of entrance to Central Park and Darlington College



Darlington College



New junction on Houghton Road

MORTON PALMS

The Council entered into a Joint Venture with One NorthEast to facilitate the construction of an access road onto the site to pump prime development.

Key Facts	City and Northern Ltd selected as preferred developer
Location	Eastern edge of Darlington conurbation.
Total Size	11.3ha (28 acres)
Phase 1	Two high specification 4 storey office buildings, Hackworth House and Stephenson House have been completed providing 71,000sq ft of quality accommodation. Whessoe Oil and Gas Ltd has taken occupation of Hackworth House. The ground, first and second floors of Stephenson House have been leased by the Secretary of State for Communities and Local Government with Brit Insurance taking the top floor.
Phase 2 'Pioneer Court'	The 60,000sq ft office development 'Pioneer Court' was completed in September 2006. Infoserve has taken the 16,250sq ft office building at the entrance to the office park, with other occupiers including Mouchel Parkman and Red Box Architects.
Future Phases	The planning application for Phase 3 at Morton Palms was submitted in May 2007. A similar scheme to Pioneer Court is proposed, but with a further 'signature' office building at the entrance, creating a gateway in to the office park.



Arial view of Morton Palms Development area



Arial view of Morton Palms Development area



Pioneer Court - Phase 2

PARK PLACE HEALTH CENTRE

The Council entered into a development agreement with the PCT, Primary Care Trust to facilitate the development of a new £3.5m Health Centre on the Council's adjoining car park at Park Place.

The new Health Centre has been constructed and is now open. The old Health Centre was demolished and a new car park funded by the PCT and constructed to 'Secured Status' standard is now in use as a Pay & Display short stay car park.



Park Place Health Centre



Park Place 'Secured Status' Car Park



Pedestrian Heart



Pedestrian Heart



TOWN CENTRE - PEDESTRIAN HEART

Key Facts

- Environmental enhancement of Darlington Town Centre.
- To design the 'Pedestrian Heart' as a high quality pedestrian-dominated space, creating a unique town centre experience. This will add to the existing pedestrian areas in and around the town centre, creating a quality and friendly space which is inviting, safe and accessible for all to use. Main aim is to attract more trade to the town centre.
- Flow of all town centre traffic has been reorganised to achieve greater pedestrian priority.

Status

Completed Summer 2007.



Pedestrian Heart



DARLINGTON EASTERN TRANSPORT CORRIDOR

Key Facts	<ul style="list-style-type: none"> • Three kilometres of single carriageway connecting the A66 (T) to the east of Darlington with the B6279 Haughton Road to open up access to industrial land and relieve pressure on existing roads. • 7.3m wide single carriageway between A66 (T) and Haughton Road. • New traffic signals between Lingfield Point and the A66 (T). • New access to key development sites. • Environmental benefits for residents and retail. • Improved cycling, equestrian and walking facilities and heritage features on the historic Stockton and Darlington Railway track bed.
Status	<ul style="list-style-type: none"> • Construction in progress and completion expected Spring 2008



Darlington Eastern Transport Corridor



West Park

WEST PARK

Key Facts	Public park transferred to the Council in June 2005 producing high quality public open space and a prominent gateway into Darlington from the A1 and A68.
Key Facts	A mountain bike track has been built at the park

Eastbourne Academy

Key Facts: Transfer of Eastbourne Comprehensive School on short term lease to Church of England Academy Trust Limited from 1 September 2007.

Proposed development of new 700 place Academy by the Council on former Hundens Park playing fields, funded by a combination from the DfES through the Partnership for Schools initiative, the Church of England Academy Trust and private sponsors Mr and Mrs Crossland.

Status: The Developer selection process is ongoing and construction is due to start Spring 2008.

Surplus Schools

Key Facts: Opportunity for the development of former school sites that were surplus to the Council's requirements, following the opening of the new Education Village. The sites were advertised for sale on the open market by Informal Tender for residential purposes.

Location: Sites of the former Harrowgate Hill Primary School and Springfield Primary School (Salters Lane South), Beaumont Hill Schools (Glebe Road), Albert Hill Nursery, Sadberge School, Eastbourne Nursery and McMullen House.

Total Size: Sites vary from approximately 0.13 Ha (0.32 acres) to 1.2 Ha (3 acres)

Status: The marketing of Harrowgate Hill, Sadberge, Albert Hill, Springfield and the former Beaumont School sites have been completed. Developers have now been selected for the Harrowgate Hill, Sadberge, Albert Hill and Springfield sites.

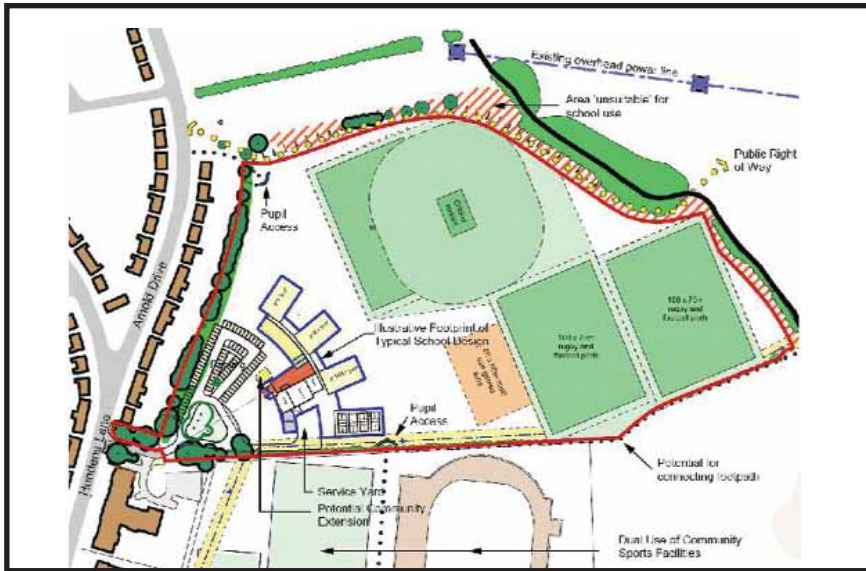
Snipe House Farm

Key Facts: proposed residential development of 149 units by Miller Homes Limited on land south of Skerne Park to include Council land. Development access obtained across Council land off Arkle Crescent.

Developer contributions secured through the planning permission (S106 Agreement) to include:- 20 Affordable Housing Units, Bus Subsidy, Equipped Play Area Provision, Community Facilities Fund, playing field, woodland planting and commuted sum to cover maintenance of playing field.

Status:

- Planning Permission granted March 2006.
- Construction due to start on site September 2007.



Proposed Eastbourne Academy



Proposed Miller Homes Scheme, Snipe House Farm



Former Beaumont Hill School Site



Former Sadberge School Site



Former Springfield School Site

Section 4

Property Performance Data

55. The five Key Performance Indicators previously set by Government Office have been replaced by a set of 4 indicators produced by COPROP (Corporate Property Officers):-

- ▲ PMI 1 ABC & D – Condition and Required Maintenance
- ▲ PMI 2 AB & C – Environmental Property Issues
- ▲ PMI 3 A & B – Suitability Surveys
- ▲ PMI 4 ABC & D – Building Accessibility Surveys

These 4 indicators and the performance of the Council against them will now be assessed through the CPA process under the Key Lines of Enquiry (KLOE) on the Council's Use of Resources.

A more detailed description and definition of the performance indicators together with the Council's data is set out in Appendix 1. In addition to the COPROP indicators the Council continues to monitor its performance through local indicators , for example, percentage of void properties, rent arrears and response times for completing valuations and plan preparation for Council house Right to Buy requests, also set out in Appendix 1.



Section 5

Asset Management - Maintenance Review

56. The following section, Asset Management – Maintenance Review considers the findings of the Council's 2005/06 condition surveys and the resulting planned maintenance programme has regard to the current CPA's use of resource criteria:

Level 2:-

- ▲ The Council has an annual programme of planned maintenance based on a rolling programme of property surveys
- ▲ The Council has assessed the level of backlog maintenance

Level 3:-

- ▲ Members are aware of the level of backlog maintenance and have approved a plan to address it as appropriate.

The Audit Commission have recently published revised key lines of enquiry criteria for the use of resources which will be used as the basis for the 2008 Assessments (see later in section).

The survey format used by IPF meets the current requirements of the Government and an extract of the Priority/Condition codes is set out in Table A opposite.

