

ASSET MANAGEMENT PLAN 2009



DRAFT

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Section 1

Introduction

The preparation and production of the 2009 Asset Management Plan and Capital Strategy has been aligned more closely with the budget setting process in order to match expectations with resources. The severe economic downturn and the impact this is having on the Council's resources is also reflected in the plan.

Nonetheless, the Council recognises the need for greater emphasis on the strategic element of asset management and this is evidenced through the Accommodation Review project sponsored by the Director of Corporate Services which commenced in 2008 and is due to report in 2009 on the strategy for the Council's operational office portfolio.

The Council's transition to Corporate Landlord is to be progressed and within the planned work programme for 2009, there is a project to appraise the range of corporate landlord models available to the Council and to evaluate which model could be implemented to obtain the best overall approach across the Council.

The Action Plan proposed in Section 9 identifies the asset management plan for 2009 and beyond. Darlington has made much progress in developing its strategic approach to asset management and this plan aims to continue the development and improvement of our asset base to support the delivery of the corporate vision and achieve value for money.

The format and structure of the Plan remain familiar for reasons of continuity but it is recognised that 2009 is a transitional period and the introduction of a new systematic approach to Asset Management within the Council is required with a much greater emphasis on the strategic management of property assets. The key drivers for this change include :-

- Introduction of new Asset Challenge Methodology
- The Council's Efficiency Agenda.
- Compliance with the new Key Lines of Enquiry (KLOE) set out by the Audit commission as part of the assessment of 'Use of Resources' under the 2008 Corporate Performance Assessment.
- Preliminary guidance in preparation for the introduction in April 2009 of Comprehensive Area Assessments.
- Recommendations in the RICS Public Sector Asset Management Guidelines.
- External auditors comments on the Council's 2007/8 Asset Management Plan.

Taken together the drivers indicate the need for a formal asset management structure. We have therefore taken the opportunity to include within this document a draft organisational diagram of the proposed new structure of Asset Management within the Council, which we propose to introduce during 2009/10. This is outlined in Appendix 2.

The proposed new structure clearly demonstrates that the Asset Management Group will continue to provide a crucial function within the Council, chaired by the Council's Corporate Property Officer (the Director of Corporate Services) and working closely with the Council's Cabinet Member for Resources Portfolio (referred to as the Asset Champion in the structure). The Asset Management Group will also function as the Capital Project Review Board.

In late 2007, the Council's departmental reorganisation saw the Estates and Property Section integrating into the Corporate Services Department enabling greater linkages and synergies to be identified within the Resources Division.

A new Asset Challenge methodology is being deployed internally to identify the short, medium and long term requirements of properties required for Service Delivery which we will use as part of our Property Review Programme and other major projects. This will help in the modelling of the future vision of our estate as well as helping to justify sensible investment decisions on the estate. A copy of the process is included in Appendix 3.

Related Documents

- One Darlington: Perfectly Placed
- Corporate Plan 2009/10
- Organisational Development Strategy
- Capital Strategy 2009
- Asset Management Plan 2007
- Capital Medium Term Financial Plan
- Revenue Medium Term Financial Plan
- Second Local Transport Plan 2006-2011 - Darlington: A Town on the Move
- Darlington Gateway Development Framework
- Corporate Equalities Review
- Darlington Economic Regeneration Strategy
- Local Development Framework (to supersede the Borough of Darlington Local Plan)
- Children's Services: Local Asset Management Plan Agreement (LAMPA)
- Transport Asset Management Plan (TAMP)
- Housing Strategy
- Town Centre Business Plan 2008-2011

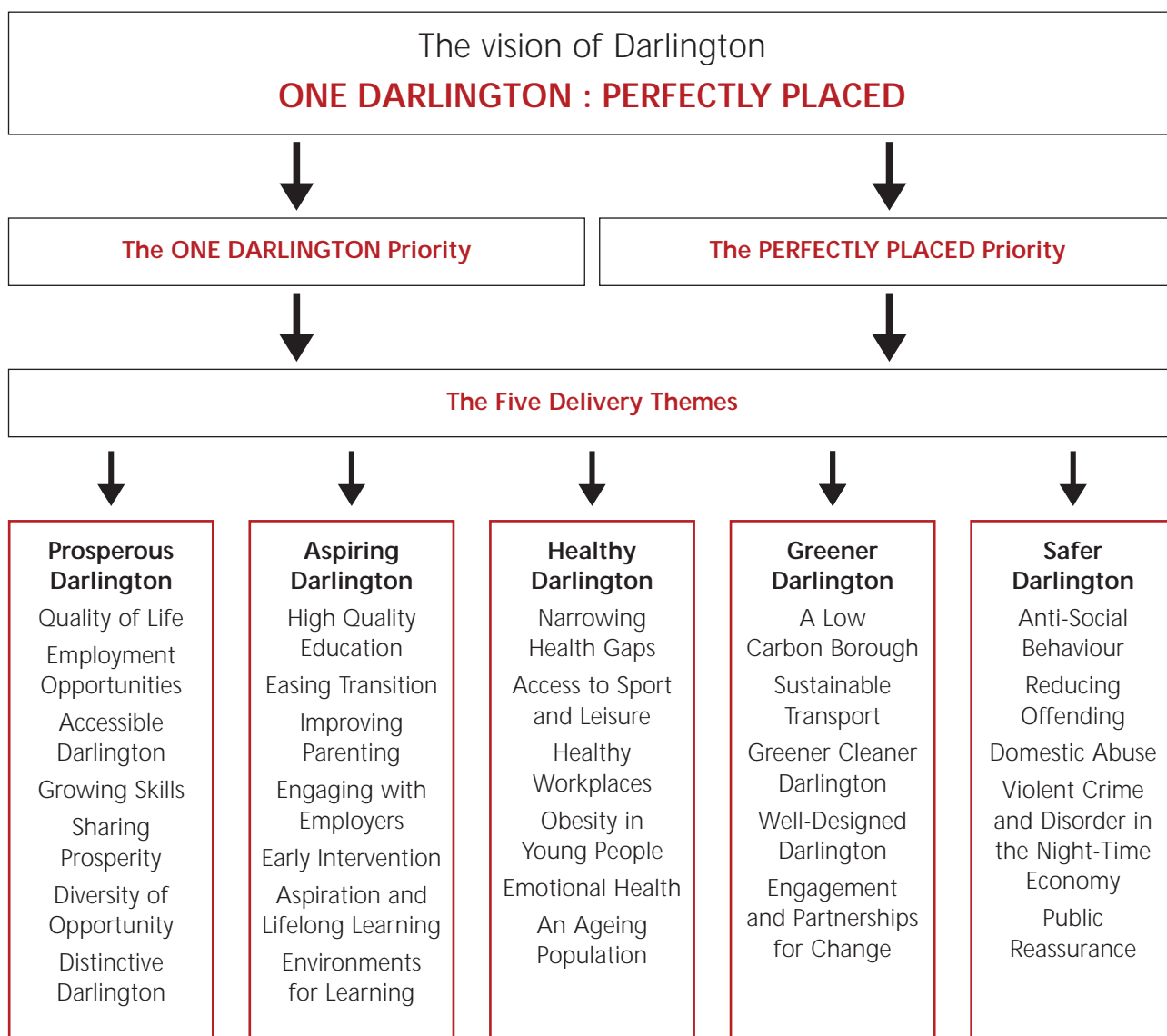
Section 2

Corporate Vision and Strategy

The previous Asset Management Plan highlighted the comprehensive changes to the strategic planning framework in Darlington that would be delivered during 2008. These are now in place, with the key components summarised below.

'One Darlington : Perfectly Placed' – the Sustainable Community Strategy (SCS)

Led by Darlington Partnership (the Local Strategic Partnership), and adopted in March 2008, the SCS is a long-term vision, looking forward to the kind of place and community we want Darlington to be in 2021. It has been enthusiastically welcomed across the community for its reflection of Darlington's unique character and sense of place, with its strong ambition for the future rooted in the borough's notable history of enterprise combined with social philanthropy. The framework of priorities, delivery themes and work strands is illustrated below.



The vision embraces two broad approaches to improving quality of life in Darlington. These are embedded in the strategy as the priorities that carry the vision forward into the five delivery themes. The priorities are:

One Darlington

Our approach to People...

- Narrowing the gaps in prosperity, attainment, health and well-being
- Reducing and eliminating disadvantage due to income or where people live
- Opening up aspiration and opportunity for everybody
- Strengthening the qualities of caring and cohesion in the borough community

Perfectly Placed

Our approach to Place...

- Making the most of Darlington's assets of location, accessibility and quality of life to attract investment and build prosperity
- Shaping our spatial planning, investment decisions and care for the environment
- Reinforcing the qualities that make the borough a place where people want to live and work

The One Darlington and Perfectly Placed priorities are intended to ensure that the vision of a cohesive and caring community in which everyone has the opportunity to pursue their aspirations, and of Darlington as a vibrant, attractive, accessible and sustainable place, shapes and conditions all of the work developed under the five delivery themes.

Addressing Local Priorities

This section of the plan summarises the overall directions set within the five delivery themes of the Community Strategy, as translated into the Corporate Plan 2009-13, and the implications for the management of land and property assets.

Whilst the Community Strategy is built around a long-term vision of the borough in 2021, the short to medium term Corporate Plan is shaped by current economic conditions, and of how to maintain progress towards the vision whilst managing the realities of economic recession.

These realities are particularly powerful in relation to the use of assets. Asset disposal and acquisition has been a vitally important tool, both in facilitating the very successful regeneration of the borough's economy through the Darlington Gateway Strategy, and in terms of securing capital receipts for reinvestment in service improvement.

The collapse of the property market has severely constrained strategic asset disposal, whilst the limits on borrowing facilities (the credit crunch) will restrict the ability of developers to bring forward investment in regeneration projects over the lifetime of this plan.

The Corporate Plan acknowledges the likely impact of these circumstances across all the themes of the Community Strategy. The plan is built around the intention to maintain a positive direction of travel towards the long-term vision during the four year planning cycle. This will be achieved primarily through sharpening, even further our focus on priorities to make the best possible use of our resources, combined with a continuing drive to make all our services as efficient as possible.

Prosperous Darlington

Building prosperity through the transformation of the local economy is a cornerstone of Perfectly Placed priority within the long-term vision, and a platform for achieving key aspects of the One Darlington priority.

The principal vehicle for achieving this transformation is the Darlington Gateway Strategy. Now in its second five year cycle, Gateway achieved notable progress, in its first iteration towards the key objectives of growing higher paid jobs to tackle the low wage economy, reducing the unemployment gap between Darlington and the national average, narrowing economic inequalities across the borough and raising overall levels of economic activity.

The principal approach in the first five years was to prepare the ground for inward investment by assembling, preparing and marketing key investment sites, provision of high quality business premises, and securing major job-creating developments. £54M of public funding is leveraging in close to £500M of private sector investment, and all key economic indicators have outperformed neighbouring areas and the region, closing the gap and in some cases overtaking national averages.

The emphasis is shifting in the second cycle, 'Taking Forward Darlington Gateway', towards business support and skills development, further progress on narrowing prosperity gaps across the borough and a particular focus on reducing the number of children living in poorer households. However the programme of major economic development projects continues. The Council is working with developers and strategic partners to maintain progress on the Central Park, Morton Palms and Faverdale business projects, and 'The Oval' town centre retail scheme, whilst the Feethams and Town Centre Fringe areas are being primed as the next areas of regeneration planning and investment. At present the Council-owned former bus depot in Feethams is being demolished and the site made ready for future investment in this part of the central area.

Asset management plays a key role at the heart of the Gateway strategy. The Council uses its property assets, combined with public regeneration funding, to stimulate and facilitate projects. This will continue, and the Council will be an active participant in the new Tees Valley Multi Area Agreement for utilising regeneration, transport and housing funding to address issues strategically across the City Region. An Economic Downturn Group, chaired by the Chief Executive, is developing strategies for maintaining progress on regeneration programmes, with a particular focus on safeguarding the economically most vulnerable people in the borough.

Aspiring Darlington

The Corporate Plan contains proposals under six key work strands for improving educational attainment and services for children, young people and their families. The continuing programme of investment in educational buildings and other facilities, to provide the best possible learning environments, is an important part of our overall strategy.

Our overall objective is to improve all schools to 'good' or 'outstanding' Ofsted categories. The building programme supports this objective and complements the reorganisation of school clusters and development of locality working to strengthen the linkages between schools and the communities they serve. The effective use of land and property assets is central to the ongoing success of the programme.

Major current schemes include the rebuilding and renewal of Hummersknott School and Language College and Carmel RC Technology College, involving a total investment of £25M. The Council is one of just 23 authorities to win a share of the government's £150M Primary Capital Programme Pathfinder Initiative. The £6.5M award is being invested in a replacement for North Road Primary School, incorporating innovative design features to promote environmental and community sustainability.

Another major project, involving the creative use of non-educational assets, is the new building for Eastbourne Church of England Academy. The academy replaced the former Eastbourne School, opening in the existing school buildings in September 2007. The Council achieved funding approval and contract procurement for the new building, on non-school land adjacent to the existing school, in record time through the Partnerships for Schools procurement framework. The process commenced in January 2007, and the project is on course for completion by framework partner Balfour Beatty and occupation by the Academy from September 2009.

The Corporate Asset Management process is complementing these projects to ensure that school premises are fit for purpose. Priorities include asbestos removal and fire regulations works. The Council will seek to achieve disposals of surplus school land arising from the various investment projects despite the economic recession.

