

# **Corporate Asset Management Plan 2007 - 2008**



## **Salford Council's Mission Statement**

**To create the best possible quality of life  
for the people of Salford**



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# ASSET MANAGEMENT PLAN

## EXECUTIVE SUMMARY

### BACKGROUND

The council owns in excess of 700 properties (excluding council houses) with a net book value of approximately £326m. It is essential that the council's use, occupation and management of these properties fully support the councils Corporate Objectives and Directorate Service Plan requirements. To guide its asset management, a set of four property aims and a series of specific objectives have been established with SMART targets to measure performance and progress.

To ensure that asset management planning involves the whole council a Corporate Resource Planning Group is in operation and a Corporate Property Unit acts as a focus and catalyst to raise and promote consideration of corporate property issues. The Lead Member for Property who is also Deputy Leader of the council takes an active role in strategic matters relating to property with other Lead Members having responsibility for operational property matters.

Consultation is an important element of the asset management planning process. The council is committed to its asset management activity supporting better services and delivering improved outcomes for the people of Salford.

### ACHIEVEMENTS

Some of our achievements are illustrated below.

#### Access to services for people with disabilities

More buildings are now accessible with the provision of ramps automatic doors accessible toilets and other access improvements. The number of accessible buildings has increased from four in 2001 to forty nine in 2006 and 46% of the councils public access buildings are now accessible, as defined by the criteria of Part M of the Building Regulations. Access to services is now much more equitable and people with disabilities can now access services more easily and with more dignity.

#### Reception Areas

The quality of reception areas has been significantly improved e.g. Swinton Civic Centre and Crompton House. Enquiries are dealt with more efficiently in modern pleasant and comfortable surroundings.



#### Provision of better office space in fewer buildings

The office accommodation strategy has reduced the number of buildings occupied providing better working environments for staff. Appropriate working environments aid staff productivity, motivation & retention that supports delivery of quality services.

#### Call Centre

The Call Centre relocation has been a considerable success in that it has enabled new services to be added to the Call Centre portfolio and at the same time provided those that work there with a working environment that is of the highest standard. In addition, a dedicated training environment has been set up which has helped enormously in the delivery of both personal and operational training plans and has contributed to the recent award of IIP with Ambassador status. Some of the new services that have been introduced include-

- Main Council Switchboard
- Helping Hands
- Children's Services
- Skills for Life



### Improving Community Centres

The programme of modernising community centres to make them modern attractive facilities accessible to all has continued, and they are much better suited to meet the needs of the whole communities they serve.

### Intermediate Care Centres

The Limes in Swinton has received substantial investment to make it fit for purpose in its role of providing rehabilitative care for older people leaving hospital thus relieving pressure on hospital beds.

### Day Care Centres

The modernisation of Craig Hall, Cadishead was completed in the summer of 2006 and it is now able to meet the needs of people with complex physical needs in a modern, aesthetically pleasing and stimulating environment.



### Leisure Centres

Worsley Pool is currently undergoing a multi-million-refurbishment scheme and there has been extensive investment in Fit City Irlam and Fit City Clarendon. Proposals for a new fitness suite at Fit City Ordsall are being developed. 2006 has also seen the opening of Phase 1 of Salford Sports Village where with partner organisations a wide range of sporting activity is now available. These developments and others improve the health and well being of the people of Salford through encouraging and improving access to healthy recreation and physical activity.

### Regeneration

The council's regeneration priorities are clearly outlined in the neighbourhood renewal strategy. A significant area for regeneration is Central Salford where the council is involved in a significant programme of property acquisition, site assembly and securing development agreements to support regeneration priorities. The Central Salford Urban Regeneration Company will bring significant private sector resources to support the regeneration process. The development of a Strategic Regeneration Framework for Salford West is now underway and will be finalised during 2007/08. Regeneration supports all of the council's pledges for the people of Salford.

### Improving Schools

Over the last year three high schools have moved into new buildings procured through PFI. The condition of others together with access for people with disabilities has also been improved. The level of backlog maintenance has been reduced.

Improvements to suitability, quality and condition of school buildings is supporting improved education outcomes with significant improvement in pupil attainment being achieved in 2005/06 and 2006/07.



### Housing

The Council's Housing Service has achieved notable successes over the last few years and it has a Housing Strategy and Business Plan that strive, and have achieved the government's Fit for Purpose status. Our priorities for Housing in the city are set out within these documents and include clear plans and actions that are needed to realise our vision for housing in Salford. A review of the current Housing Strategy is now underway and the revised strategy will be published in 2007.





### Children's Centres

In line with the governments agenda the council has an ambitious programme for the construction of children's centres across Salford. The first phase of works as seen the completion of nine centres by summer 2006. These centres will deliver a one stop integrated service bringing together, adult education and employment advice, social welfare, health and family support combined with high quality integrated education and child care for preschool children. The centres will also provide information for families and 'joined up' services that are readily accessible and suited to the needs of the community.