Priority/Condition Codes - Table A

Work Type	Code
IPF PRIORITY	
Legislative requirements i.e. Health and Safety, Asbestos, etc	A
Total/partial loss of service or taking out of use	B
Internal Environment Improvement	C
Security Implications	D
Consequential Damage Risk	E
Fire Precautions	F
Further Investigations Required	I
Health & Safety (Improvements)	L
Disabled Access Requirements	M
Recommendations	R
Energy Improvements	Q
PRIORITY GRADE	
Urgent Work To Prevent Closure Of Premises	1
Essential Work Required Within 2 Years	2
Desirable Work Required Within 3 - 5 Years	3
Long Term Work Outside The 5 Year Period	4
CONDITION GRADE	
Good - Performing As Intended And Operating Efficiently	A
Satisfactory - Performing As Intended But Minor Repairs Required	B
Poor - Exhibits Major Defects	C
Life Expired - Serious Risk	D

The survey reports were distributed to building managers/budget holders and are also available via the Council's IPF.net database, which provides building managers the ability to view their site-specific surveys via the intranet.

Properties Surveyed 2005/6

57. A schedule of the properties surveyed in 2005/6, together with those properties not surveyed and the reason why, is set out in Table B overleaf.

Table B also shows repair costs associated with each property broken down into Priority 1s and 2s and Condition Grades C (Poor) and D (Bad). Several of the properties have been or are currently subject to refurbishment/repair for example, the Arts Centre, North Road Station Museum, Crown Street Library and Cockerton Library. Others have been the subject of re-provision/re-location for example Beck House and Hopetown House. The refurbishment and new build at South Park will enable the relocation of some services from Beck House. The relocation of Hopetown House to the Beehive at Lingfield Point completed in May 2007.

Following the review of the future provision of the Town Hall, the refurbishment of the lifts has taken place and a feasibility exercise into replacing the boilers with boilers to be removed from Hummersknott School is being undertaken. If suitable will lead to a significant saving and reduction of the estimated cost of works for the Town Hall. Refurbishment to the front of house and entrance to the Arts Centre has significantly enhanced the appearance and operation of the premises. Works to the remainder of the building identified by the condition survey remains to be addressed.

Assessed Needs

58. The essential works identified in the Condition Surveys are shown as priority 1's and 2's. These incorporate all of the items that are deemed in a 'Bad' or 'Poor' condition (Life expired or major defects), and should be addressed within 2 years (2006/07 – 2007/08).

The desirable works identified are shown as priority 3's. These items are considered as being in a 'Satisfactory' condition (Performing as intended – could benefit from minor attention).

	Priority 1	Priority 2	Sub Total	Priority 3	Total
All Sites	5,643	2,058,465	2,064,108	1,383,907	3,448,015
Arts Centre		768,116	768,116	126,833	768,116
Town Hall	500	627,863	628,363	175,613	628,363
Total Less Town Hall and Arts Centre	5,143	662,486	667,629	1,081,461	2,051,536

Fit for Purpose

59. The costs identified by the condition surveys reflect the full extent of works required to satisfy the elemental and priority requirements of the assessment criteria. In other words, to put the property into first class condition.

The surveys do not take account or make provision for a judgement on whether the property is in a condition satisfactory for the use it is being put or for the service being delivered from the property (Suitability Survey). Consequently, it would be unrealistic to expect an organisation to maintain all its properties to a first class level of condition.

Resources

60. As shown in the table above, the total cost of essential works, less those costs relating to the Arts Centre and the Town Hall, was £667,629. Budget holders have been addressing items of disrepair from their revenue budget on an ongoing basis during 2006/07 and 2007/08. The items of repair already addressed are being monitored and the condition surveys reviewed, adjusting the terms and estimated cost of works required. It is proposed as part of the Corporate Landlords role for the estates and property section to reflect the condition surveys as and when items of disrepair are completed. Similarly using hand held technology it is intended to upload the condition survey data and review the surveys on site on a 5 year rolling programme.

Table B below shows the cost of priority 1's and priority 2's (2007/08) at site level.

Property Name	2006/07	2007/08	Total
10 HOUNDGATE	600	13,671	14,271
112/114 WHITBY WAY	610		610
12A HORSEMARKET	1,251	17,858	19,109
13 HORSEMARKET	535	250	785
2 MCNAY STREET	760		760
4 WOODLAND ROAD	2,320	2,350	4,670
83 BRINKBURN ROAD	1,606	1,255	2,861
ARTS CENTRE	17,493	750,622	768,115
BAYDALE FARM	1,754	855	2,609
BECK HOUSE	3,548	62,831	66,379
BENNET HOUSE	6,674	33,907	40,581
CENTRAL HOUSE - LGR	1,21	5,913	7,131
CENTRAL HOUSE ANNEXE	1,000	54,711	55,711
CHURCH ROW OFFICES	30	750	780
CIVIC THEATRE	1,746	5,284	7,030
COCKERTON BRANCH LIBRARY	8,954	29,671	38,625
COCKERTON SHOPS TOILET	228	2,665	2,893
COVERED MARKET COMPLEX	3,906	46,700	50,606
CREMATORIUM WEST CEMETERY	2,201	10,004	12,205
CROWN STREET LIBRARY	3,074	44,590	47,664
EAST CEMETERY	1,187	2,837	4,024
EASTBOURNE SPORTS TRACK	13,032	3,544	16,576
HAREWOOD HOUSE	4,366	8,295	12,661
HAREWOOD LODGE	603	350	953
HEIGHINGTON VILLAGE HALL	1,087	5,842	6,929
HIGH FAVERDALE FARM	11,638	1,635	13,273
HOPETOWN CARRIAGEWORKS	1,169	46,305	47,474
MAIDENDALE FARM	3,086	2,030	5,116
MAYORS CHARITY SHOP	870	5,400	6,270

Property Name	2006/07	2007/08	Total
MORTON GRANGE FARM	5,300	4,927	10,227
NEASHAM ROAD CARAVAN UTILITY BLOCKS	2,077		2,077
NORTH CEMETERY	1,284	2,582	3,866
NORTH LODGE	1,476	17,828	19,304
NORTH ROAD STATION MUSEUM	24,608		24,608
NORTH ROAD STATION WORKSHOPS	13,575	30,404	43,979
SALTERS LANE CHILDREN'S UNIT	1,240	650	1,890
SALUTATION NURSERIES	744	1,298	2,042
RABY TERRACE CLUB	1,905	3,030	4,935
STAG HOUSE FARMHOUSE	1,284	14,363	15,647
STRESSHOLME GOLF COURSE (INC CLUBHOUSE)	2,520	15,194	17,714
TEES GRANGE FARM HOUSE	13,625		13,625
THE DOLPHIN CENTRE	2,359		2,359
TOWN HALL	14,516	613,847	628,363
TUBWELL ROW MUSEUM	320	1,814	2,134
WEST CEMETERY	2,672	2,150	4,822
WEST LODGE	2,035	5,000	7,035
TOTAL	173,472	1,890,638	2,064,110
Total Less Arts Centre and Town Hall	141,463	526,169	667,632

(Costs being reviewed to reflect work undertaken)

Properties Not Surveyed

Property Name	Comments
Cattle Market	Premises let to Darlington Farmer's Auction Mart Company Ltd. Tenant to repair and maintain
Dolphin Centre	No internal areas surveyed, pending refurbishment
Hundens Depot	Pending relocation
Morrisons Bowls Club	Premises sub-let to Darlington and District Indoor Bowls Club
North Road Station Museum	Pending new roof/refurbishment works
Park Depots	Awaiting Leading Edge review of depot provision
South Park Buildings	Pending major lottery works now completed
Widdowfield Scout Hut	Premises let to Scout Association. Tenant to repair and maintain

Planned Versus Reactive Maintenance

61. Asset management good practice and the Audit Commission's recommendations encourage organisations to move away from reactive maintenance and move towards planned maintenance. The recommended ratio being 80:20 planned : reactive respectively.

Accordingly, the maintenance programme in Table B provides the framework to enable the Council to be aware of the overall condition of its properties operational and non-operational (excluding schools and housing), to identify backlog maintenance and to identify appropriate financial resources in a planned manner, to ensure its properties are fit for purpose.

A large proportion of the cost is actually made up of items which should fall to departmental revenue budgets and be met through the ongoing maintenance of the properties. The benefit of the surveys and a programme of maintenance for each property means that those items of repair which perhaps would otherwise have been addressed in a reactive nature, can now be addressed and budgeted for in a planned manner. There are of course items of repair/replacement which represent a significant cost and it is proposed that these will be funded where appropriate from the Planned Maintenance Capitalised Repairs capital allocation as approved in the Council's Capital MTFP.

The Estates and Property Section is working closely with building managers and budget holders to identify which items from the surveys are being addressed from revenue and which merit funding from the Planned Maintenance Capitalised Repairs allocation.

As in previous years it is intended to prioritise and allocate the capital with the prior approval of the Director of Development and Environment as the Council's Corporate Property Officer and Chair of the Asset Management Group.