Healthy Darlington

Health is a key improvement theme for Darlington Partnership and the strategic partners. Life expectancy is lower than the national average, and there are unacceptably wide disparities in healthy life expectancy across the borough. The Council and the Primary Care Trust (PCT) work closely together, and have jointly appointed a Director of Public Health to lead the Health Improvement Strategy.

Occupying an office in the Town Hall adjacent to the Estates and Property Section provides the Director of Public Health with good linkages and understanding of the Council's asset management related issues. The Council's recent success in being selected to host the 'North East Alcohol Office' in premises procured through the Estates and Property Section being a good example of joint working.

Priorities include ensuring that health services are accessible to everybody; that people are offered information, choice and support about healthy lifestyles, and choice 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.

These priorities run through all the themes of our Corporate Plan, with particularly strong links to our innovative sustainable travel programmes (promoting walking and cycling), cultural and leisure services, and children's and adult social care services.

Asset management has an important role to play in our joint work with the PCT. A new state-of-art Primary Care Facility has been provided on the edge of the town centre, by offering up a public car park next to the former centre for the new development, and then demolishing the former centre to provide replacement parking. In the near future the reception area at Central House, home of the Council's Adult Social Care Services, will be refurbished to provide a single joint reception for both the Council services and the PCT, which is housed in a nearby building.

The Highway Asset Management Plan (HAMP) and Transport Asset Management Plan (TAMP), linked to the accessibility strategy of the Second 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. The network is now extensive throughout the town and some rural settlements, and as well as providing opportunities for active transport, it is important in enhancing accessibility to health and other facilities.

The Council has a major role in progressing key equalities strands within the Healthy Darlington theme, notably the ongoing programme to ensure that all public buildings within the borough can be accessed by people with mobility impairments, so that the physical environment does not disable them. It is also a key objective to enable older people and people with chronic health conditions to remain in their own homes for as long as possible. Darlington is also committed to full implementation of the Personalisation Agenda, empowering people to commission and procure support services to meet their individual needs rather than accept 'one size fits all' provision. These factors have significant implications for the design and adaptation of homes and public facilities, to which asset management, housing and other services must respond.

Greener Darlington

The Council has an important role to play as an exemplar of best practice in rising to the challenges of climate change and sustainable development if it is to lead successful environmental initiatives across the community, particularly in these economically difficult times.

Government has set ambitious targets for Darlington to reduce CO2 emissions, and proposals to address these are included in the LSP Theme Action Plan and the Corporate Plan. From an asset management perspective, the targets require us to do all that we can to improve the energy efficiency of Council buildings. This will be especially difficult, and dependent on funding for improvements, with major buildings like the Town Hall. We start from a strong position with our council-housing stock, however, which has a high overall SAP rating and is in the top quartile nationally for energy efficiency.

The targets also have implications for the location and design of new development, including Council premises. The Design Supplementary Planning Document (SPD) currently being drawn-up as a component of the new Local Development Framework (LDF) emphasises requirements relating to accessibility, energy efficiency and sustainable design. The Council will, of course, implement these requirements in its own building projects. The North Road Primary School Pathfinder Project will provide a demonstration of a range of appropriate measures, and learning for future projects.

Safer Darlington

The Council and the Police, working together through the Crime and Disorder Reduction Partnership (CDRP), have been very successful in achieving year-on-year reductions in overall crime. Current priorities, reflected in the Corporate Plan, focus on domestic abuse, anti-social behaviour and public reassurance, reducing repeat offending, and tackling alcohol-related crime and disorder, especially in the town centre at night-time.

The management and use of our land and property assets contributes to these priorities. The CDRP has for several years now occupied a single building, bringing together the Council's community safety, youth offending and drug and alcohol staff together with Police Officers and Community Support Officers. Council buildings have also been used elsewhere to provide office bases for neighbourhood policing.

The Council also responds to issues of actual or perceived anti-social behaviour linked to its land and property, implementing appropriate negotiated or engineered solutions in partnership with local residents and representatives. Every effort is made to 'design out crime' in new development projects, working closely with the Police architectural liaison staff, whether in Council building projects, land management projects such as Local Nature Reserves and parks/open spaces, or more generally in relation to development and regeneration schemes.

Delivering the Vision

Darlington Partnership has been re-organised around the delivery of the Local Area Agreement and the long-term vision. Five theme groups have been created, under the leadership of non-Council chairs and with membership drawn from across the sectors and partners, to lead action planning and implementation focused on achieving the 35 targets in the LAA.

The theme groups provide the lead to the Council and other partners on establishing objectives and priorities. Consequently the use of assets is managed, through the Council's service planning arrangements, in accordance with priorities and requirements established by the partners and sectors working together through the Local Strategic Partnership (LSP).

Local Area Agreement

The Local Area Agreement (LAA) is the first of a series of short-term delivery 'contracts' with Government designed to make progress towards the long-term SCS vision. It consists of 35 targets selected, in negotiation with government, from the new set of 196 national performance indicators. It also includes 16 statutory indicators, included in all LAAs up and down the country, focused on education.

The LAA was signed-off by Government and the Council in June 2008. It is currently (January 2009) being refreshed to agree targets against baselines that have been established against new National Indicators since June, and to review some of the previously agreed targets that will now not be achievable because of the local impact the economic downturn.

Multi Area Agreement

The Council is working with its partner authorities in the Tees Valley City Region, through the delivery mechanism of Tees Valley Unlimited, to pursue the opportunities available through the Multi Area Agreement, signed-off with government in summer 2008. The agreement provides freedoms and flexibilities in allocating funding for economic regeneration, transport and housing renewal according to strategic requirements across the city region.

Engagement and Consultation

Arrangements for consulting with and engaging the public and stakeholders are fronted by the Talking Together programme, led by the Connecting with Communities team and backed by the strategy, 'A Bigger Say and a Better Deal for Communities'. Talking Together places listening and learning from the community at the heart of the Council's service planning process. It has been in place now for approximately 18 months and is currently being reviewed to further enhance our approach to engagement. Stakeholder involvement in local planning and delivery arrangements has been further embedded through the five Darlington Partnership Theme Groups.

Other consultation mechanisms include a Resident's Forum and eleven Community Partnerships, the Environmental Forum and the Town Crier magazine, which is delivered to every household in Darlington. The Town Centre Forum 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. A new Corporate Complaints Unit is generating learning from complaints to improve services. The annual Community Survey and regular Citizens' Panel surveys also provide feedback on proposals and issues, and monitor public satisfaction with services. Our recent remodelling of Street Scene services into five dedicated neighbourhood teams has been followed by the implementation of Locality Working within the same five areas, led by Children's Services, bringing services together around the needs of children and families. Locality Working will impact on the use of Council assets and rationalisation may well be required subject to review.

Corporate Planning

The Council is the lead partner within the LSP in the development and delivery of One Darlington : Perfectly Placed, and our own internal planning systems have been realigned to address the challenge of the new vision, as predicted in the last Asset Management Plan.

Our planning framework is led by the Corporate Plan. We developed a fully integrated four year approach to the medium-term corporate plan for the 2008-12 planning cycle, combining our proposals for delivering our contributions to the new vision with the financial planning and allocation of resources (including the land and property assets) necessary to implement our proposals. This approach is being consolidated in the planning cycle for 2009-13. It includes refreshed planning arrangements at department and service levels to align with

the new SCS/LAA. The 2009/10 Corporate Plan demonstrates the Council's overall approach to delivering its contribution to One Darlington : Perfectly Placed. It particularly highlights the context of the economic recession and its impact on resources and regeneration prospects in the short to medium term, whilst maintaining the long-term focus on delivering the vision. The impact on the disposal and acquisition of land and property assets in support of regeneration projects and service delivery is especially significant in the context of the Asset Management Plan, and this is examined elsewhere in this document.

The Corporate Plan is shaped by the two priorities and five delivery themes of the SCS (illustrated in the diagram on page 6. This framework is reinforced and complemented by the five corporate priorities. These are designed to ensure a 'balanced scorecard' approach to the design and delivery of improvements.

Our Five Corporate Objectives

- **Shaping a better Darlington** – delivering strategic outcomes for the borough
- **Providing excellent services** – improving service delivery and outcomes
- **Putting the customer first** – improving quality and responsiveness to customers
- **Ensuring access for all** – progressing equalities, fair access and fair outcomes
- **Enhancing our capacity to improve** – improving efficiency and value for money

The Corporate Plan 2009-13 sets out proposals within this framework that demonstrate what the Council will do, alongside its partners, to make progress towards the vision of One Darlington : Perfectly Placed, and to make sure it has the capacity as an organisation to deliver its contribution to the vision. Organisational capacity planning is focused in the 'Leading Edge' Organisational Development Strategy.

Strategic Issues

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:

- **Comprehensive Area 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 CAA methodology, taking over from the Comprehensive Performance Assessment (CPA) in 2009; the CAA places added emphasis on the need to ensure that the Council uses its assets to support Darlington-wide priorities and initiatives across the local strategic partners.
- The economic climate has already been referred to extensively in this section. Its impact on the Council's resources will place an even greater emphasis on the need to achieve efficiencies and savings to maximise the resources that can be channelled into tackling key priorities. This has powerful implications for the ownership, disposal and management of buildings and land.

The priorities raise the following issues for our asset management strategy and are reflected in the Action Plan :

- 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 and VFM Indicators.
- Making sure that our property assets are fit for purpose, suitable, sufficient and support the delivery of excellent services.
- 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. addressed through the Procedure for Declaring Premises Surplus to Operational Requirements and Disposal Process.
- Embedding of the Council's Capital Project Management arrangements, ensuring that asset management practice accords with the project management process adopted as a result of the Capital Review Process.
- Making investment and disposal decisions based on effective appraisal of the options available to meet requirements and on whole life costing basis.
- Measuring the efficiency and cost effectiveness of our property portfolio using performance measures that can be benchmarked against other local authorities and external organisations to support value for money decisions (VFM indicators and NBVBS).

- Working with the voluntary and community 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). Examples of sharing asset management good practice at Darlington continue with 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 and the re-established Property Liaison Group involving the Fire, Police, PCT and NHS organisations to discuss and consider the joint use or recycling of property opportunities on an area basis. Opportunity for broader involvement with the established Durham County & Tees Valley Property Liaison Groups is also being explored.

Asset Management

Our asset management approach contributes to the CPA rating within the 'Use of Resources' judgement, which assesses how well the Council manages its finances and provides value for money. This assessment has risen from a score of 3 (performing well) in 2007 to 4 (performing strongly) in 2008. The key aspects of our asset management arrangements include:

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, implementation of the Fire Regulatory Reform, Property Risk Management and Energy Management. The Corporate Landlord model and role currently undertaken 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, Paul Wildsmith, has regular briefings with the Cabinet Member for the Resources Management Portfolio, Councillor Harker, who is the Lead Member for property issues; Involvement of elected Members is through the Ward Member consultation process, Resources Scrutiny Committee and Cabinet.

- A review of Capital Project Management is nearing completion as part of the Leading Edge programme. Management procedures have been redesigned to ensure consistency and compliance across the Council.

Property Data

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.
- The Highways asset register has continued to grow with the majority of major assets such as carriageways, footways, street lighting equipment, bridges, verges, safety fences, gullies, bollards, bus stops, pedestrian guard rail, trees and other street furniture added. At present the majority of this information is recorded as a text based item against each road but we are in the process of adding this information to the Symology Asset Valuation module, which will enable users to view the street and its assets on a GIS based system. An initial valuation has been calculated using the collected data for Highways, Street Lighting and Bridges and this has indicated a valuation of approx £600,000,000 using our own unit rates.
- Property management information is held and maintained in the Uniform Version 7 Asset Database with live links to the Corporate Premises Risk and Facilities Management Database.
- 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.
- Condition surveys of the Council's operational and non operational properties (excluding schools and housing) were carried out by IPF in 2005/06 and continue to provide useful core data. These are to be updated in house on a rolling basis.
- The current Leading Edge Accommodation Review is undertaking a project to establish occupancy requirements, space ratios, storage volumes, occupancy and running costs to help provide evidence on which to develop an Office Accommodation Strategy across the portfolio.

Section 3

Work Programme

Physical Works involving Council's Assets

The current economic climate and the financial pressure on the Council's resources means available capital for 2009/10 is limited. Consequently bids for capital have been tempered accordingly and phased where appropriate. 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 five themes of the New Sustainable Community Strategy 'One Darlington : Perfectly Placed'.

These five themes are :

Prosperous Darlington

Aspiring Darlington

Healthy Darlington

Greener Darlington

Safer Darlington

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.

The Council is currently working jointly with Tees Valley Regeneration (TVR), One NorthEast and English Partnerships on the mixed use Central Park project at Haughton Road. The Council are also working with ONE NorthEast on a number of regeneration initiatives under the umbrella of the 'Taking Forward Darlington Gateway project which includes :-

Faverdale former Strategic Reserve Site - following the declassification of the former Reserve Site as a consequence of the outcome of the Regional Spatial Strategy, a feasibility study of the former reserve site which includes the Councils High Faverdale Farm site is to be undertaken (dependent on funding).

Town Centre Fringe - a masterplan and development brief for the Feethams area of the town centre has been produced which provides the framework for bringing the area forward for development.

Advance acquisition and demolition of the Arriva Bus Depot with the cleared site to be converted into a surface car park will provide temporary additional parking at the southern end of the town centre pending redevelopment.