### Street Scene

Collaborative working across the council and with external partners together with a single point of access for customers is providing a more efficient and effective resolution to street scene issues. This is improving safety and the quality of the environment for the people and businesses of Salford and will support urban regeneration activity.



## **PROPERTY DATA AND PERFORMANCE**

An essential element of asset management is maintaining accurate data. As well as maintaining up to date information on ownership, size and user, the council also uses a set of local performance indicators and collects and compares its property performance against the National Property Performance Indicators.

It is recognised that the councils performance against the National Property PI's in building condition / backlog maintenance and performance in delivering capital projects on time and on budget are below average. These problems are now being addressed but the required improvements have not yet been achieved.

Significant Performance improvements have been achieved in other areas: -

Overall, the council now holds less property assets than it did in 2000.

Since 2000 Implementing the council's office accommodation strategy has reduced the number of office buildings covered by the strategy from 50 to 31 and floor areas occupied from 48,000 Sq.m to 32,339 S.qm. However over the last two years the amount of office accommodation has begun to increase to accommodate increasing staff numbers. Occupancy levels have improved with space utilisation targets now being met. Where moves are taking place, the quality of office accommodation is being improved, providing open plan flexible offices, capable of accommodating future change.

The number of public access buildings providing access to services for people with disabilities has improved significantly from 4 in 2004 to 49 in 2006 and a 5-year improvement programme is being implemented

Energy efficiency measures have been implemented in poorly performing buildings, where energy usage has reduced.

## **PORTFOLIO CHANGE**

The size and content of the property portfolio is changing and the pace of change is likely to increase.

Potentially surplus property is identified through service reviews, area based reviews and specific changes in service delivery. Corporate consideration is given to the retention or disposal of property through the Resource Planning Group and Lead Member for Property.

Property disposals generate substantial capital receipts with a target income of £10m of usable capital receipt in 06/07 that is reinvested in new projects and facilities.

## **BACKLOG MAINTENANCE**

Property in poor condition that has been targeted for disposal was until 2003/04 the principal contributor to reducing the total amount for backlog maintenance in the operational portfolio. Whilst disposals will continue to contribute in reducing backlog maintenance it is recognised that additional monies both from the council and from external funding sources e.g. lottery funding will be needed to deal with this problem. In education backlog maintenance is being tackle through PFI and the 'Building Schools for the Future' programme. In housing a 'mixed' procurement strategy is being adopted for the final rounds of Decent Homes funding with an outcome expected in October 2006. In highways maintenance an investment of £22m is being financed through prudential borrowing. Consequently, whilst the total amount of backlog maintenance across all sectors is large significant investment is being secured, with much remaining to be achieved.

## **MEETING HEALTH AND SAFETY REQUIREMENTS**

Legislation is placing increasing responsibilities on the council. The main area of activity is currently in responding to the requirements of the Disability Discrimination Act and ensuring equality of access to services and producing asbestos registers for all buildings required under the Control of Asbestos at Work regulations.

These requirements are placing increased pressures on already limited maintenance budgets and will increase the pressure on capital spend



## **FUTURE REQUIREMENTS**

The asset management planning process clearly identifies the council's future property requirements. The development of Service Property Strategies (SPS's) is assisting service managers to identify the changes required which are set out in detail in Appendix 3 with key areas summarised below.

### Education

Continued modernisation is to be secured via 'Building Schools for the Future'. Salford is in the third wave with nine high schools being replaced or refurbished. This will provide high quality flexible and suitable accommodation supporting improved education outcomes for the children of Salford.

### Housing

Funds secured from the Housing Market Renewal Fund by the Manchester Salford Pathfinder Partnership will continue to be spent on improving neighbourhoods through extensive regeneration. This will deliver transformational change improving conditions for people in some of the most deprived wards in Salford.

### Access to services for people with disabilities

Directorate service managers are working with Urban Vision staff to implement the DDA 5-year building improvement programme which commenced in 2005. This will support the provision of equal access to services for all the people of Salford.

### Meeting changing office requirements

Directorate project leaders working with Urban Vision staff are undertaking staff moves to meet changing service requirements. A range of moves is due for completion through 2006/07 to support effective strategic directorate organisational requirements and neighbourhood management.

### The Salford LIFT project

The council working in partnership with Salford PCT and the LIFT Company has completed the first LIFT scheme at Douglas Green, Salford and a second scheme in Lower Kersal will be open by the end of 2006. The current programme of four major town centre schemes will deliver the Eccles, Walkden and Pendleton schemes by the end of 2008 and the Swinton scheme is anticipated to open in mid 2009. This will deliver service improvements through providing a readily accessible single point of access to council and health services, library, information and community space.

### Modernisation of Day Care Services

The present network of day care centres for older people and for learning difficulties will continue and there are plans for a new day care facility for older people with a mental disability.