Of the urgent and essential works (Priority 1s and 2s which require attention within 2 years) falling under a bad or poor condition (condition grades C and D), and identified as legislative or a risk of total/partial loss of service the majority are Electrical Rewires. In order to properly quantify the scale of the cost associated with potential rewires, a review of Electrical Certification across the Councils property portfolio is ongoing. This will identify premises requiring remedial work and allow accurate pricing to be undertaken. It is anticipated that to meet the Council's Procurement rules a tendered contract for Electrical work may be required rather than addressing works on an individual basis.

Other areas highlighted by the condition surveys which on closer examination have required further investigation prior to commencing work are Lightening protection measures and high level inspections of roofs and structural feature. For example an inspection of the Clock Tower at Tower Lodge revealed significant deterioration and movement to key areas of stonework. Having regard to potential health and safety, works to remedy these defects have been funded through the Planned Maintenance Capital Allocation.

CPA – ‘The Harder Test’

62. The Key Lines of Enquiry (KLOE) for Use of Resources remain the same for assessment in 2007. However for the 2008 assessment the Audit Commission have altered the criteria and introduced new measures aimed at making the harder test harder. (see below)

Level 2

The Council has an up to date corporate capital strategy linked to its corporate objectives and medium-term financial strategy.

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.

The Council maintains an up to date asset register.

The Council has a designated corporate property function.

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.

The Council has an annual programme of planned maintenance based on a rolling programme of property surveys.

The Council has assessed the level of backlog maintenance.

The Council's Capital programme gives priority to potential capital projects based on a formal objective approval process.

Level 3

A member has been allocated portfolio responsibility for the Council's asset management. **(Mandatory requirement for 2008).**

Members are aware of the level of backlog maintenance and have approved a plan to address it as appropriate.

The Council has developed a set of local performance measures in relation to assets that evaluate asset use in relation to corporate objectives. **(Deleted for 2008).**

The Council makes investment and disposal decisions based on thorough option appraisal and whole life costing.

The Council's asset management plan provides clear forward looking strategic goals for its property assets that shows how the council's 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 that they are all fit for purpose. **(Added for 2008).**

The council 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 in property. **(Added for 2008).**

Level 4

Performance measures and benchmarking are being used to describe and evaluate how the Council's asset base contributes to the achievement of corporate and service objectives, including improvement priorities. **(Added for 2008).**

The results of performance measurement and benchmarking are communicated to stakeholders where relevant. **(Deleted for 2008).**

The Council has developed an approach for the co-ordination of asset management information and its integration with relevant organisational financial information. **(Deleted for 2008).**

Performance measures and benchmarking are being used to 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. **(revised).**

The council fully integrated asset management planning with business planning corporate and service levels. The role and contribution of property is explicit in business plans as flexible working policies, ICT plans and customer access strategies. **(new).**

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 the local community. **(new).**

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 deliver seamless cross-agency community based services to users. **(new).**

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 surplus assets. **(new).**

Note: Criteria denoted in bold type must be satisfied in order to achieve that level.

Level 2

63. All the level 2 criteria are denoted in bold type and it is considered appropriate that the Asset Management Plan has specific regard to: **The Council has an annual programme of planned maintenance based on a rolling programme of property surveys and The Council has assessed the level of backlog maintenance.**

The 2005/06 condition surveys follow the Council's commitment to a programme of property surveys over a 5 year period. It is recognised that the condition of properties can change either through deterioration, or where works are carried out and consequently surveys require updating. The latest IPF.net database provides greater flexibility for the surveys to be updated to reflect changes and where works have been carried out and although this is still a manual process, it is proposed that surveys will now be updated on a rolling basis.

The 2005/06 condition surveys identify backlog maintenance, albeit the Council only has 3 items of repair falling into Priority 1. Table B sets out the Council's programme of planned maintenance to address this backlog. As in previous years the Council will use a combination of departmental revenue budgets and the Capital programme to meet the cost of these works.

Level 3

64. With regard to the level 3 assessment criteria specifically **'Members are aware of the level of backlog maintenance and have approved a plan to address it as appropriate'** it is considered most appropriate that this forms an integral part of the 2007 Asset Management Plan, with support from the Capital Strategy, the Education AMP, Housing Business Plan and Local Transport Plan. Through these documents it is considered members have regard to the overall position of the level of maintenance required and proposed for the management of the Council's Asset base.

Level 4

65. The Council is already meeting the challenge of Level 4 criteria, for example

- Accommodation review - The development of Partnership working through the creation of the Darlington & Stockton Partnership to meet corporate service objective, with significant asset base implications, in the form of new shared office Accommodation.

The Accommodation Review recognised the need for new ways of working across the authority and the creation of the Partnership will provide an opportunity to introduce a change of culture and new working practices. (flexible working policies, the use of enhanced ICT systems).

The Customer Contact Call Centre which opened in 2006 is already being expanded to offer increased capacity of the Call Centre and provide greater customer satisfaction.

- The Gateway initiative recognised the benefits of utilising the Council's property portfolio as an enabler of change for example the creation of Morton Park Business Park, Faverdale East Business Park on council owned land facilitated through a joint venture with ONE Northeast.

Other examples of council land providing the catalyst for development includes:-

The proposed shopping and leisure development by Discovery Properties Ltd at Commercial Street, known as 'the Oval'.

- Central Park - A flagship regeneration project through a tri-partite joint venture between the Council, ONE Northeast, English Partnership, facilitated by Tees Valley Regeneration Ltd. The project is a mixed use development of offices, residential, hotel and conference facility, retail and public realm, a relocation of the existing Council Depot. The Council is also making available land for a new depot site to enable the project to happen.

- The Council has already taken opportunities to co-locate activities with the Voluntary/Community Sector and Agencies for example the 'Coleridge Centre' at Skerne Park which integrates the Primary school, Neighbourhood Nursery, Sure Start and Adult Learning facilities in one new purpose built facility.

Another, similar example is Maidendale House at Firthmoor which was facilitated through the Single Regeneration Budget (SRB) and resulted in the former Community Centre being relocated to a new facility on Council land developed and managed by Firthmoor Community Association.

The Council's decision to dispose of the surplus schools was a result of a strategic decision to create a ground breaking Education Village at Haughton and relocate aspects requiring substantial capital investment for re-development



Coleridge Centre



Education Village

Section 6

Asset Management Priorities

66. An analysis of the Council's assets are outlined in the table opposite.

Council's Property Portfolio

67. The Council's asset portfolio has 4 distinct elements:

- ▲ **Operational**
- ▲ **Non-operational**
- ▲ **Community Assets**
- ▲ **Infrastructure**

68. **Operational** – this comprises land and buildings used in the direct delivery of those services for which the Authority has either a statutory or discretionary responsibility. Examples are:

- ▲ Land associated with operational property;
- ▲ Council dwellings;
- ▲ Other housing properties;
- ▲ Buildings;
- ▲ Office buildings;
- ▲ Schools;
- ▲ Libraries;
- ▲ Sports centres and pools;
- ▲ Golf courses/sports pitches (if not let to third parties);
- ▲ Residential homes/day centres;

Analysis of Fixed Assets	31/03/2007
Schools - Nursery	1
Primary (excluding Aided schools)	21
Secondary (excluding Aided schools)	5
Special	0
Pupil Referral Unit	2
Other	1
PFI	2
Children's homes	1
Homes for Older People	0
Adult Residential Homes	0
Adult Day Centres	2
Other Social Services Properties	3
Council Dwellings	5527
Highways - Principal roads	59.0 km
'B' roads	29.5 km
'C' roads	108.7 km
Unclassified roads	342.6 km
Town Hall	1
Other Administrative Buildings	1
Depots and Workshops	3
Off-Street Car Parks/Lorry Park	21
Arts Centre	1
Leisure Centre	1
Eastbourne Sports Complex	1
Libraries	2
Museum	1
Parks and Recreation Grounds	39
Golf Courses	1
Theatre	1
Covered Market	1
Cattle Market	1
Open Market	1
Cemeteries	3
Crematorium	1
Commercial Property Rented Out : shops, Offices, Workshops	32
Totalling	7,600 sq.m
Ground Leases	147
Totalling	79.1 Ha
Short Term Tenancies & Licenses of Land	75
Agricultural Tenancies including Farm Business Tenancies	17
Totalling	256 Ha

- ▲ Museums and galleries;
- ▲ Depots and workshops (if not let to third parties);
- ▲ Cemeteries (buildings only);
- ▲ Crematoria (buildings only);
- ▲ Off-street car parks;
- ▲ Tenanted farms/small holdings (if held for investment they are non-operational).