A further phase of the Town Centre Fringe is also being explored which seeks to incorporate the area outside the ring road currently occupied by the Police Station, Magistrates Courts, Fire Station and Post Office Sorting Depot and extending northwards up to Borough Road to include the Civic Theatre and Borough Road Nursery School.

Part of the site around the Civic Theatre is being considered as a potential location for a 'Cultural Quarter'. The Council have also identified part of the site adjacent to Borough Road Nursery as a potential location in connection with the 'My Place' bid for government funding, to provide an integrated youth service facility.

However, this section recognises the current economic climate and the effect the downturn in the economy has had and is continuing to have on all the proposed developments in Darlington. In particular the impact of the credit crunch on the housing market has had devastating effects on the proposed sale and development of the Council owned former school sites at Beaumont Hill and Springfield. Similarly, the inability of developers to secure investment funding and a significant shift in commercial yields has resulted in a review of all the major projects.

Projects and Requirement	Current Stage	Stage completion
<p>Base for People with Learning Disabilities – Re-provision of Beck House Theme: Healthy Darlington</p>	<ul style="list-style-type: none"> • Shared use of Grange Road Baptist Church • South Park - former potting shed redeveloped to create Adult day care facility, 'Lakeside', and changing rooms for local football teams. • Nubuck Nursery and Woodburn Nursery 	<ul style="list-style-type: none"> • Grange Road Baptist Church - shared use continues and lease renewed. • Former potting shed replaced with new 'Lakeside View' facility. • Nubuck Flourishes at Woodburn.
<p>Central Library – Improvements Theme: Aspiring Darlington</p>	<ul style="list-style-type: none"> • Upgrade of Fire Alarm and provision of walkways in roof void. 	<ul style="list-style-type: none"> • Capital released 08/09 and works due to commence.
<p>Development of Commercial Street and Kendrew Street car parks for mixed use retail and leisure development with multi-storey car park and residential Theme: Prosperous Darlington</p>	<p>Developer – Discovery Properties Ltd</p>	<ul style="list-style-type: none"> • Development Agreement in place but progress affected by economic downturn.
<p>Development of Town Centre site – Feethams, Beaumont Street Car Parks and Houndgate Theme: Prosperous Darlington</p>	<p>Town Centre Fringe Working Group established to progress master planning and release of sites for potential development.</p> <ul style="list-style-type: none"> • Release of Beaumont Street site for DCSF office development. • Release of Beaumont Street West site to facilitate office relocation for local business. 	<ul style="list-style-type: none"> • Master plan completed. • Terms agreed and contracts due to be exchanged early 2009. • Preferred developer selected pending exchange of contract.
<p>Development of Morton Palms Business Park Theme: Prosperous Darlington</p>	<p>Developer City & Northern Ltd</p> <ul style="list-style-type: none"> • Phase 2 - 60,000m2 (Pioneer Court) constructed • Phase 3 – approximately 65,000m2 anticipated 	<p>Phase 2 – Completed Phase 3 – Planning permission granted but awaiting economic upturn.</p>
<p>Central Park, Haughton Road Theme: Prosperous Darlington</p>	<p>Tees Valley Regeneration project for development of mixed use scheme, including hotel, offices, approximately 600 houses and new site for Darlington College Relocation of allotments required. Preferred developer CKY appointment. Redesign and re-phasing of scheme being considered.</p>	<p>Planning Application approved July 05 College completed Spring 06 (see Section 3) New allotments at Brankin Road (Horses) Dodmire and Arnold Road completed.</p> <ul style="list-style-type: none"> • Co-operation Agreement between CKY and Joint Venture partners agreed pending completion of Development Agreement. • Proposed depot relocation to Council owned land situated to the south of Cummins, Yarm Road. Subject to phasing and viability of scheme. • Re-phasing of development to reflect market conditions which may include a temporary relocation of part of the depot within the existing site.

Projects and Requirement	Current Stage	Stage completion
Forum Music Centre, Borough Road Community Theme: Aspiring Darlington	<ul style="list-style-type: none"> • Proposal by Forum Music Centre to form a Community Investment Company and secure big lottery funding to facilitate upgrading of premises and increased capacity. • Seeking new lease terms from Council linked to business case. 	<ul style="list-style-type: none"> • Discussions with Forum ongoing.
Faverdale East Business Park Theme: Prosperous Darlington	Infrastructure, to open up site funded by ONE North East through JV and ERDF grant <ul style="list-style-type: none"> • Phase 3 – Plots available for owner occupation 	
Arts Centre Theme: Healthy Darlington, Aspiring Darlington	<ul style="list-style-type: none"> • Proposal by QESFC to acquire part of Arts Centre to facilitate expansion and enhancement of facilities. • Proposal to include a dance and drama theatre within new premises for shared use with Arts Centre. 	<ul style="list-style-type: none"> • Proposals subject to planning permission and LSC funding. • Negotiations with Council ongoing.
Faverdale East Business Park Theme: Prosperous Darlington St Modwen's	<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. 	Awaiting grant of implementable planning permission and completion of access agreement.
Surplus Schools Theme: Prosperous Darlington	<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 - sites marketed with planning and development brief for residential development. • Sadberge School - Demolition of school and marketing of cleared site for residential development ongoing • Albert Hill Primary School - Demolished pending disposal • Former Eastbourne Nursery School • McMullen House – currently used by Pupil Referral Unit and awaiting relocation of PRU 	On-going

Projects and Requirement	Current Stage	Stage completion
<p>Surplus Schools Theme: Prosperous Darlington continued</p>	<ul style="list-style-type: none"> • Planning application submitted Autumn 2008. • Access agreement completed conditional on planning permission being granted. <p>Sale Completed</p> <ul style="list-style-type: none"> • Planning permission for both sites obtained by proposed purchases. • Sales fallen through. • Possible development of part by RSL for social housing. • Sale completed. <p>Offer for purchase received</p> <ul style="list-style-type: none"> • Demolished site cleared pending disposal. 	<p>On-going</p>
<p>Sale of Brook Terrace Theme: Prosperous Darlington</p>	<ul style="list-style-type: none"> • Proposed site for infill residential development 	
<p>Corporate Risk Management Property Theme: Safer Darlington</p>	<ul style="list-style-type: none"> • Trees - comprehensive survey of Council's Tree stock to assess and record current condition and identify remedial works • Corporate Premises Risk and Facilities Management files - Collation and collection of data to ensure compliance with statutory and policy requirements 	
<p>Proposed relocation of Cattle Market Theme: Greener Darlington</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"> • Planning Application submitted and awaiting determination 	
<p>Darlington Football Club Theme: Healthy Darlington</p>	<ul style="list-style-type: none"> • Proposal by DFC to acquire Council land north of the stadium to develop a soccer centre and training pitches. • Proposal for Commercial development on their own land and request for release of Council restrictive covenant. 	<ul style="list-style-type: none"> • Discussion with DFC ongoing.

Projects and Requirement	Current Stage	Stage completion
Beaumont Street – DCSF site Theme: Prosperous Darlington	<ul style="list-style-type: none"> • Proposal by DCSF to acquire site at the corner of Beaumont Street and Feethams for new iconic office headquarters. • New office to replace existing facilities at Mowden Hall. • DCSF proposing building to BREEAM Outstanding • DCSF and Council exploring potential with Carbon Trust for local Energy network and shared CHP plant with nearby new and existing buildings. • Public realm adjacent to new building proposed. 	<ul style="list-style-type: none"> • Contracts exchanged with DCSF • Completion of development expected 2011

Section 4



Property Performance Data

The NaPPMI property performance indicators continue to provide the basis on which data is gathered, cleansed and reported. The Council submitted data in 2008 to IPF as part of the National Property Performance Management Initiative known as NaPPMI which is designed to provide a consistent data set which can then be compared and benchmarked between like buildings and organisations. The benchmarking is undertaken through the National Best Value Benchmarking Scheme of which the Council are members.

A more detailed description and definition of the performance indicators is set out in Appendix 1. In addition the Council continues to monitor its performance through local indicators as listed below:-

- LI3715 % of Council operational properties (excluding schools) for which a suitability survey has been undertaken in the last 5 years.
- LI3716 % of gross internal floor space of operational properties (excluding schools) in condition categories A-D.
- LI3717 % of properties for which an access audit has been undertaken by a competent person.
- LI3721 % of authority buildings with public areas suitable for/Usable by disabled people.
- LI3722 % of property files with up to date risk assessments.
- LI3723 Actual income as a % of budgeted Income - commercial property.
- LI3724 Actual Income above/below budget (£) - commercial property.

Through quarterly reports these local indicators assist the Council in identifying overall performance and where potential problems may be present and/or additional resources are required. A recent example being the internal audit of the Corporate Risk files and the recommendations produced to help drive improvement in this particular indicator LI3722. A review group has now been formed to investigate and implement the recommendation.

VFM Indicators

The Council has also joined the Public Sector Corporate Services VFM Indicators benchmarking group through IPF and in early 2009 submitted a broad range of 2007/08 performance data based on a number of categories including Estates Management.

Developed jointly between all the UK's public sector agencies. Their use is offered on a voluntary basis to all public bodies. The indicators are designed to measure effectiveness and professionalism as well as efficiency. The Council have chosen to participate in this benchmarking exercise this year along with 66 other organisations. This demonstrates our commitment to improving our use of resources. The results will allow us to assess our own value for money, highlight areas for improvement, allow us to learn from others and investigate different practices. See pages 22 to 27 below.

Balanced Scorecards

The VFM indicators form a key part of the Corporate Services Departments' refreshed performance reporting arrangements, all performance measures have been incorporated into a 'balanced scorecard' framework in order to ensure that we measure the right things relating to our performance. The 'balance' comes from measuring all perspectives, namely

Customer: How well are we meeting the needs of our users? (internal customers and wider community)

Financial/Efficiency: How well are we spending our money?

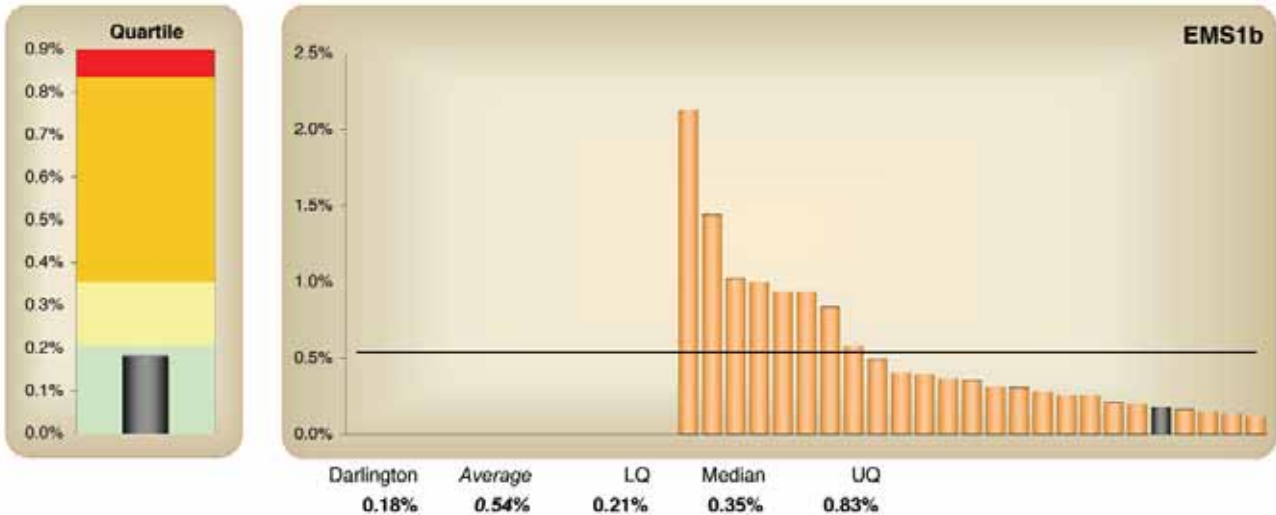
Effectiveness/processes: Do our processes deliver? Do we add value?

Learning and Improvement: How effectively do we develop our people and systems to ensure goals are met in the future?

By collating this data a balanced scorecard can then be produced to provide a mechanism for assessing overall performance and identifying potential problem areas or areas requiring attention.