69. The Council's operational portfolio is predominantly owned freehold.
70. The major landholding in size terms is the schools followed by surface car parks and Hundens Depot. The remainder of the portfolio consists of freehold offices, namely Town Hall, Central House and Annexe, North Lodge with additional leasehold properties at 10/11 Houndgate and Beehive, Lingfield Point.
71. Children's Community (Adult) Services have a portfolio of properties to deliver services, for example, Harewood House, Beck House, Salters Lane Children's Unit.
72. The leisure orientated properties include Dolphin Centre, Civic Theatre, Stressholme Golf Course, Railway Museum and Arts Centre.
73. **Non-operational** – the non operational portfolio comprises land and buildings held by the Authority but not directly occupied in the delivery of services for example: land awaiting development; commercial property; investment property; surplus assets; golf courses/sports pitches (where let to a third party); depots and workshops; tenanted farms and farm business tenancies; shops on housing estates (if held solely for investment rather than particular service objectives); markets.

Disposal of land for residential and commercial development over the past 5 years show:

	2003	2004	2005	2006	2007
Residential Land Sales	51.6	0	6.4	3.1	0.4
Commercial Land Sales	0.75	2	53.5	12	13.2
Commercial Land Available today extends to 25.25 acres					

74. The non-operational portfolio comprises approximately 170 properties whose book value stands at £9.5 million and a gross rent roll of £385,000. This equates to an overall return of 4%, but of the £9.5million, £3.6m represents the Council's development sites i.e. Morton Palms, Faverdale, which if excluded leaves £5.9 million which then equates to a return of 6.57%. Furthermore this figure includes the Council's agricultural land holdings which traditionally achieve a low yield.
75. The top 5 non-operational properties, in capital terms, represent 45% of capital value and rental income. The top 10 represent 60% of value and 56% of rental income.
76. **Community Assets** – Are assets that the Authority intends to hold in perpetuity. Many will have restrictions on their disposal as they have been dedicated or donated for public use. The Authority acts as custodian to provide care, maintenance and access for the public. Examples are: parks, historic buildings, works of art, cemeteries and crematoria (land only).
77. There are 188 separate Community asset entries ranging from South Park to small pieces of roadside open space. The primary component is the Parks but also includes the River Tees Walkway and Fishing Rights from Broken Scar to Blackwell, the Roman Remains at Piercebridge and a number of picnic sites of the outskirts of the town.

78. **Infrastructure** – The definition of these are inalienable (retained for public benefit) assets, expenditure on which is recoverable only by continued use of the asset created, for example: roads, bridges, permanent ways, water drainage, street furniture. Whilst essentially comprising roads and bridges, there is also land being acquired and held in advance of schemes such as the Darlington Eastern Transport Corridor. The Council is now in the process of producing a Transport Asset Management Plan, TAMP, which will record and register the full extent of the Council's transport assets, their condition, and the Council's strategy for managing its highways infrastructure linked to the Local Transport Plan. Evidence based efficient and timely life cycle maintenance of the transport assets such as the carriageway, footways, cycleways, verges, embankments, drainage, bridges, retaining walls, bus stops/shelters/information systems etc. is key. The TAMP which is being developed in conjunction with the Council's Tees Valley Authority partners, provides the basis for this comprehensive and co-ordinated approach so that funding can be spent in the most effective way to achieve value for money and ensure the long term viability of the Council's transport assets.

Operational and Strategic Priorities for Managing Assets

79. In February 2006, a fundamental review of the Council's office accommodation was required to establish what its potential future requirements might be and with a view to compiling an Accommodation Strategy having regard to what the Council currently occupies in terms of suitability and sufficiency, space per person, operational costs etc.

The 'Accommodation Review' a Leading Edge project highlighted a number of areas whereby the Council could make improvements to resolve current problems and make more efficient use of its property assets in the future. One of the main recommendations was the:-

- ▲ Relocation of staff from Hoptown House to alternative office accommodation This has been achieved through the leasing of a new open plan office at the Beehive, Lingfield Point where those staff previously at the Hoptown House are now located.

Other areas of recommendation are:-

- ▲ Improve existing accommodation
- ▲ Improved management of assets and facilities
- ▲ Consider phased implementation of Flexible Working
- ▲ Reduce the amount of space used for storage

80. The Council continues to enter into Partnership arrangements and Service Level Agreements with the voluntary and charity sectors. For example, First Stop, the Tubwell Row Project who provide a drop in centre for young people has now expanded its occupation, taking over the whole building. The Council for Voluntary Services occupy Council premises at Church Row and provide short term lets to other voluntary organisations.
81. The Council in conjunction with the Darlington Partnership has introduced a 'Compact' with Voluntary and Community organisations and the Third Sector which furthers the Council's partnership working but more importantly identifies where overlap of services and funding is occurring and establishes precisely what services are required and how best these can be delivered.

The Third Sector

82. There has been a recent focus from Central Government on the future role of the Voluntary and Community organisations termed the 'Third Sector'.

The Government commissioned a report by Barry Quirk, Chief Executive of Lewisham Borough Council, titled "Making Assets Work – The Quirk Review of Community Management and Ownership of Public Assets" known as the Quirk Review.

This has led to the Department for Communities and Local Government producing a paper on 'Third Sector Strategy for Communities and Local Government' plus further papers from Cabinet Office and HM Treasury.

The primary focus of these papers has been the role that the Third Sector can take in social and economic regeneration and how local authorities can assist in the process by the transfer of assets whether this be freehold, lease, license or by service level agreements etc. In Darlington we already have an established record of working closely with the Third Sector for example the CVS and the refurbishment of Church Row offices.

As already referred to elsewhere in this Plan other examples of the Council working with the Third Sector include:-

- ▲ Use of the former Museum on Tubwell Row as night shelter and contact point for homeless by First Stop.
- ▲ Use of the basement of Grange Road Baptist Church.
- ▲ Enlargement and rebuilding of Skerne Park Primary School to create the Coleridge Centre with facilities for Neighbourhood Nursery, Sure Start and Adult Learning.

83. A review of the Voluntary and Community Sector (Third Sector) in Darlington has recently been concluded and was approved by Cabinet in June 2007.

The action plan within the strategy is now being progressed through the Head of Performance Development and Community Partnerships and in respect of the Council's assets is to include a 'review of the letting of Council accommodation and the provision of discretionary grants to the Voluntary and Community sector to ensure value for money and to inform the strategic grant provision'.

The Government's Third Sector agenda is also being rapidly progressed through the Big Lottery Fund and the proposed launch of a £30 million 'Community Assets' programme funded by the Cabinet Office of the Third Sector in September 2007. This is intended to make grants of between £150,000 to £1 million to local authorities and Third Sector partners.

The aim of Community Assets is community empowerment. It intends to achieve this by facilitating the transfer of genuine assets from local authorities to the Third Sector for their use as community resources. Grants are to be awarded to partnerships between local authorities and the Third Sector to refurbish local authority owned buildings and facilities.

A series of regional seminars are being held in each of the England regions during September 2007 and prospective applications need to be submitted by the partnerships by 15 November 2007.

The Cabinet Office recognise that some local authority areas will not be in a position to benefit from this initial programme, given the application deadline, but are requested to register and find out more about the programme.

The Council are already aware that some Third Sector organisations in Darlington would like to explore the possibility of Big Lottery funding involving the Council's assets, for example the Scout Association and North Road Community Partnership in connection with the refurbishment of the Scout Hut at Widdowfield Street. Also there may be an opportunity for the Council in respect of the future use of Bennet House.

Priority 1: To consider the findings of the Accommodation Review and to ensure operational property continues to be suitable and is sufficient for service delivery both operationally and through the Council's partnership arrangements with the third sector.

Supporting Social and Economic Regeneration

84. Following the completion of infrastructure works at Morton Palms and Faverdale East Business Park, via joint venture agreements between the Council and One NorthEast, development of both sites is progressing quickly, bringing forward opportunities for new employment.
85. The Town Centre Development Strategy is dependant upon the Council releasing surface level car parks for redevelopment. The Commercial Street development is now with the Council's preferred developer Discovery Properties Ltd, who now have detailed planning permission and are due to start enabling works this Autumn.

Other areas of Economic regeneration activity is looking beyond the success of the Darlington Gateway project and considering what next for Darlington. The 'Taking Forward Darlington Gateway' project is now underway in conjunction with ONE Northeast.

Priority 2: To provide funding and property assets in support of the regeneration programme in partnership with other funding bodies and organisations.

Investment and Commercial Property

86. The Estates and Property Section continues to evaluate the Council's Investment and Commercial property portfolio to ensure that the Council continues to hold property that performs and provides an acceptable return to the Council or is required for strategic purposes.
87. Through the Corporate Landlord role a 'Corporate Protocol for Asset Disposals' was introduced and endorsed through the 2005/2006 Asset

Management Plan, formalising the process whereby any assets considered surplus to requirements, whether they be commercial or operational, are identified, referred to the Asset Planning Management and following an evaluation of the options including, where appropriate, whole life costing, the asset is then either re-allocated for Council use or declared surplus and sold.

88. The need to develop effective project management is recognised throughout the Council and project management methodology guidance is being progressed, based on the Gateway system.
89. Further, 'Micro P2' project software was provided by the Council's 'Street Scene' project and is now being used in connection with the current Leading Edge projects.

Priority 3: To continue to implement a corporate approach to investment return, surplus assets and their disposal and project management.

Surplus Property

90. The Corporate Protocol for Asset Disposals will continue to be the process and procedure Departments will need to follow when considering their future use and service requirements, ensuring asset decisions are fully appraised and those declared surplus are dealt with corporately. This in turn will feed into the Council's programme for generating capital receipts.
91. The Estates and Property Section, in conjunction with other sections within the Development and Environment Department, i.e. Planning, Highways and Transport Policy are undertaking an evaluation of the Council's assets to identify the potential for bringing surplus land and property forward for development/disposal in the short, medium and long term.

Priority 4: To continue to update the review of land held by the Council and to dispose of any that is surplus for the best consideration.

Programme Development and Funding

92. The Council continues to develop shared use of property where there is a clear benefit for service delivery. The co-location of police, traffic wardens, community safety, the Youth Offending Team and community wardens in converted premises at Central House Annexe and the shared use of Grange Road Baptist Church for the delivery of Adult Day services from Beck House are good examples of what has been achieved.

In Skerne Park redevelopment of the school was expanded to include facilities for a new Neighbourhood Nursery Surestart and Adult Learning, the whole complex is now known as the Coleridge Centre.

93. The Council has identified disposals that are intended to meet the requirements for capital receipts in line with the Capital Medium Term Financial Plan. The Council has a relatively small property portfolio from which sales can be made and capital expenditure is restricted to what can be realistically achieved from land sales or provided from other sources.

94. Capital receipts are a small proportion of the total funds that the Council expends annually on capital works. (Refer to Capital Strategy).

95. The Council has a small number of leased out properties but the rental income from these properties is important in supporting the revenue budget.

Priority 5: To continue to identify assets surplus to the Council's requirements and conduct a programme of disposals to meet capital expenditure requirements.



Section 7

Corporate Landlord

96. A corporate approach to the management of its assets is recognised within the Council and many of the building blocks are already in place. The Development and Environment Department through the Estates and Property Section are recognised as fulfilling the role of the Council's Corporate Landlord.
97. Rather than individual Departments tackling property issues in isolation, the aim of the Corporate Landlord is to enable Departments to focus on their core activities and not be distracted into other areas of work which are the core responsibility of others. The following are a selection of the main areas covered by the Corporate Landlord:-
- ▲ Assess Departments' property requirements, having regard to the suitability and sufficiency of operational assets and whether 'fit for purpose'; (Refer to Accommodation Review)
 - ▲ Manage the procedure for identifying and declaring premises surplus to operational requirements and for their disposal;
 - ▲ Co-ordinate and appraise investment and expenditure proposals on operational and non operational assets; (Refer to Asset Management – Maintenance Review)
 - ▲ Manage land and property transactions;
 - ▲ Manage the Council's land and property statutory obligations and related corporate risks;
 - ▲ Energy Management.

98. Many of the above aspects of the Corporate Landlord role are already in place for example:-
- ▲ Implementation of recommendation of the Accommodation Review with the relocation of Hopetown House.
 - ▲ The 'Corporate Protocol for Asset Disposal' is now implemented across the Council.
 - ▲ Decisions on capital investment and expenditure involving the Council's operational and non operational assets are co-ordinated through the Capital bidding process and monitored by the Asset Management Group. Decisions on revenue expenditure, however, still rest largely with Departments and Development and Environment's role as Corporate Landlord is to enable Departments to become 'informed clients' and link proposed capital and revenue expenditure to strategic decisions on land and property.
 - ▲ As 'informed clients' Departments will be better placed to identify their requirements and instruct in respect of land and property transactions.

Statutory Obligations and Related Risks

99. Measures to address statutory obligations and related risks affecting the Council's land and buildings continue to play a major part under Corporate Landlord as outlined overleaf:

<p>Disability Discrimination Act</p>	<ul style="list-style-type: none"> • Disabled Access Audits completed • BVPI 156 – Percentage of Council Buildings open to the public in which all public areas are suitable for and accessible to disabled people. • Programme of Works for remaining buildings identified • ‘Dropped Kerbs’ initiative being rolled out by Highways along principal roads throughout the town. • Pavements for People – guidance produced by Highways. • DAD – Darlington Association on Disability – consulted on all DDA issues and planning applications. • Commendations of good practice – Pendle District Council visited Darlington and found “an excellent example of co-ordinated working between service areas and DAD”. • ‘Access for All Award’ scheme introduced – open to businesses or organisations which have most demonstrated a commitment to DDA. • Social Inclusion and Equalities Strategy implications • DDA 2005 implications effective December 2006 • Best Practice and Awareness training for tradesmen and contractors to be introduced • DDA and Social Inclusion Awareness training for managers/building occupiers
<p>Fire Regulatory Reform</p>	<ul style="list-style-type: none"> • Fire Audit/Risk Assessments being undertaken. • Fire Risk Awareness training being rolled out across Council.
<p>Asbestos Management</p>	<ul style="list-style-type: none"> • Council has a ‘Duty to Manage’ asbestos under Regulation 4 of the Control of Asbestos at Work Regulations 2002. • Asbestos Containing Materials (ACMs) categorised into High, Medium and Low risk. • Asbestos Policy established –Safety Unit • Under ‘Duty to Manage’ Asbestos Management Plans have been produced for each property on completion of asbestos survey and a regime of re-inspection implemented. • Asbestos Awareness training being delivered to all Building Managers and occupiers. • Asbestos removal unit based within Community Services. • Asbestos Management Web Page – available on Intranet

Legionella Management	<ul style="list-style-type: none"> • Regime of inspections being undertaken through Community Services via use of external consultants • Programme of remedial work being identified • Legionella awareness and responsible persons training being rolled put across the Council
Property Risk Management	<ul style="list-style-type: none"> • Cross departmental sub group (property/Security/Fire), tackling wide range of land and property issues:- <ul style="list-style-type: none"> - Group chaired by estates and property manager - Introduction of Design Risk Assessment form for new build - Introduction of sprinklers in new schools (Highly Commended initiative ALARM Awards 2005) - Launch of 'Smart Water' initiative across all schools in conjunction with Police and the Council's insurers Zurich - CCTV and Alarm Monitoring – working with CCTV Manager to develop a corporate policy on the installation and operation of CCTV and Alarms, Code of Practice, Registration and Data Protection. - Undertaken Assessment and reporting procedure established for Land and Open Spaces. - Initiating a Risk Assessment of the condition of the Council's tree stock and actioning recommendations. - Introduction of 'Good Sign' guidance to standardise signage across the Council and be socially inclusive. - Initiating a risk assessment of the Lightning protection of the Council's buildings portfolio.
Health And Safety Files	<ul style="list-style-type: none"> • Introducing a corporate approach to Premises Risk and Facilities Management files for the Council's property portfolio. • Introduction of Corporate Premises Risk and Facilities Management file initiative recognised (Highly Commended at Alarm Awards 2007). • Establishing an electronic database accessible via the Council's Intranet • Providing a record of Statutory Inspections, maintenance contracts and project specific planning supervisor documents

Energy Management

100. Referring to the medium and long term objectives of the Council's Energy Policy, adopted July 2005, and through a corporate approach to energy management, much has already been achieved.

101. At an operational level the Estates and Property Section continues to validate and process invoices from the main utility suppliers relating to all operational buildings and land and has entered into a Service Level

Agreement with the majority of schools to provide them with a validation and process service and advice on consumption/demand.

103. Working with Development and Environment's Sustainable Development Officer to help publicise and promote activities and initiatives within the Energy Policy.

Green Energy	<ul style="list-style-type: none"> The Council, through its association with the North East Purchasing Organisation (NEPO) has subscribed to a Green energy contract (energy supplied from a renewable source) for 100% of its electricity consumption, including street lighting.
Energy Audits	<ul style="list-style-type: none"> An energy audit of all the Council's schools has been completed and has helped identify areas where energy is being wasted or efficiencies can be made. A similar audit of the operational buildings has been undertaken.
Initiatives	<ul style="list-style-type: none"> The provision of Building Management Systems for the Council's larger properties is being considered through Prudential Borrowing funding. These systems will provide a central overview of heating systems and their controls to ensure correct temperatures and to identify plant failures before they have an impact.

Framework Partnership

102..To reinforce Development and Environment's ability to respond to the Council's corporate demands particularly the increasing number of projects, a framework partnership with four external companies has been established.