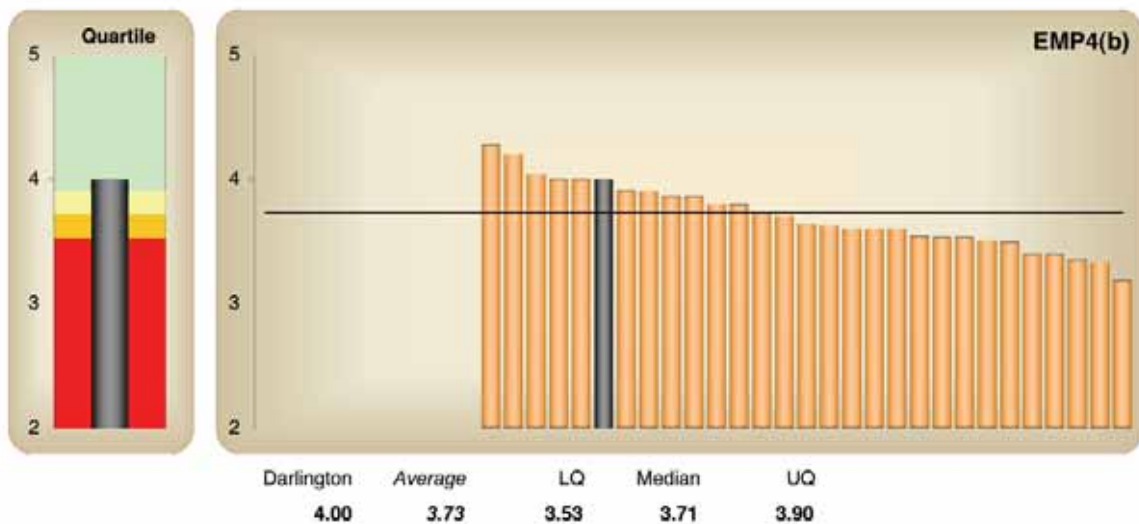
By way of example the following tables have been extracted from initial VFM feedback and as can be seen from the traffic light indicator the Council is mainly in or around the better quartiles (green). The exceptions are EMP 2 - Office Space per employee which is being considered and will be addressed as an outcome of the ongoing Accommodation Review. EMS 6 - Energy Consumption & EMS 7 - Water Consumption, are being addressed through the work of the Energy Review Group and the Council's Efficiency Agenda.

EMS1(b) Cost of the Estates Management function as a percentage of organisational running costs



This chart demonstrates our excellent performance in terms of maintaining upper quartile performance in terms of the cost of our Estates Management function as a percentage of organisational costs when compared to our peers. (Source CIPFA 2007/8 - Public Sector VFM Indicators)

EMP 4(b) User satisfaction average score

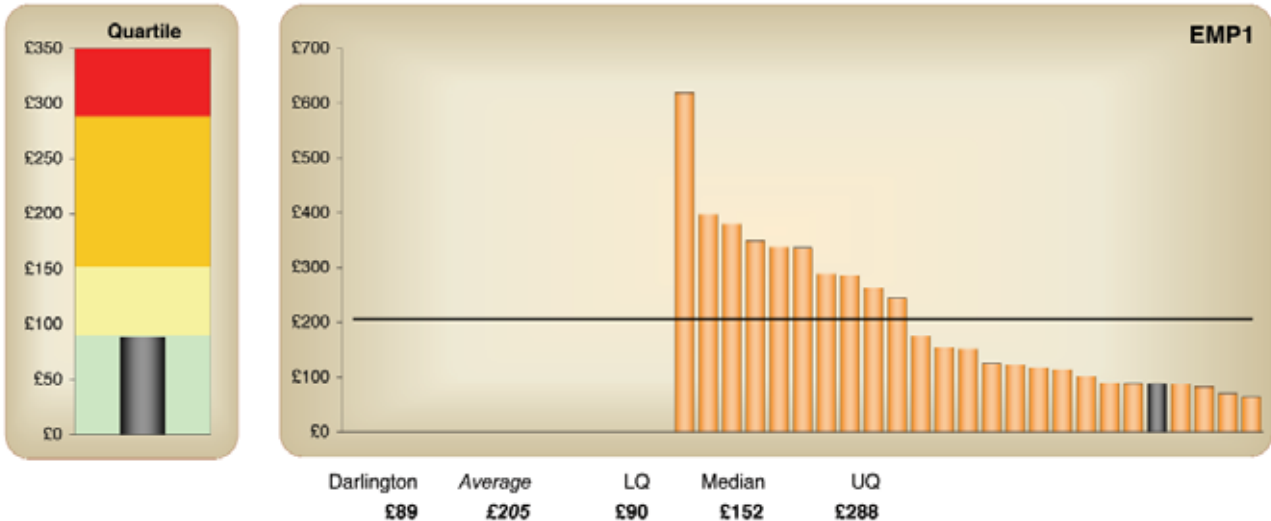


This chart demonstrates that commissioners and users of the Estates Management Team have awarded the team upper quartile performance in terms of their responsiveness to customer requirements. (Source CIPFA 2007/8 - Public Sector VFM Indicators)

EMP1 Total property costs (occupancy, operational and management) per square metre Gross Internal Area (GIA)

Rationale and expected impact on behaviour

This indicator examines the overall cost-effectiveness of the Estates management function. In many circumstances organisations would aim to reduce their property costs relative to those paid by their peers over time. However organisations should examine their achievement against this indicator in conjunction with the measures of effectiveness of their estates management function (for example primary indicators 3 (measuring property maintenance backlog), 4 (the commissioner and user satisfaction index) and 5 (the management practice indicator) and secondary indicators 4 (percentage of capital projects completed within time and budget) and 9 (accessibility to public buildings for disabled people).

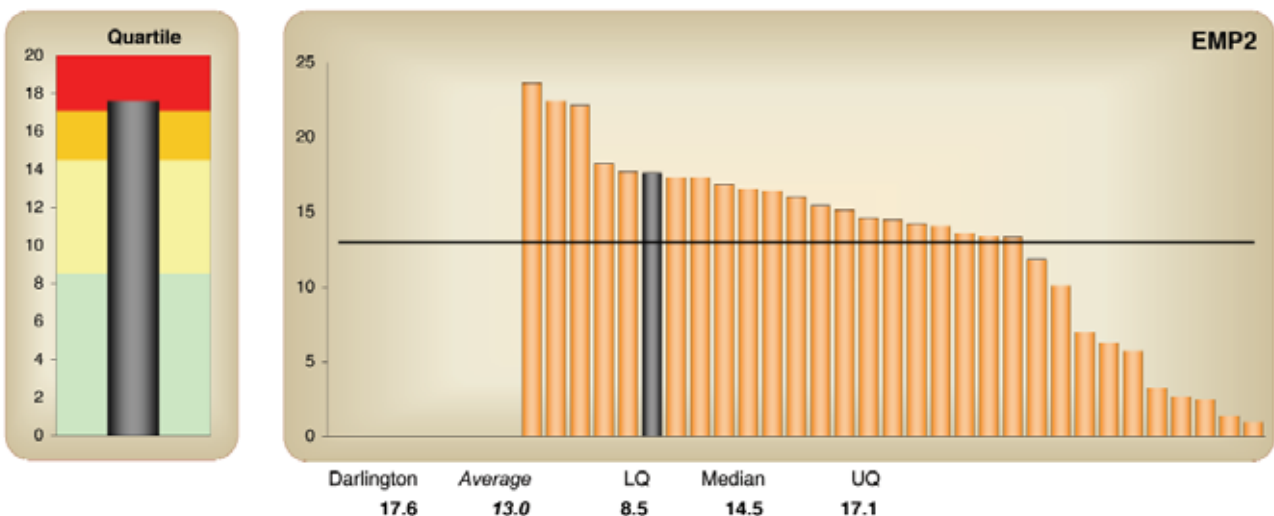


This indicator demonstrates the cost effectiveness of the Estate used by the Council. (Source CIPFA 2007/8 - Public Sector VFM Indicators)

EMP2 Total office accommodation (square metre GIA) per employee (FTE)

Rationale and expected impact on behaviour

This indicator examines the extent to which the organisation uses its buildings efficiently. It is closely associated with secondary indicator 5 which examines the number of workstations and the average space they occupy. Organisations should compare their results for these indicators with those for their peer organisations and, where there are significant differences, to consider whether or not there are robust reasons for why this is so.

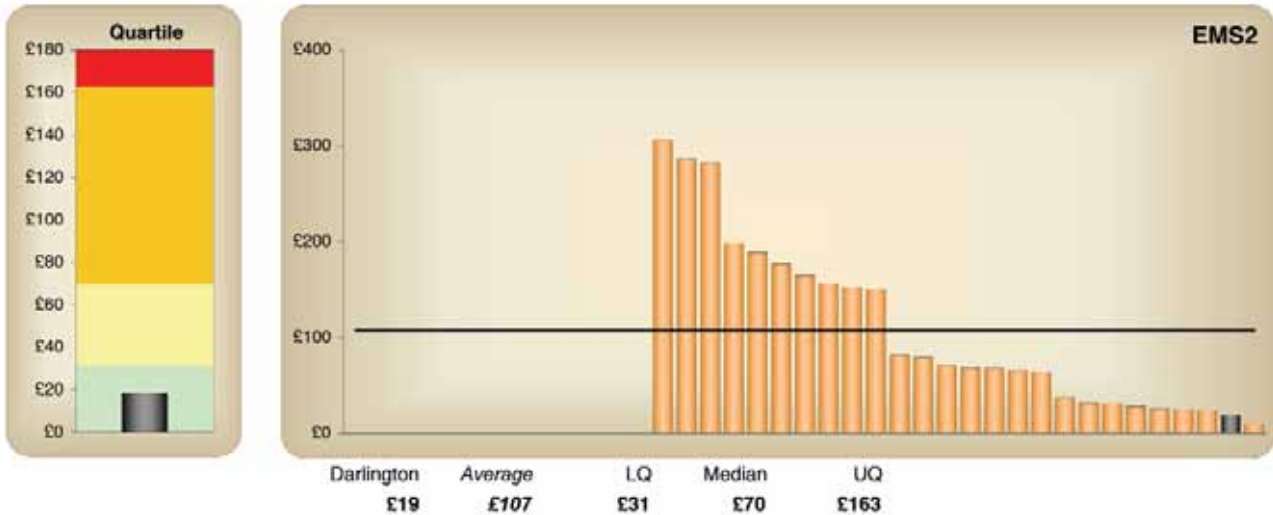


This benchmarking exercise demonstrates that our performance in this area is poor and that the Council does not appear to use its buildings efficiently. This information is being used by the Accommodation Review team as part of its project to endeavour to identify opportunities to improve the performance in this area. (Source CIPFA 2007/8 - Public Sector VFM Indicators)

EMS2 Total property occupancy/ownership costs (revenue) per square metre GIA

Rationale and expected impact on behaviour

This indicator examines cost effectiveness by identifying the cost of building occupancy / ownership. As with secondary indicator 2, while many organisations will seek to reduce their property costs it is important that achievement against this indicator is interpreted alongside achievement against measures of effectiveness such as primary indicators 3 and 5 and secondary indicators 4 and 9.

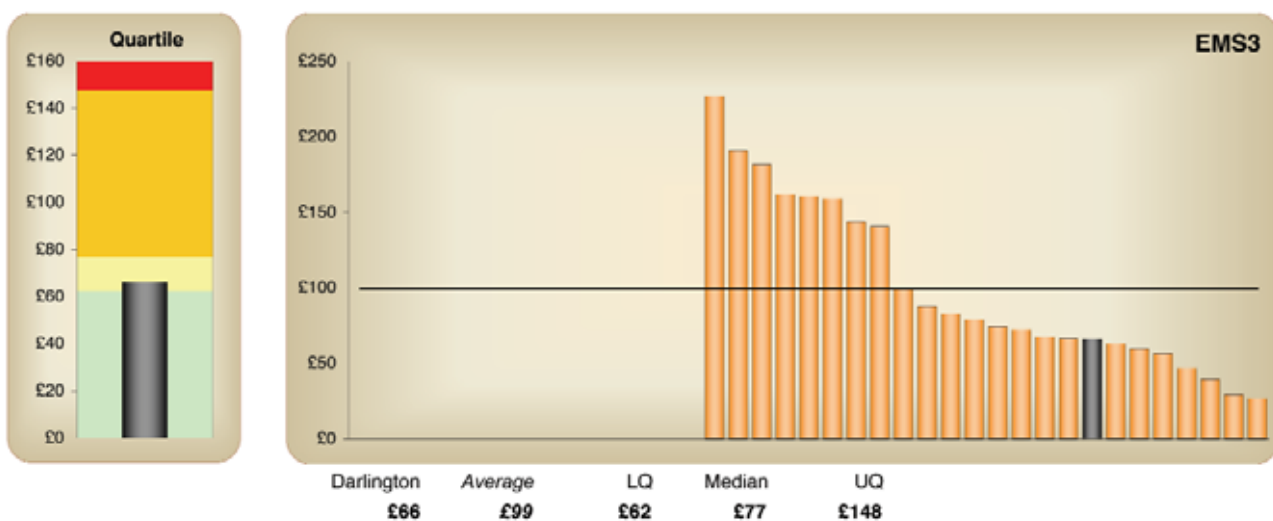


This chart demonstrates our ability to keep control of our cost base and drive value for money spent on the operational estate. (Source CIPFA 2007/8 - Public Sector VFM Indicators)

EMS3 Total building operation costs (revenue) per square metre GIA

Rationale and expected impact on behaviour

This indicator examines the cost effectiveness of the operation of the estate (incorporating what might also be called 'facilities management'). Capital costs are excluded due to potential for significant year on year variances. As with secondary indicator 2, while many organisations will seek to reduce their property costs it is important that achievement against this indicator is interpreted alongside achievement against measures of effectiveness such as primary indicators 3 and 5 and secondary indicators 4 and 9.