- ▲ Architectural Services – Ferguson McIlveen
- ▲ Highways and Transportation – Capita & Symonds
- ▲ Planning Related Services – Building Design Partnership/King Sturge
- ▲ Environmental and Ecological Services – Parsons Brinckerhoff

A significant number of commissions have and continue to be placed across all four framework partners for example the Surplus Schools project and Covered Market Study, a good example of the benefits of the Council undertaking a strategic Corporate Landlord approach to a departmental service problem.

Section 8

Work Programme

104. A significant part of the Council's Capital expenditure is related to its physical assets, operational buildings, housing, education and highways. Consequently, it is important that the Asset Management Plan and Capital Strategy sit side by side and are considered together. The Capital Strategy 2007 sets out capital spending priorities over the medium and long term and the Council's approach to how those spending priorities are funded. It also sets out how the Council will use Partnership working to help us achieve our objectives. Finally, it looks at how the Capital Programme will be set, managed and monitored.

Capital Bids

105. Through the Council's established Capital bidding process bids for the discretionary element of the Council's Capital allocation i.e. the Corporately Funded Schemes are submitted on a Capital bid form which provides a description of the project and considers option appraisal, corporate objectives, costs, performance indicators, whether the project is a statutory or legal obligation, risks, financial obligations and proposed timescales. Option Appraisal of the bids and Whole Life Costing for the larger Capital Projects. (£500 K and over) is an integral element of the bidding process.

106. It is widely recognised throughout the construction industry, especially public sector that there is a tendency to concentrate on the initial capital cost of a development and not consider the costs of operating a building or facility for its lifetime.

107. Through Whole Life Costing, the longer term revenue consequences are evaluated.

Physical Works involving Council's Assets

108. Translating the 2007/08 Capital allocation into physical work on the ground is a major task and this section of the plan summarises and rolls forward progress made across some of the key areas of the asset-related work programme, including those projects and initiatives highlighted in Section 2. The projects are linked to the eight Community Strategy themes to show how they are contributing to wider community priorities, except for those projects that are solely concerned with improving the Council's internal service arrangements – these are cross-referenced to the five corporate objectives.

Projects and Requirement	Current Stage	Stage completion
Base for People with Learning Disabilities – Re-provision of Beck House Community theme: Including Health & Well-Being; Promoting Inclusive Communities	<ul style="list-style-type: none"> • Capital allocation 2005/06 and several properties identified, subject to evaluation and costing. • Shared use of Grange Road Baptist Church • South Park - former potting shed • Nubuck Nursery and Woodburn Nursery 	
Central Library – Improvements Community theme: Promoting Inclusive Communities; Educational Achievement; Stimulating Leisure Activities	External works to high level masonry and external redecoration	
Development of Commercial Street and Kendrew Street car parks for mixed use retail and leisure development with multi-storey car park and residential Community Theme: Improving local Economy; Enhancing Environment	Developer – Discovery Properties Ltd	Contracts exchanged – December 05. Planning permission granted, due to start early 2008
Development of Town Centre site – Feethams, Beaumont Street Car Parks and Houndgate Community Theme: Improving Local Economy; Enhancing Environment	Town centre Fringe Working Group established to progress master planning	Ongoing

Projects and Requirement	Current Stage	Stage completion
Development of Morton Palms Business Park Community Theme: Improving Local Economy	Developer City & Northern Ltd <ul style="list-style-type: none"> • Phase 2 - 60,000 sq ft (Pioneer Court) constructed • Phase 3 – approximately 65,000 sq ft anticipated 	Phase 2 – Completed Phase 3 – Planning application submitted
Central Park, Haughton Road Community Theme: Improving Local Economy; Enhancing Environment; Raising Educational Achievement	Tees Valley Regeneration project for development of mixed use scheme, including hotel, offices, approximately 600 houses and new site for Darlington College Under-grounding of Overhead cables to facilitate development of College site and Hundens depot New road junction on Haughton Road and on site sewers for new College Proposed relocation of Hundens Depot to site at Yarm Road to be undertaken by preferred developer Joint Venture agreement between TVR; ONE; EP and DBC	Planning Application approved July 05 College completed Spring 06 Completed Completed 06 Developer selected Completed August 06

Projects and Requirement	Current Stage	Stage completion
Faverdale East Business Park Community Theme: Improving Local Economy;	Infrastructure, to open up site funded by ONE through JV and ERDF grant <ul style="list-style-type: none"> • Phase 2 – Argos – 740,000 sq ft distribution warehouse • Phase 1 – Easter Developments Ltd speculative development of Industrial/Business space and 170,000 sq ft completed • Phase 3 – Plots available for owner occupation 	Completed Completed July 05 Completed On market
Darlington Eastern Transport Corridor Community Theme:- Improving the Local Economy; Developing an Effective Transport System.	<ul style="list-style-type: none"> • Contract awarded and construction works started 	Completion anticipated Spring 08
Rosemary Court, Fenby Avenue Promoting inclusive Communities; Enhancing the Environment.	Development of Extra Care facility as an extension to Rosemary Court by Hanover Housing Association to include community facilities	Anticipated completion September 07
Arts Centre Community theme: Stimulating Leisure Activities	Refurbishment of premises, including external access and DDA provision	Works completed

Projects and Requirement	Current Stage	Stage completion
Darlington Railway Museum Community theme: Stimulating Leisure Activities	Funding raised to deliver on full redevelopment of Museum including roof repairs, internal conservation work, redesign of internal exhibitions plus additional toilet facilities and new cafe	Works progressing
Dolphin Centre Refurbishment Community theme: Stimulating Leisure Activities	Refurbishment and re-configuration of leisure facilities including alterations to main entrance and incorporation of shop unit to form café/bistro. Incorporation of Registrars and separate entrance	Works complete
Pedestrian Heart (Town Centre) Community theme: Improving Local Economy; Enhancing Environment; Developing an Effective Transport System	Development of high quality pedestrian areas and creating unique town centre experience and open spaces	Completed
Adaptations to Building to meet statutory requirement of the Disability Discrimination Act and BV156 Corporate Objective: Access for All	Work programme in place and capital funding allocated	BVPI 156 – Compliance work progressing and working towards target of 100%

Projects and Requirement	Current Stage	Stage completion
Faverdale East Business Park Community Theme: Improving Local Economy;	<ul style="list-style-type: none"> • Proposed development of warehousing/distribution on land to the east of Faverdale East Business Park by St Modwen Developments Ltd • Access required across Council land and in principle approval granted subject to negotiation 	Planning application anticipated late 07 Negotiations ongoing
Surplus Schools Community Theme: Raising Educational Achievement Improving Local Economy	<ul style="list-style-type: none"> • Planned disposal of schools closed and declared surplus to Council's requirements following relocation of schools to Haughton Education Village and re-provision • Harrowgate Hill Infants School – marketed for residential development including retention of school building and new build • Springfield and Beaumont Hill Schools <ul style="list-style-type: none"> - demolished pending disposal - preparations for public consultations on planning development brief - sites to be marketed with planning and development brief for residential development on grant of detailed planning permission • Sadberge School <ul style="list-style-type: none"> - Demolition of school and marketing of cleared site for residential development ongoing • Albert Hill Primary School <ul style="list-style-type: none"> - Demolished pending disposal • Former Eastbourne Nursery School <ul style="list-style-type: none"> - Ongoing temporary use by Children's Services - Department but to be marketed pending premises becoming vacant • McMullen House – currently used by Pupil Referral Unit and awaiting relocation of PRU 	Planning Permission Granted Sale Completed Demolitions completed Offers for purchase of land received Planning Permission Granted Offer for purchase received On-going On-going

Projects and Requirement	Current Stage	Stage completion
<p>Land at Snipe House, south of Skerne Park – access required over Council land Community Theme: Enhancing Environment; Improving Local Economy</p>	<ul style="list-style-type: none"> • Proposal by Miller Homes to develop land at Snipe House, south of Skerne Park for residential development • Access across Council land required to facilitate development and in principle approval granted by Cabinet subject to negotiation and planning permission 	<p>Planning permission granted Autumn 06 Sale of Council land and Access completed. Works anticipated September 2007</p>
<p>Sale of Brook Terrace Community Theme: Improving Local Economy Enhancing Environment</p>	<ul style="list-style-type: none"> • Former 'mini' works depot declared surplus to operational requirements • Proposed sale delayed due to public request to English Heritage for 'Listing' status • Proposed site for infill residential development 	<p>Marketing expected Sept. 07</p>
<p>Corporate Risk Management Property Community Theme: Improving Health and Well Being; Enhancing Environment</p>	<ul style="list-style-type: none"> • Trees - comprehensive survey of Council's Tree stock to asses and record current condition and identify remedial works • Corporate Premises Risk and Facilities Management files being rolled out for all Council owned and occupied premises <ul style="list-style-type: none"> - Collation and collection of data to ensure compliance with statutory and policy requirements 	<p>Process started Summer 06 and ongoing</p>
<p>Proposed relocation of Cattle Market Community Theme: Enhancing Environment Improving Local Economy</p>	<p>Proposal by DFAM Co Ltd to relocate existing Council owned livestock market to a new Agricultural and Equine centre on DFAM land north west of Darlington off A68.</p> <ul style="list-style-type: none"> • Proposed subject to planning permission and funding • Feasibility study underway by DFAM 	<p>Planning application anticipated Autumn 07</p>