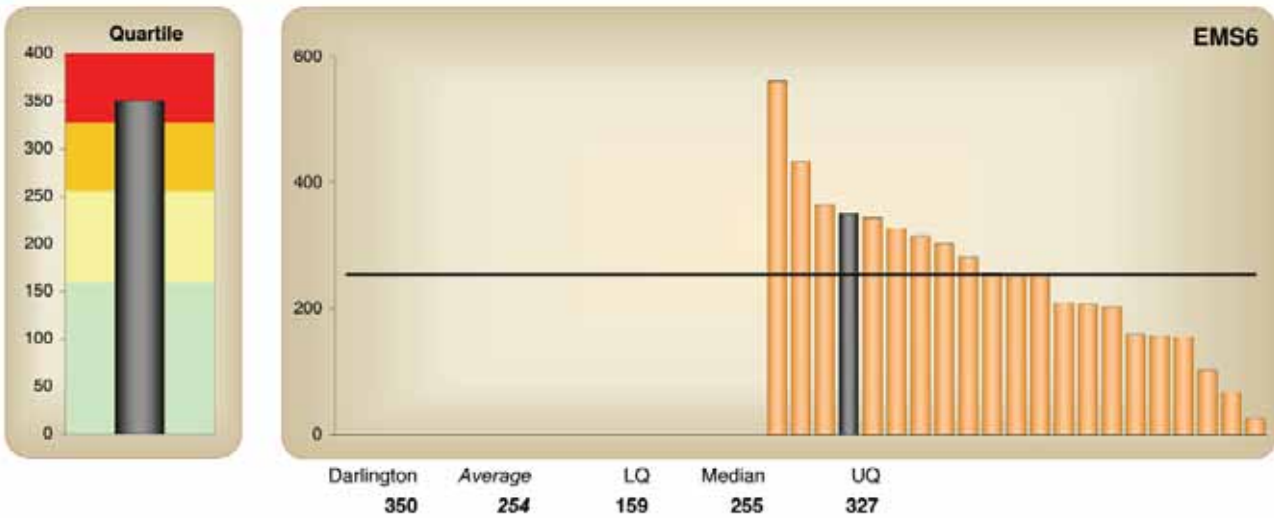


This indicator provides evidence of our cost effectiveness in managing the operational costs of the estate (Source CIPFA 2007/8 - Public Sector VFM Indicators)

EMS6 Total annual energy consumption (kw/h) per square metre (GIA)

Rationale and expected impact on behaviour

This indicator examines the extent to which the organisation has minimised its environmental impact by reducing its energy consumption. Organisations should expect this cost to reduce over time.



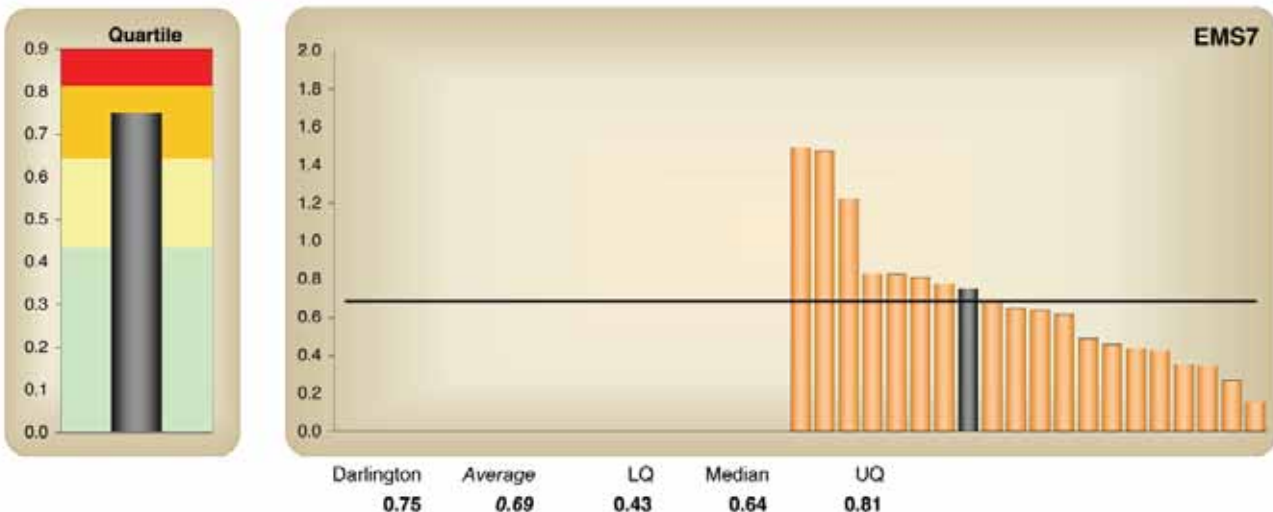
This demonstrates the inefficiency of the existing condition of the stock of properties we occupy and our strategy is to review these properties as part of the Accommodation Review project to identify our long term estate etc so we can develop an action plan to improve our performance in this area.

(Source CIPFA 2007/8 - Public Sector VFM Indicators)

EMS7 Total annual water consumption (cubic metre) per square metre (GIA)

Rationale and expected impact on behaviour

This indicator examines the extent to which the organisation has minimised its environmental impact by reducing its water consumption. Organisations should expect this cost to reduce over time.



This chart shows we are performing adequately in this area and our performance should be improved following the Accommodation Review Project. (Source CIPFA 2007/8 - Public Sector VFM Indicators)

Section 5

Asset Management - Maintenance Review

Following completion of our condition survey programme, survey reports have been distributed to building managers/budget holders and are also available via the Council's IPF.net database, which provides building managers with the ability to view their site specific surveys via the internet.

The essential works identified in the Condition Surveys are categorised 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 two years.

The desirable works identified are categorised as priority 3's. These items are considered as being in a 'satisfactory' condition (performing as intended but could benefit from minor attention).

In overall terms, 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 i.e. to put the property into a first class condition.

Our portfolio is considered to be largely in a 'fit for purpose' condition and we have prioritised capital and revenue investments on key long term strategic sites. For example:

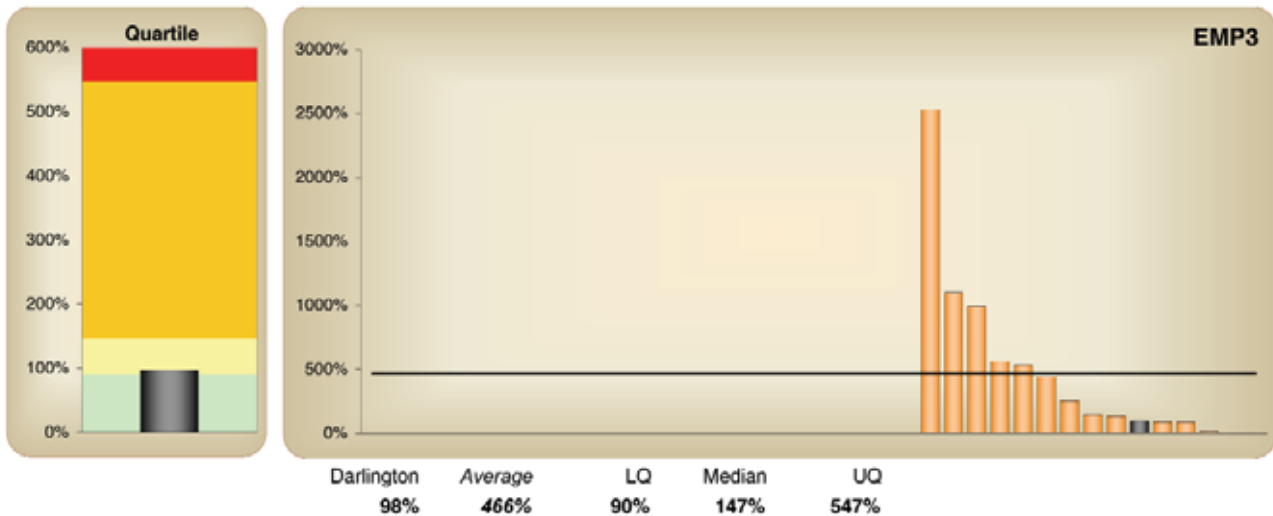
	Investment over last 4 years
Dolphin Centre	£5.7m
Arts Centre	£1.4m
Town Hall	£0.95m
Planned maintenance/DDA	£0.88m
Railway Museum	£2.1m
Crown Street Library	£0.26m
Community Centre Buildings	£0.6m
	£11.89m

It is proposed as part of the Corporate Landlord role for the Estates and Property Section to lead on ensuring that value for money and active supplier management is undertaken on all property and facilities management expenditure to ensure that best value is obtained on behalf of the Council.

EMP3 Total property required maintenance backlog as a percentage of average annual maintenance spend for the last three years

Rationale and expected impact on behaviour

This indicator examines whether the organisation manages the repair and maintenance programme of their estate effectively. High performing organisations should expect to reduce their backlog over time.



As part of a recent benchmarking exercise we enclose our performance relative to our peers in terms of our achievement in reducing our backlog maintenance

Comprehensive Area Assessment

The Key Lines of Enquiry (KLOE) criteria for Use of Resources assessment in 2009 are set out below.

The Audit Commission have altered the criteria with greater emphasis on outputs linked to Corporate objectives rather than the process.

The use of resources assessment is designed to assess how well organisations are managing and using their resources to deliver value for money and better and sustainable outcomes for local people. It is structured into three themes, managing money, managing the business and managing other resources. These themes focus on the importance of having sound and strategic financial management, good governance through strong leadership, strategic commissioning, and effective performance and risk management, and managing natural resources, physical assets, people and technology. Taken together the Use of Resources Assessment will arrive on a 'Value for Money' judgement.

The particular key lines of enquiry applicable to the Asset Management Plan are :-

KLOE 3 - Managing Other Resources

3.2 Does the organisation manage its assets effectively to help deliver its strategic priorities and service needs.

The KLOE focus, the organisation :

- has a strategic approach to asset management based on an analysis of need to deliver strategic priorities, service needs and intended outcomes.
- manages its asset base to ensure that assets are fit for purpose and provide value for money.
- works with partners and community groups to maximise the use of its assets for the benefit of the local community.

These are then assessed and measured against Level 2 (Getting the Basics right) and Level 3 (Performing Well) criteria.

The Council continues to work closely with our external auditors Price Waterhouse Coopers to assess the Council's performance against the KLOE criteria and is currently undertaking a self assessment exercise.

Section 6

Asset Management

Asset Register

An analysis of the Council's fixed Property assets are outlined in the table opposite and extract reports from the Asset Register are attached in Appendix 5.

Land Ownership

The extent of the Council's land ownership is shown on the plan in Appendix 4 on page 54. The information is also available on line via the Council's website www.darlington.gov.uk/Environment/EstatesProperty

Council's Property Portfolio

For the purposes of financial reporting the Council's property portfolio has four distinct elements:-

- Operational
- Non-operational
- Community Assets
- Infrastructure

The main purpose of these categories is to define the method of valuation used for financial reporting however for the purposes of Asset Management only the first two of these categories plus 'Surplus Assets for Disposal' are dealt with in this AMP.

Operational Property is not valued on the basis of Market Value, which equates to expected realisation on disposal, but Existing Use Value. However except for specialised premises which are rarely traded in the market, Existing Use Value is still based upon market transaction.

Non-Operational Property is valued to Market Value. Clearly, the recent volatility of the property market makes valuations problematical and subject to regular review.

Community Assets may be Operational or Non-Operational and are valued on a Historic Costs Basis without Depreciation therefore their value is not subject to market fluctuations.

Infrastructure Assets are generally Operational and are valued on a Historic Cost Basis.

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:

Analysis of Fixed Assets**31/03/2008**

Schools -	Nursery	1
	Primary (excluding Aided schools)	21
	Secondary (excluding Aided schools)	4
	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		5490
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 (Central House, Annexe and North Lodge count as 1)		2
Depots and Workshops		4
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		33
		Totalling 7,824 sq.m
Ground Leases		147
		Totalling 79.1 Ha
Short Term Tenancies & Licenses of Land		74
Agricultural Tenancies including Farm Business Tenancies		15
		Totalling 274.62 Ha

The table below shows the Council's Fixed Assets Balance Sheet as at 31 March 2008

	As at 31 March 2008	
	000's	000's
Tangible Fixed Assets		
Operational Assets		
Council Dwellings	180,402	
Other Land and Buildings	183,224	
Infrastructure Assets	28,417	
Community Assets	7,200	
Non Operational Assets		
Investment Properties	12,127	
Assets Under Construction	695	
Surplus Assets held for Disposal	4,670	
Total Fixed Assets		416,735

The Council's operational portfolio is predominantly owned freehold. 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, Beehive and Studios at Lingfield Point.

Children's Services have a portfolio of properties to deliver services, for example, Harewood House and Salters Lane Children's Unit.

The leisure orientated properties include Dolphin Centre, Civic Theatre, Stressholme Golf Course, Railway Museum and Arts Centre.

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.

The non-operational property portfolio comprises approximately 170 properties of all types:-

Tenanted Property - There is an annual rent roll from properties which are let out, including agricultural land holdings in the order of £385,000. The terms of lettings generally prevent the level of rent reducing during the period of a lease but, in the current financial climate, it may not be possible to maintain current rental values on lease renewals and new lettings when these arise. The incidence of voids arising from a tenant declining to renew their lease or ceasing to trade may also be expected to rise and, as part of the economic decline the value of assets subject to lease is likely to fall. A review of the Capital Value of the Council's assets is ongoing together with a review of the anticipated return on investment.

Development Land - The Council owns land for future development under phased long term Economic Development & Regeneration Schemes. The value of this land has been affected by the volatility of the economic climate.

Surplus Assets - These are assets which, following a review process, the Council decides it has no further operational use for or, in the absence of other contribution to the delivery of the Council's Vision and Services, no longer perform adequately as an investment. Several such assets are being retained until market conditions improve and a higher capital receipt may be realised.