Section 9

The Way Forward - Action Plan

109. This section of the plan recognises the considerable progress made to date but also the progress and improvements still to be undertaken in addressing Asset Management and Work Programme Priorities. An area which has progressed during the last 12 months is Project Monitoring which has been introduced within Development and Environment Department to enable the Council to project manage projects more effectively and timely. The Strategic Project Development Manager monitors on a monthly basis the project status of major projects across the Council and reports to Corporate Management Team. The Project Status Report not only identifies potential programme difficulties at an early stage but also highlights additional risks and issues.
110. The Council is currently carrying out a fundamental review of its Capital Projects process. Some improvements, such as the use of Project Briefs and Project Initiation Documents (PIDs), have already been introduced, but the review aims to further strengthen the process to ensure delivery of desired project outcomes within time and cost parameters. It will focus on the initiation and set-up of projects, on redefining clear roles and responsibilities, improving governance arrangements, establishing information and management systems and ensuring that post project review is effective as a learning tool.
111. Procedures and protocols for declaring assets surplus to requirements are now embedded across the Council and fall under Corporate Landlord. The Estates Section will continue to provide advice on capital investment and expenditure involving the Council's operational and non operational assets through the capital bidding process and Asset Management Group.
112. Whole life costing and option appraisals is now an integral requirement for considering capital bids, capital projects and investment/disposal proposals, as referred to in the Capital Strategy.

Action Plan

114.The Action Plan below is linked to the Asset Management Priorities and Work Programmes..

Work Breakdown Structure	Programme
<ul style="list-style-type: none"> • Progress the Corporate Landlord and Corporate Facilities Management 	2007/08
<ul style="list-style-type: none"> • Progress implementation of DDA compliance and BV156 in line with Target 	2006/09
<ul style="list-style-type: none"> • Progress re inspection of Asbestos Management Plans to all Council owned and occupied buildings 	2006/08
<ul style="list-style-type: none"> • Implement Energy Audits of Operational Buildings 	2007/08
<ul style="list-style-type: none"> • Introduce Building Management Systems for Energy Efficiency in Operational buildings – Pilot Project 	March 2008
<ul style="list-style-type: none"> • Progress major development projects, Central Park, Faverdale, Academy, Commercial Street, Surplus Schools and Morton Palms 	Ongoing +
<ul style="list-style-type: none"> • Achieve required Capital Receipts for Councils Capital MTFP 	2007/12
<ul style="list-style-type: none"> • Corporate Premises Risk and Facilities Management files continues to collate/verify compliance 	Ongoing
<ul style="list-style-type: none"> • Implement Planned Maintenance programme 	2007/09
<ul style="list-style-type: none"> • To progress review of assets held by the Council 	2007/08
<ul style="list-style-type: none"> • Progress linkages with ‘Third Sector’ and Community use of Council Assets 	Ongoing
<ul style="list-style-type: none"> • Contribute to taking forward Darlington Gateway and Town Centre Fringe projects and resulting feasibility/land issues 	2007/09
<ul style="list-style-type: none"> • Progress Accommodation requirements of Darlington & Stockton Partnership 	2007/08

Appendix Property Performance Data

As previously stated there are new indicators whose purpose and objectives are as follows:-

NUMBER	OBJECTIVE	PURPOSE
PMI 1 A, B , C & D CONDITION & REQUIRED MAINTENANCE	<ul style="list-style-type: none"> To measure the condition of the asset for its current use To measure changes in condition To measure the annual spend on required maintenance 	<ul style="list-style-type: none"> To show the severity and extent to which maintenance problems affect the portfolio To assist in development of detailed information on required maintenance To encourage authorities invest in planned maintenance To show year-on-year changes in required maintenance
PMI 2 A, B & C: ENVIRONMENTAL PROPERTY ISSUES	To encourage efficient use of assets over time and year-on-year improvements in energy efficiency.	<ul style="list-style-type: none"> To reduce environmental impacts of LA operational property. To highlight areas of poor or mediocre energy and water efficiency/performance and act as a catalyst for improvement. To compliment the process for 'Energy Certificates'. To support the LAC assessment of property performance together with condition and suitability within the framework of Asset Management Planning.
PMI 3, A AND B	<ul style="list-style-type: none"> To encourage Local Authorities to carry out Suitability Surveys enabling them to identify how assets support 	<ul style="list-style-type: none"> To ensure that Local Authorities are undertaking Suitability Surveys To enable the Local Authority to understand their Asset Base and contribute to the effectiveness of frontline service To ensure that the property meets the needs of the user. delivery i.e. are they fit for purpose. To enable key decisions to be made
PMI 4 A, B, C AND D: BUILDING ACCESSIBILITY SURVEYS	<ul style="list-style-type: none"> To monitor progress in providing access to buildings for people with disabilities 	<ul style="list-style-type: none"> To monitor progress at which Local Authorities carry out access audits. To enable key decisions to be made.

Indicators 1 A, B, C, D

This indicator is examining current condition of the portfolio and expenditure on, its maintenance. These are 4 separate indicators:-

INDICATOR	A	% Gross internal floor-space in condition categories A - D
	B	Required maintenance by cost expressed i) as total in priority levels 1 - 3 ii) as a % in priority levels 1 - 3 iii) overall cost per square metre GIA
	C	Annual percentage change in total required maintenance figure over previous year
	D	i) total spend on maintenance in previous financial year ii) total spend on maintenance per square metre GIA iii) Percentage split of total spend on maintenance between planned and reactive maintenance

Definitions are:-

- **Required Maintenance** is defined as "The cost to bring the property from its present state up to the state reasonably required by the authority to deliver the service and/or to meet statutory or contract obligations and maintain it at that standard". This should exclude improvement projects but include works necessary to comply with new legislation e.g. asbestos and legionella
 - Spend on Maintenance covers the total repair and maintenance programme (reactive and planned) including any associated fees for the work. It should also include any capital spending on repair and maintenance
 - **Include all Freehold and Leasehold property where the authority has a direct repairing obligation**
 - To be reported by the following categories
 - Schools
 - Other Land and Buildings (see separate definitions)
 - Community Assets including parks, open Spaces, cemeteries and crematoria (land) and external works of ('community') art.
 - Non-Operational (if applicable)
 - Floor space to be calculated as the gross internal area (GIA) in accordance with the RICS Code of Measuring Practice
 - Definition of Planned and Reactive repairs
 - Planned - If the work is part of a regular routine e.g. removing leaves from gutters, re-decorations, replacing worn out items, routine servicing of plant etc
 - Reactive - If the work is unexpected e.g. leaking roof, broken toilet seat etc. This would include urgent/critical work identifying routine servicing
 - To be classified as planned, you do not necessarily need to have known in advance that you would be arranging the work at a specific point in time but you were aware that work would be needed
 - Definition of condition categories and priority levels:-
 - A: Good - Performing as intended and operating efficiently
 - B: Satisfactory - Performing as intended but showing minor deterioration
 - C: Poor - Showing major defects and/or not operating as intended
 - D: Bad - Life expired and/or serious risk of imminent failure
1. Urgent works that will prevent immediate closure of premises and/or address an immediate high risk to the health and safety of the occupants and/or remedy a serious breach of legislation
 2. Essential work required within two years that will prevent serious deterioration of the fabric or services and/or address a medium risk to the health and safety of the occupants and/or remedy a minor breach of the legislation
 3. Desirable work required within 3 to 5 years that will prevent deterioration of the fabric or services and /or address a low risk to the health and safety of the occupants and/or a minor breach of the legislation

Indicators 2 A, B, and C

These are looking at costs of energy usage in properties

2A	ENERGY COSTS/CONSUMPTION (gas, electricity, oil, solid fuel) - to be reported by property category in £ spend per M2 GIA and by kwh per M2 GIA.
2B	WATER COSTS/CONSUMPTION - to be reported by property category in £ spend per m2 GIA and by volume m 3 per M2 GIA.
2C	CO2 EMISSIONS - to be reported by property category in tonnes of carbon dioxide per m"GIA.