Summary of Capital Receipts received over last 5 years

2003/04	7,110
2004/05	2,173
2005/06	4,660
2006/07	1,736
2007/08	4,320
Total	19,998

Operational and Strategic Priorities for Managing Assets

In 2007 Cabinet took the strategic decision to enter into a lease for accommodation for the Darlington and Stockton Partnership (now Xentrall Shared Services) and a lease of the Studios at Lingfield Point commenced in April 2008. The Studios, like the Beehive is also open plan and as well as creating first class accommodation for the Xentrall ICT service, it affords the Council with a unique opportunity to reshape its accommodation portfolio and lay the way for more modern ways of working.

The strategy behind the decision to lease the Studios was the rationalising of the Council's satellite accommodation, the majority of which is leased from external landlords and consolidating operational staff in a small number of large units.

Already, through the Accommodation Review project the rationalisation process has started with Housing staff located at 5 Skinnergate relocating to the Town Hall to be followed in March by the Building Control Section relocating back to the Town Hall from the Fire Station and later by Environmental Health staff relocating from 10 and 11 Houndgate.

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. eVOLution formerly the CVS occupy Council premises at Church Row and provide short term lets to other voluntary organisations.

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

The Council's engagement with a commitment to working closely with the third sector continues in line with the Council's Community and Voluntary Sector (Third Sector) Strategy approved by Cabinet in 2007 following the Quirk Review and its recommendations.

In Darlington we already have an established record of working closely with the Third Sector for example eVOLution (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 by First Stop who provide information, advice and support to those who are homeless or socially excluded.
- Use of the basement of Grange Road Baptist Church for adult day care services.
- Enlargement and rebuilding of Skerne Park Primary School to create the Coleridge Centre with facilities for

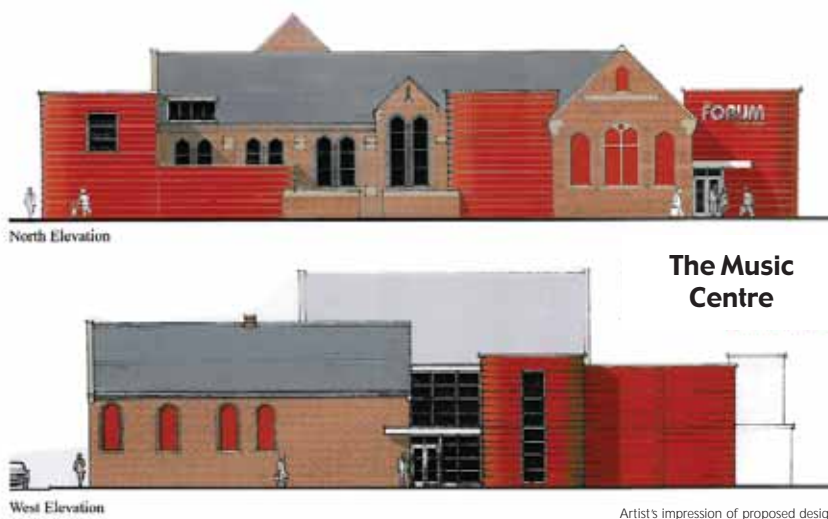
Neighbourhood Nursery, Sure Start and Adult Learning.

The action plan within the Third Sector strategy is being progressed through the Voluntary and Community Sector Manager 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'.

A Community Asset Transfer strategy is also being progressed and due to be introduced in 2009.

Community Asset Transfer

In the interim the Council continues to consider requests and opportunities for the transfer of assets whether freehold or leasehold for use as a community resource. Availability of grant funding continues to be a determining factor. The Council are currently working closely with the Music Centre in Borough Road which is seeking to become a Community Interest Company (CIC) and leverage grant funding to extend and improve the existing facilities. As a Council owned building an asset transfer through granting a long lease to the CIC may be preferred to satisfy the funding criteria.



Supporting Social and Economic Regeneration

Infrastructure works at Morton Palms and Faverdale East Business Park, via joint venture agreements between the Council and One NorthEast continue to provide the catalyst to bring forward opportunities for new employment.

The preferred developer at Morton Palms, City and Northern Ltd have recently extended their development agreement with Council, committing them to the site until 2012/13, despite the current economic downturn.

The Council has also marketed the retained corner site at Morton Palms for development as a hotel, conference facility and restaurant. The site is recognised as the preferred location for a number of the quality hotel operators pending a return of the property market/economic recovery.

At Faverdale East Business Park, the Council's access agreement with St Modwen's has moved closer to implementation following the recent grant of planning permission for a large warehouse/distribution development extending to circa 93,000m². St Modwen's will be required to construct new access roads to their development off Faverdale East Business Park.

The Town Centre Development Strategy is dependant upon the Council releasing surface level car parks for redevelopment. The Commercial Street development remains with the Council's preferred developer Discovery Properties Ltd.

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 and a masterplan and development brief for the Feethams area of the town centre has been produced. In line with this strategy for the Feethams area and the SCS theme 'Prosperous Darlington' the Council has agreed to dispose of part of the Beaumont Street car park to the Department for Children Schools and Families (DCSF) for a new office development which will see DCSF relocate from their existing office base at Mowden Hall. This new iconic office building will be the first in the town centre and with aspirations for a BREEAM 'Outstanding' rating is set to kick-start regeneration. The demolition of the bus depot and development of the cleared site for temporary surface car parking will dovetail nicely with the DCSF development and adjacent area of public realm. The remainder of the Beaumont Street car park is the subject of a proposed development agreement which in the current climate is conditional on the preferred developer securing a pre-let.

Investment and Commercial Property

The Estates and Property Section is very aware of the current economic climate and when the market improves will continue 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. (Non-Operational Review Process)

Surplus Property

The process for Declaring Assets Surplus to Requirements is being reviewed to reflect the Council's closer working with partner organisations and the third sector. Previously whereby any assets considered surplus to requirements, whether they be commercial or operational, were referred to the Asset Management Group and following an evaluation of the options including, where appropriate, whole life costing, the asset was then either re-allocated for Council use or declared surplus and sold.

The process is now proposing to take into account the potential requirements of partner organisations (Fire, Police, NHS, PCT) and the Third Sector and explore the opportunity for recycling or sharing the use of an asset prior to being declared surplus and offered for sale.

The 'Procedure for Declaring Premises Surplus to Operational Requirements and Surplus Assets Disposal Process' has been duly amended and is attached at Appendix 6.

Project Management

The need to develop effective project management is recognised throughout the Council and following the outcome of the Leading Edge Capital Process Review, project management methodology guidance is now in place to be followed on all projects, based on the Gateway system, using 'Micro P2' project software.

Programme Development and Funding

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.

The Council's identified disposals intended to meet the requirements for capital receipts in line with the Capital Medium Term Financial Plan have been seriously affected by the economic downturn and are currently not expected to materialise in the short term. 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.

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

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

Section 7

Corporate Landlord

A corporate approach to the management of its assets is well recognised within the Council and many of the Corporate Landlord building blocks are already in place. The Council's Corporate Management Team are due to consider the principal of introducing a Corporate Landlord model and if agreed, a business case based on a range of corporate landlord models is to be prepared for consideration in 2009.

The following are a selection of the main areas which are already covered by the Estates and Property section in anticipation of 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;
- Manage land and property transactions;
- Manage the Council's land and property statutory obligations and related corporate risks (Corporate Premises Risk and Facilities Management files - see below);
- Energy Management.
- 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 Capital Review Programme.
- Identify opportunities to plan, manage and improve the utilisation of the office estate.
- Introduce centralised procurement of property and FM services including supplier management to drive improved performance of this large cost area.
- Develop a consistent approach to option appraisal and whole life costing of options to support the development of robust business cases.

Corporate Risk

Statutory Obligations and Related Risks

Minimising the Council's exposure to risk is now embedded across the Council, through Risk Management awareness and training. The introduction of the Corporate Premises Risk and Facilities Management files has identified the statutory obligations and related risks affecting the Council's use and occupation of land and buildings and continues to be a key priority of the Estates and Property Section.

Disability Discrimination Act

- Disabled Access Audits completed
- 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
- Best Practice and Awareness training for tradesmen and contractors to be introduced
- DDA and Social Inclusion Awareness training for managers/building occupiers

Fire Regulatory Reform

- Fire Audit/Risk Assessments being undertaken.
- Fire Risk Awareness training being rolled out across Council.

Asbestos Management

- 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

- Regime of inspections being undertaken through Community Services via use of external consultants
- Programme of remedial work being identified from Risk Assessments
- Legionella awareness and responsible persons training being rolled out across the Council

Property Risk Management

- Cross departmental sub group (Property/Security/Fire), tackling wide range of land and property issues:-
 - 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.
 - Risk assessment of the Lightning protection of the Council's buildings leading to remedial action.

Health and Safety Files

- 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.
- Corporate Premises Officer appointed within Estates and Property Section.

Over 200 premises have now been issued with a Corporate Premises Risk and Facilities Management (CPR & FM) files and the Corporate Premises Officer within the Estates and Property Section is assisting Building Managers and responsible persons to meet their statutory and good management obligations.

The files require compliance data for example electrical hardware test certificates or Legionella risk assessments to be recorded within the file. The same data is then recorded electronically on the CPR and FM Access database within the Estates and Property Section which is used to monitor and manage noncompliance across the Council's operational and non-operational portfolio. The database is linked to the Council's Asset Management information held on Uniform.

A recent internal audit of the CPR and FM files recognises the innovation and initiative of the system and the hard work that has gone into developing the integrated access database.

However with over 200 properties the report also recognises that the CPR and FM system if it is to remain a valid statutory risk management process, must be properly resourced and is reliant on the full cooperation of building managers or responsible persons.

An Internal task and finish group has been established to address the recommendations of an internal audit report endorsed by CMT.

Energy Management

The Estates and Property Sections' energy management role has continued to expand and the latter part of 2008 was dominated by the European Directive on Energy Performance of buildings and the introduction of Display Energy Certificates (DEC's) for large public buildings over 1000m². The purpose of the DEC's is to raise public awareness of energy use and to inform visitors to public buildings about the energy use of a building. DEC's provide an energy rating of the building from A to G, where A is very efficient and G is the least efficient. The DEC is accompanied by an advisory report which takes account of the building and makes recommendations on efficiency and how energy performance could be improved.

The DEC's came into effect on 1st October 2008 and are to be displayed at the building.

As an example the DEC relating to the Covered Market is shown adjacent.

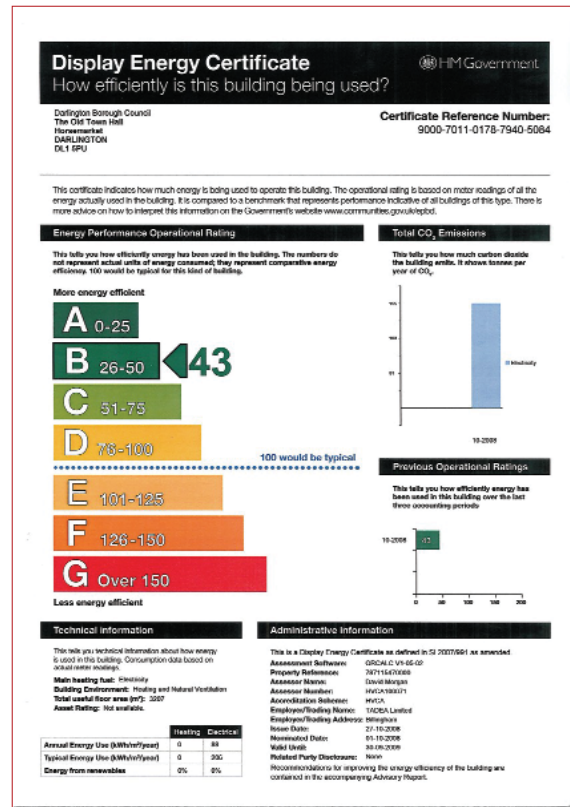
The Estates and Property Section procured the external contractor and provided the core utility and building data required by the assessor to be able to produce the DEC's.

The majority of the DEC's ratings fall into categories D & E, considered typical for the age and type of construction of the Council's core buildings. Benchmarking data is not yet readily available but performance will be compared during 2009.

A second phase of DEC's assessments is proposed for those public buildings falling below 1000m².

Other key areas of energy management work include:-

- Energy Performance Certificates (EPC's) on all commercial buildings when built, sold, rented or leased or materially changed are also required from 1 October 2008.
- Processing, validating and monitoring utility invoices and consumption of all the Council's buildings continues to be a core function of the Estates and Property Section and provides key performance data.
- Energy Management Project - the Estates and Property Section are represented on the Project Board.
- Automated Meter Reading - the introduction of automated meter reading for all the Council's buildings is being considered and the benefits of having actual reads evaluated against installation costs.
- Procurement of Green energy through the Council's ongoing association with the North East Purchasing Organisation (NEPO) for 100% of its electricity consumption, including street lighting.
- Contributing to National Indicator N194 following full 08/09 outturn.



Section 8

Recent Developments and Achievements

It has been stated previously but 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.

In 2000 the Council and private sector partners recognised that accessibility and quality of life at Darlington were two unique factors.

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.

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.

Consequently, joint ventures were entered into with ONE NorthEast 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.

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

Faverdale Industrial Estate

Argos Direct Regional Distribution Centre

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 1 Argos completed their 74,000m² 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.

Status Achieved

Phase 2 **The Easter Group Ltd**

The Easter Group Ltd built speculatively 16,000 m² of industrial and distribution space alongside Argos's 74,000 m² regional distribution space at Faverdale East Business park. The development was completed and occupiers for two of the units are proceeding.

Status Achieved



Faverdale East Business Park

Phase 3 Key Facts

- New commercial, industrial and warehousing business park owned by the Council.
- 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 local established business looking for approximately 1 acre to relocate is progressing.

Status Achieved

Phase 4 St. Modwen Developments Ltd

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, forward for development.
- The Council have granted a right of access subject to planning permission across the Council's adjoining land.
- An estimated 93,000m² (1 million sq/ft) of development principally aimed at the warehouse/ distribution market (B2 and B8) is proposed
- Planning Permission granted Autumn 2008 subject to conditions

Status Ongoing - See Section 3 - Work Programme



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 Partnerships and TVR.

The Council owns 12ha (31 acres) including Hundens Lane depot and allotments.

- Key Facts**
- High quality mixed use strategic development site.
 - 600 - 650 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 (CKY Consortium announced in late June 2007).
 - Allotments relocated. Hundens Lane Allotments are being relocated to three sites; Lascelles, Brankin Road and Arnold Road.

Achieved

Status See Section 3 Work Programme Ongoing



Flagship Development

Morton Palms

Key Facts City and Northern Selected as the preferred developer of prominent Council owned site. 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.

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 6,600m² of quality accommodation. Whesloe 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.

Status Achieved

Phase 2 The 5,575m² office development 'Pioneer Court' was completed in September 2006. Infoserve has taken the 1,500m² office building at the entrance to the office park, with other occupiers including Mouchel Parkman and Red Box Architects.

Status Achieved

Phase 3 A similar scheme to Pioneer Court was granted permission in 2007 but remains to be started. An extension to the Council's Development Agreement with developer City and Northern Ltd has been completed securing City and Northern into the site until 2012-13.

Status See Section 3 Work Programme Ongoing



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.
- Hosts numerous town centre activities, festivals and markets

Status

Achieved

Completed Summer 2007 and continues to attract deserved recognition.



Darlington Eastern Transport Corridor

Key Facts

- 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

- Achieved
- Scheme completed 29 August 2008.



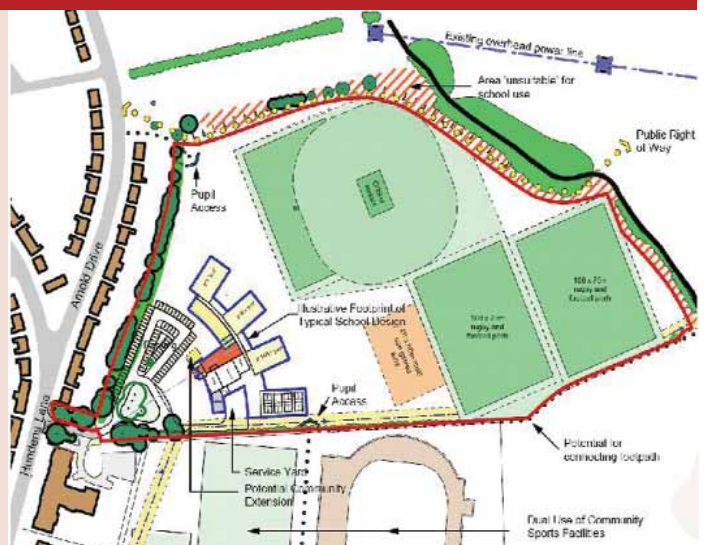
Eastbourne Academy

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

Construction is underway and is scheduled for completion Autumn 2009.



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 Achieved
Planning Permission granted March 2006. Construction ongoing.



Coleridge Centre

Key Facts 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.

Status Achieved



Section 9

The Way Forward - Action Plan

Action Plan

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

Work Breakdown Structure	Programme	Period
• Accommodation Review - Progress to implementation	Ongoing.	
• Progress Corporate Landlord and Corporate Facilities Management	2009/10	
• Corporate Premises Risk and Facilities Management files continue to collate/verify compliance	Ongoing	
• Implement actions from Energy Review Board	2009/10	
• Introduce Building Management Systems for Energy Efficiency in Operational buildings – Pilot Project	2009/10	
• Progress major development projects, Central Park, Faverdale, Academy, Commercial Street, Surplus Schools and Morton Palms	Ongoing	
• Achieve required Capital Receipts Targets	2009/13	
• Implement Planned Maintenance programme in line with ongoing Condition reports and resources	2009/10	
• Undertake strategic review of assets held by the Council	2009/10	
• Develop Property Strategy for Non Operational Properties	2009/10	
• Progress linkages with 'Third Sector' and Community use of Council Assets	Ongoing	
• Contribute to taking forward Darlington Gateway and Town Centre Fringe projects and resulting feasibility/land issues	2009/10	
• Progress use of performance data and contribute to VFM benchmarking	Ongoing	
• Complete Suitability Inspections	Ongoing	
• Contribute to Strategic Housing Land Availability Assessment process	Ongoing	
• Progress evaluation of Automated Meter Reading	2009	
• NaPPMI and VFM - Validate data and develop targets	2009	

Appendix 1 - 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 To show the annual spend on repair and 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 SUITABILITY SURVEYS	<ul style="list-style-type: none"> To encourage Local Authorities to carry out Suitability Surveys enabling them to identify how assets support and contribute to the effectiveness of frontline service i.e. are they fit for purpose 	<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 To ensure that the property meets the needs of the user To enable key decisions to be made
PMI 4 A, B, C & 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.
PMI 5 A, & B: SUFFICIENCY	<ul style="list-style-type: none"> To measure the capacity and utilisation of the office portfolio. There is an implicit assumption that services should be delivered in the minimum amount of space as space is costly to own and use. For similar reason an authority should occupy a minimum of administrative accommodation 	<ul style="list-style-type: none"> To identify the intensity of use of space. To assist councils to identify and minimise assets which are surplus or not in use. To minimise costs of assets (or avoidance of costs from acquiring more space) through intensification of use To measure the level of usage

Appendix 1 - Property Performance Data continued

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

Number	Objective	Purpose
PMI 6 A, B: SPEND	<ul style="list-style-type: none"> To measure the overall property costs and changes over time. This will be backed up by a number of local indicators relating to the various elements of buildings Could be used as a trend indicator within each authority and as a comparator with other similar authorities. 	<ul style="list-style-type: none"> To relate the total cost of operating property assets to the revenue budget To build up profiles over time Through the background information collected it will assist in highlighting buildings that are expensive to run
PMI 7 A, B, C & D: TIME AND COST PREDICTABILITY	<ul style="list-style-type: none"> To measure and cost predictability pre- and post-contract. To identify variability through the design and construction phases of the project, with the added flexibility of optional "local" indicators to start the measures at an earlier stage 	<ul style="list-style-type: none"> For these indicators, the former "Commit to Invest" stage has been replaced by two stages – "Commit to Prepare Proposals" and "Commit to Design". The National Indicators (A, B, C and D) relate to the period during which management of time and cost is more directly under the control of the project team. Authorities may also wish to adopt the Local Indicators to measure predictability for the whole process from "Commit to Prepare Proposals". The principal stages have been mapped against the RIBA Plan of Work and the OGC Gateway Process to bring clarity and consistency to the application of this measure.

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

PMi 1 A, B, C & D Condition & Required Maintenance Table

Current Performance

Target

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 ² 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 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)

PMi 2 A, B & C Environmental Property Issues Table

Current Performance

Target

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 3 A & B Suitability Surveys Table