Definitions are:-

DEFINITION A & B	<ul style="list-style-type: none"> To be reported for all operational buildings occupied by the Local Authority, including schools, (excluding housing/dwellings).
DEFINITION C	<ul style="list-style-type: none"> This indicator to focus on energy consumption rather than spend. CO₂ emissions data will fit with the UK's Climate Change Programme targets. To be reported for operational properties occupied by the Local Authority, including schools, (excluding housing I dwellings).
DEFINITION A, B & C	Local Authorities must also be able to obtain this information on a per building basis to comply with EU directives regarding Energy Certificates, (and thus providing useful base information to build up by Service, etc)

Indicators 3 A, and B

INDICATOR	A	% of Portfolio by GIA sq.m., for which a Suitability Survey has been undertaken over the last 5 years.
	B	Number of properties, for which a Suitability Survey has been undertaken over the last 5 years.
DEFINITION	<ul style="list-style-type: none"> To be reported for operational buildings (excluding schools) occupied by the Local Authority. 	

Indicators 4 A, B, C and D

These 4 are examining progress on Building Accreditation

INDICATOR:	A	% of Portfolio by GIA sq.m., for which an Access Audit has been undertaken by a competent person
	B	Number of properties, for which an Access Audit has been undertaken by a competent person
	C	% of Portfolio by GIA sq. m., for which there is an Accessibility Plan in place.
	D	Number of properties, for which there is an Accessibility Plan in place
DEFINITION	<ul style="list-style-type: none"> To be reported for Operational Properties excluding Schools. To be reported for Local Authority buildings, from which a service is provided and which are open to the public. Competent person is defined as "someone who has received appropriate training, and who has appropriate levels of skill, knowledge and expertise, to perform the task(s) required". Access Audit is defined as "an examination of a building its facilities or services reported on against pre-determined criteria to assess its ease of use by disabled people". Accessibility Plan is defined as "observations following Access Audits which can be used to identify the actions to be undertaken." 	

PMI 4 A, B, C and D: Building Accessibility Surveys

PURPOSE:	<ul style="list-style-type: none"> To monitor progress at which Local Authorities carry out access audits. To enable key decisions to be made. 		
OBJECTIVE:	<ul style="list-style-type: none"> To monitor progress in providing access to buildings for people with disabilities 		
INDICATOR:	A	% of Portfolio by GIA sq.m., for which an Access Audit has been undertaken by a competent person	100%
	B	Number of properties, for which an Access Audit has been undertaken by a competent person	56
	C	% of Portfolio by GIA sq. m., for which there is an Accessibility Plan in place.	100%
	D	Number of properties, for which there is an Accessibility Plan in place	56
PURPOSE:	<ul style="list-style-type: none"> To monitor the progress at which Local Authorities carry out access audits To enable key decisions to be made 		
DEFINITIONS:	<ul style="list-style-type: none"> To be reported for Local Authority buildings, from which a service is provided and which are open to the public Competent person is defined as “someone who has received appropriate training, and who has appropriate levels of skill, knowledge and expertise, to perform the task(s) required” Access Audit is defined as “an examination of a building its facilities or services reported on against pre-determined criteria to assess its ease of use by disabled people.” Accessibility Plan is defined as “observations following Access Audits which can be used to identify the actions to be undertaken.” 		

II: Investment Performance
(Local Indicator)

Current internal rate of return (IRR)				
Asset Management Objective: achieve maximum efficiency, effectiveness and economy in management of assets				
Property Category	A) Industrial	B) Retail	C) Agricultural	Comments
Internal Rate of Return as at 1 April 2006	16.74%	11.29%	3.76%	Average across portfolio
2006/07 targets	15-17%	Primary 10-13%; Secondary; 15-17.5%	3-5%	

Investment Property

Asset Management Objective: achieve maximum efficiency, effectiveness and economy in management of assets

		Comments
A: Total Income from rents	756,000	Income from External Tenants, ie shops, offices, land and farms (excluding Car Parks)
B: Total rent arrears as % of total rental income	6.3	
C: Current rent arrears as % of total rental income	4.4	

III: Management Performance

pPI 3 - Annual Management Costs per M2

Asset Management Objective: achieve maximum efficiency, effectiveness and economy in management of assets

Property Category	Strategic Asset Management	Housing	
A: Operational Property	£0.84 p.sq.m.	£14.69 per unit	

Local P1 - Council House Sales

	2004/05	2005/06	
% of 'Right-to-Buys' completed in 4 weeks	19%	28%	
% of Conveyance Plans completed within target	100%	92.5%	

BVPI 156 - % of buildings open to the public in which all public areas are suitable for and accessible to disabled people

Asset Management Objective: pursue social inclusion and equal opportunities

	2004/05	2005/06	2006/07 Target	2007/08 Target	Unitary Best quartile
Year	48%	86%	94%	96%	75.14%

SUGGESTED OPERATIONAL PROPERTY CATEGORIES FOR COPROP PERFORMANCE INDICATORS

These category headings are loosely based on a breakdown of the recognised CIPFA property categories. The aim is to provide Authorities with a comparable list of categories for compiling the indicator data. If you find you have a group of properties not listed here, but which fit the definition of 'operational properties', then obviously add that category into your list, conversely you may not have property in all of these categories, so simply do not use them. Where you have 'dual-use properties, collate the data against the dominant service if it cannot easily be split. Where buildings have been 'outsourced' but are still providing a 'public service', in the interests of Best Practice the managing body should be required to collect information, ('outsourced buildings a good example of a property category you may find useful to add to your list/matrix) For further clarification 'excluded' categories are also listed below.

Main CIPFA Category - Schools - sub - categories: None (you can sub-categorise this further to suit your own needs)

Main CIPFA Category - Other (Land and) Buildings - sub - categories:
 Cemeteries and Crematoria (buildings only) Community Buildings Depots
 Education Non-Schools (eg, youth centres, residential education centres)
 Fire Stations (applicable to 'fire authorities') Information Centres
 Libraries Multi-Storey Car Parks Museums and Galleries Offices,
 Administrative Buildings Park Buildings Public Conveniences Residential
 Homes and Day Centres (you can sub-categorise this further to suit your own needs)
 Sports Centres and Pools, including sports pavilions and changing facilities
 Surplus Property (non-operational)

Main CIPFA Category - Community Assets- sub-categories:

Hard landscaping, including paths, boundary fences, play areas, etc, associated with parks, cemeteries crematoria, etc:

it is not anticipated that 'land' itself will be captured as part of the performance indicators due to several issues, eg, that comparing hectares with GIA and 'land' not generally having 'energy consumption,' or a condition grade, and soon. This obviously does not prevent authorities collecting and reporting on this data for their own internal purposes.

Exclusions: Agricultural buildings and farmland Civic Regalia Museum Exhibits Works of Art

Arabic

إذا رغبت الحصول على هذه النشرة بلغة أخرى غير اللغة الإنجليزية نرجسو
الاتصال بنا على رقم الهاتف التالي 01325 346253 مع ذكر رقم الإشارة.

Bengali

যদি আপনার ইংরেজী ছাড়া অন্য কোন ভাষায় এই প্রকাশনাটির দরকার থাকে, তাহলে
নম্বরে ফোন করুন এবং সূত্র নম্বর উল্লেখ করুন। 01325 346253

Cantonese

如果你需要其它語言的版本，請與以下電話聯絡並報出參考號碼：01325 346253

Hindi

यदि आप यह प्रकाशन अंग्रेज़ी के अलावा अन्य भाषा में चाहते हैं तो कृपया संदर्भ नम्बर (रेफरन्स नम्बर)
बताकर निम्नलिखित 01325 346253 पर संपर्क करें।

Punjabi

ਜੇ ਇਹ ਪਰਚਾ ਤੁਹਾਨੂੰ ਅੰਗਰੇਜ਼ੀ ਤੋਂ ਬਿਨਾਂ ਕਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਵਿਚ ਚਾਹੀਦਾ ਹੈ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ
ਸਾਨੂੰ ਨੰਬਰ 01325 346253 ' ਤੇ ਫੋਨ ਕਰੋ ਅਤੇ ਰੈਫਰੈਂਸ (ਹਵਾਲਾ) ਨੰਬਰ ਦੱਸੋ।

Urdu

اگر آپ کو یہ کتابچہ انگریزی کے علاوہ کسی دوسری زبان میں درکار ہو تو براہ مہربانی ٹیلیفون نمبر 01325 346253 پر فون کر کے حوالہ
نمبر بتائیں۔

Polish

Jeśli chciał(a)by Pan(i) otrzymać polską wersję językową tego dokumentu, proszę zadzwonić
pod numer 01325 346253 i podać numer identyfikacyjny dokumentu.

BRAILLE



LargeType

**This document will be made available on
request in Braille, tape or large print.**