Current Performance

Target

PMi 4 A, B, C & D Building Accessibility Surveys Table

Current Performance

Target

PMi 5

Current Performance

Target

PMi 6

Current Performance

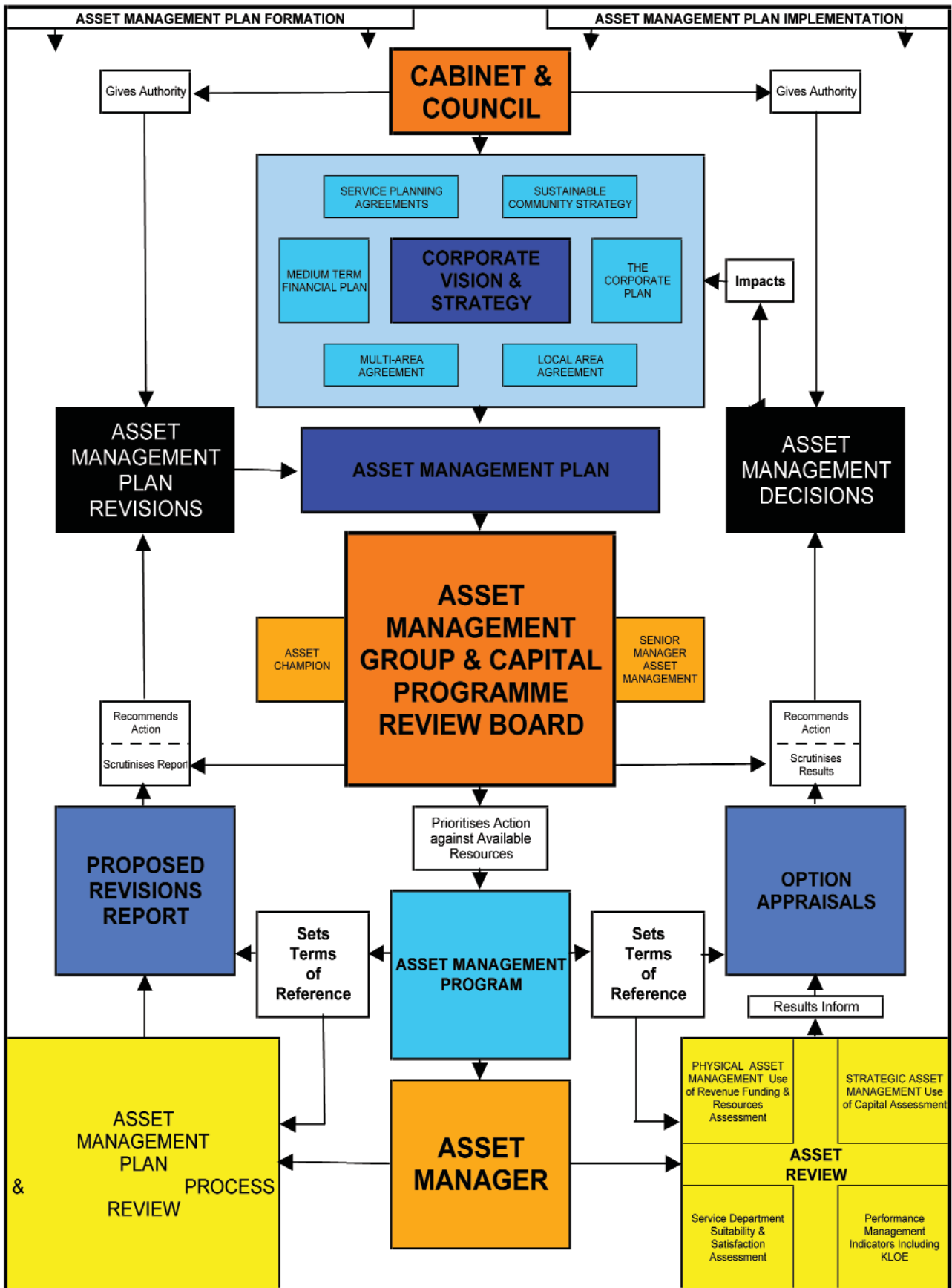
Target

PMi 7

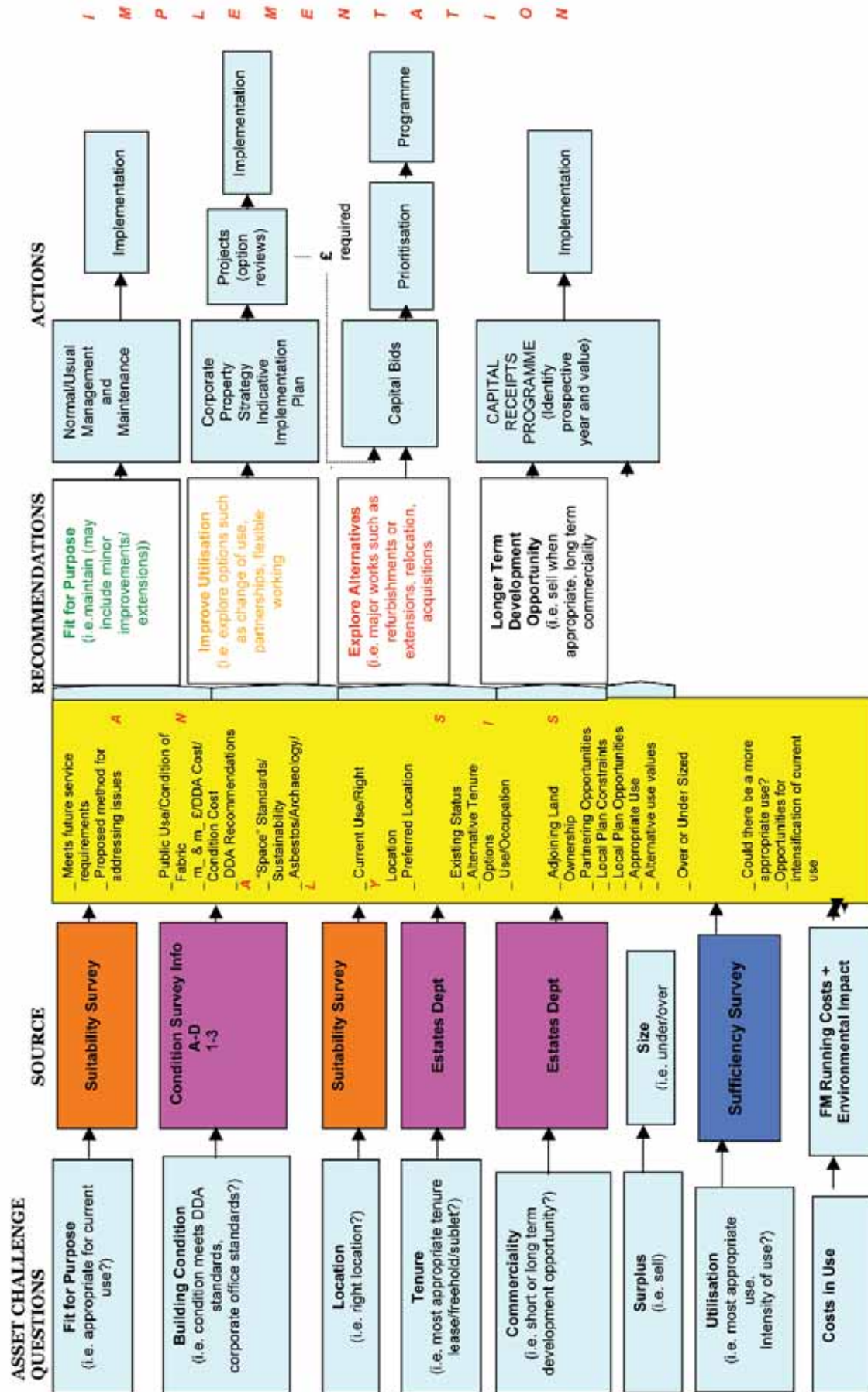
Current Performance

Target

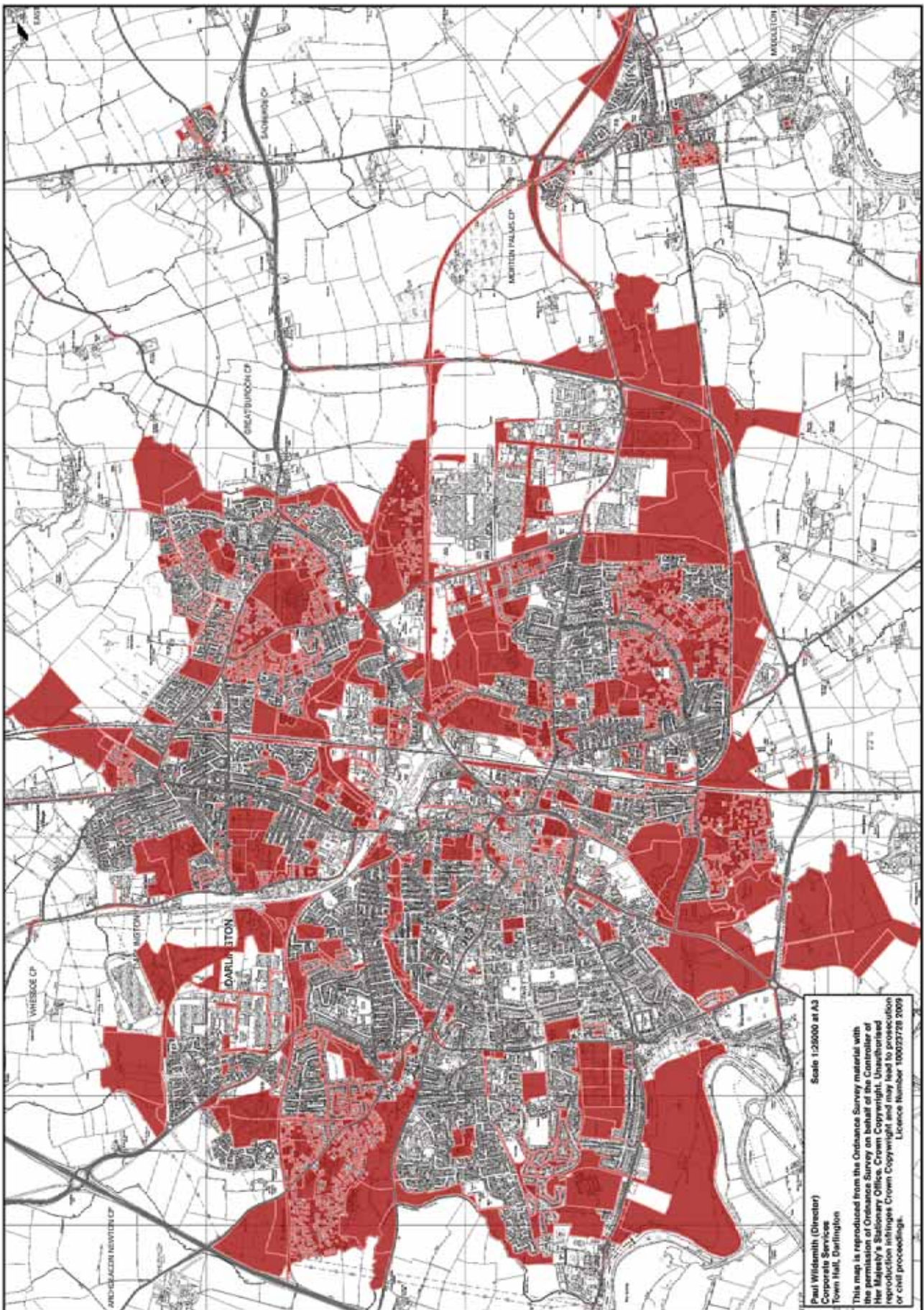
Appendix 2 - Asset Management Structure Roles and Responsibilities



Appendix 3 - Asset Challenge Methodology



Appendix 4 - Council Land Ownership



Appendix 5 - Asset Register Extract Reports

ASSET MANAGEMENT REPORT

ADDRESS	Darlington Library Crown Street Darlington, DL1 1ND	ASSET REF. NO.	10/157
		FILE REFERENCE	
		PROPERTY UPRN	100110744249
LOCAT. / WARD	Central	OCCUPIERS	
PROPERTY TYPE	Large open plan significant period property	DEED PACKET	23/1 23/2 23/78
TENURE STATUS		LISTED BUILDING	Grade II
AREA			
MTRS.	1431.81		
ACRES	0.3538		
HECTARES	0.1431		
DISABILITY ACC.	Yes	EXISTING USE	Library, stores public gathering and offices
PHOTOGRAPHS			



DESCRIPTION Exuberant civic building inscribed Edward Pease Free Library 1884. One storey and attic with a lower ground floor, 6 bays on East Street, canted angle and 21 bays on Crown Street front, of which the 6th bay from the South is an entrance. Strong red brick with plentiful terra-cotta dressings. High pitched roof of graduated Lakeland slates with big decorative ridge stacks. The premises under went a large scale reberishment programme in the early 00's and consequently visually looks in excellent condition.

ASSET RETENTION JUSTIFICATION

Appendix 6 - Procedure for Declaring Premises Surplus to Operational Requirements and Surplus Assets Disposal Process



ESTATES AND PROPERTY SECTION

PROCEDURE FOR DECLARING PREMISES SURPLUS TO OPERATIONAL REQUIREMENTS AND SURPLUS ASSETS DISPOSAL PROCESS

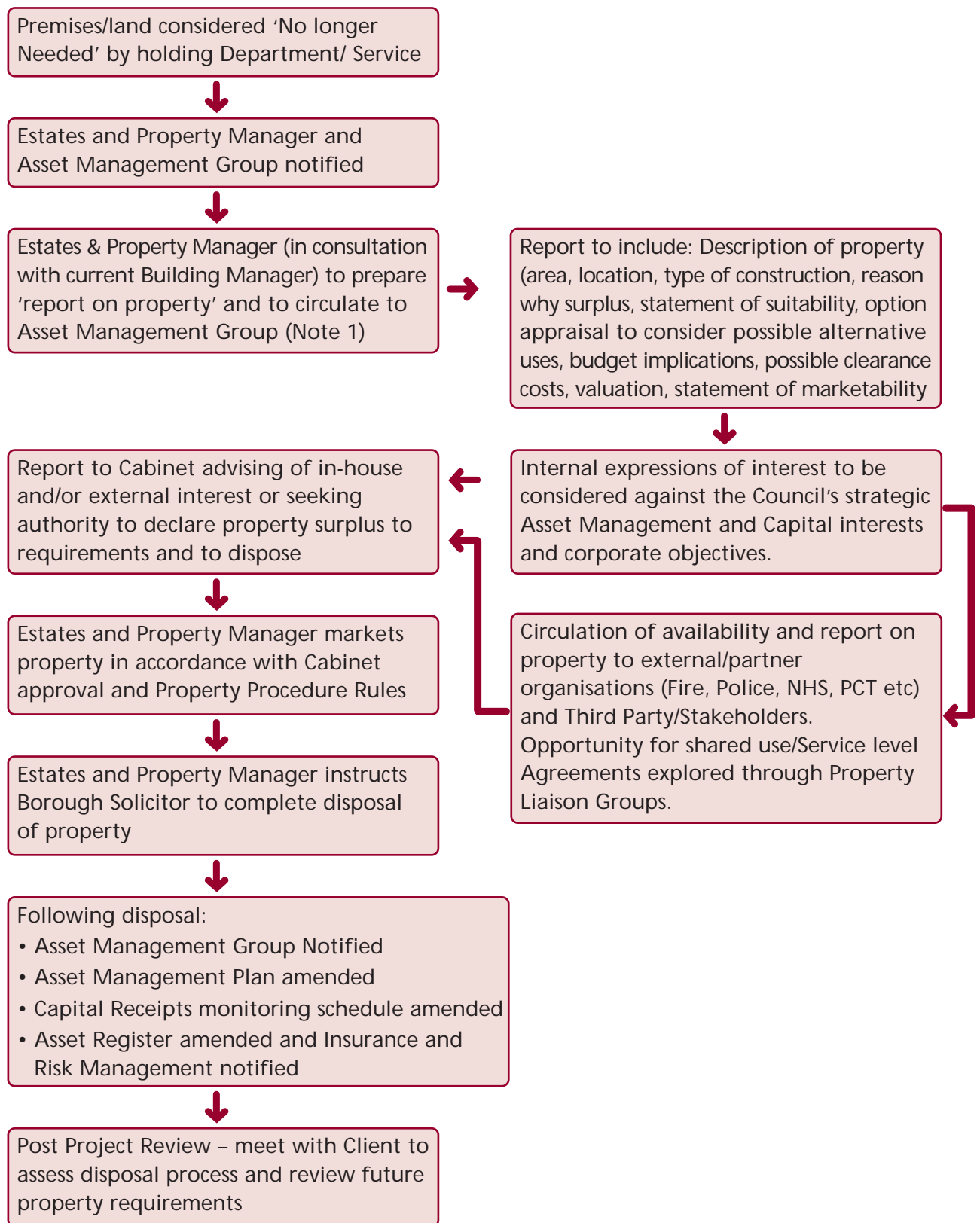
Estates and Property Section of the
Corporate Services Department

Procedure for Declaring Premises Surplus to Operational Requirements

In the event of a Department considering an asset surplus or no longer suitable for their operational requirements the following steps are to be addressed:-

- Step 1** The Estates and Property Manager be advised of the Department's intentions and the Asset Management Group duly notified.
- Step 2** The Estates and Property Section to prepare a 'report on property' in respect of the property concerned covering the following:-
- (a) A brief description of the premises including floor area, location, type of construction.
 - (b) A statement as to the suitability of the premises for its current use and the reason(s) why the premises are no longer required for the service provision.
 - (c) An Option Appraisal of possible alternative uses including redevelopment potential.
 - (d) A statement on the budgetary costs of the premises to include the ongoing and estimated running costs of the premises (i.e. security, void rates, heating, utility services, general maintenance and any leasehold liabilities). Demolition and site clearance costs should also be included if appropriate.
 - (e) Valuation of the premises for freehold sale and/or leasing if appropriate to include a statement as to the marketability of the premises and strategic implications for retention/disposal.
- Step 3** The report to be presented to the Asset Management Group to ascertain whether a Department has a requirement for the property in line with the Department's Service Property Review. External Partner organisations and third sector stakeholder to be informed of availability and forwarded report on property. Such requirement to be balanced against the Council's strategic interests.
- Step 4** The Client Department in consultation with the Estates and Property Manager to report to Cabinet advising of any in-house and/or external organisation/Third Sector interest if appropriate or seeking authority to declare the building surplus to requirements and to dispose.
- Step 5** On approval by Cabinet, responsibility for disposal of the premises to transfer to the Corporate Services Department.
- Step 6** Pending disposal, a cost centre to be created to deal with marketing/disposal costs to be monitored by the Estates and Property Manager. On disposal the marketing/disposal costs accrued to be debited against the Capital receipt.
- Step 7** Following disposal of the premises the Client Department to be invited to a Post Project Review meeting to assess the disposal process and to review the Department's future property requirements.

Darlington Borough Council's Surplus Asset Disposal Process



Note 1: Costs (Security, Cleaning, Maintenance, etc.) stay with holding department pending disposal.