All of the existing day centres for older people and two of these for learning difficulties have been modernised to make them fit for purpose and capable of meeting the needs of people with complex physical needs. Some modernisation work has been completed at St Georges day centre for learning difficulties, and proposals for further substantial improvements are being considered. There are also early proposals at the fourth such centre, Princes Park Garden Centre, for the major replacement of several time expired buildings and for greater integration with Princes Park itself to provide improved and safer public access whilst enhancing retail trading opportunities.

### Mixed market in Residential Care

The two new partnership homes built by Manchester Care will open in the autumn of 2006. This will allow the closure of the two interim homes, which Manchester Care have been managing since 2003. An option appraisal is currently underway to assess the suitability of both interim homes, Brynheys and The Withies, with a view to one providing temporary accommodation for services, which will be displaced from White Meadows.

### Improving Libraries, Museums and Art Galleries

The outcome of the Heritage Lottery Fund bid for Ordsall Hall Museum is expected early in 2007 and Cabinet approval has recently been obtained for the development and implementation of a transformation project for Salford Museum & Art Gallery. Completion of these schemes will deliver a secure and sustainable future for these buildings and restore them to valued community and regional resources.

The four town centre LIFT projects and the Broughton Hub development will allow the transfer of libraries to these facilities. As part of this process it will be necessary to relocate the Mobile Library Service from Broughton Library and Reader Services from Eccles to alternative, yet to be identified, accommodation. Of the remaining branch and community libraries, investment has started to improve



buildings and the facilities they provide to the public. It is proposed these investments continue as funding allows.

#### Sports and Leisure

Salford Community Leisure and the Community, Health & Social Care Directorate are working jointly to develop and refurbish sport and leisure facilities to provide local communities, citizens and users with a range of activities which will be a major contribution to improving peoples health.

#### Providing Children's Centres

Children's services are successfully delivering 9 schemes during 2006 and will be delivering 6 schemes in phase 2 by the end of March 2008. Delivery of phase 2 will complete the provision of integrated health and childcare services to communities in Salford.

### **CONCLUSION**

Asset Management Planning has moved on from developing the necessary processes and procedures for good asset management to ensuring that effective asset management is delivering better outcomes for the people of Salford.

The council's priorities are now clearly stated and asset management activity is now much better aligned to those priorities.

Significant progress has been made and there is clarity about what needs to be achieved. This view is supported by the Audit Commission CPA judgement on how Salford manages its property assets, which is a 3 out of 4, 'consistently above minimum requirements – performing well'



# ASSET MANAGEMENT PLAN

## 1. INTRODUCTION

Property is a key corporate resource and the occupation of property is fundamental to the delivery of the council's services. The council's operational assets have a net book value (in accordance with Local Authority accountancy and valuation practices) of approximately £326,000,000. Annual property costs excluding capital charges are £16.9m (excluding HRA - re Council Dwellings) representing 8.9% of the net revenue budget and 3.1% of gross revenue budget

Asset management planning involves all of the Council's directorates, supported by the operation of the Council's Resource Planning Group and Corporate Property Unit (CPU), and the role and function of the Lead Member for Property.

Effective asset management is helping to deliver change and improving outcomes for the people of Salford –see Executive Summary.



## 2 ENSURING PROPERTY SUPPORTS CORPORATE AND SERVICE PLAN OBJECTIVES

### 2.1

#### Corporate Objectives

Property owned or occupied by the Council must be used and managed efficiently, effectively and economically to support the council in achieving its Mission, which is: -

*“To create the best possible quality of life for the people of Salford”* and realise its Vision which is that in 2016 Salford will be a beautiful and welcoming city, driven by energetic and engaged communities of highly skilled, healthy and motivated citizens who have built a diverse and prosperous culture and economy which encourages and recognises the contribution of everyone, for everyone.

To assist the Council in achieving its Mission and realise its vision the Council has made seven pledges to all the people of Salford. These Pledges, which were adopted in 2004, are the Council's priorities for both statutory and local service delivery. The Pledges and their 'high level' links to asset management are set out below.

	Pledge	Links to Asset Management
(1)	<b>Improving health in Salford</b> We will improve the health, well-being and social care of the people in Salford	Deliver, in partnership with Salford PCT and the private sector, all six new primary care centres in Swinton, Eccles, Walkden, Pendleton, Charlestown and Lower Kersal. Invest in improving recreation facilities. Investment in modernising buildings providing day care, rehabilitative and respite care will continue.
(2)	<b>Reducing crime in Salford</b> We will reduce crime and disorder and improve community safety	New building improvement schemes to reflect secure by design criteria. Promoting CCTV proposals.
(3)	<b>Encouraging learning, leisure and creativity in Salford</b> We will raise education and skill levels and further enhance cultural and leisure opportunities	Create schools of sufficient size, with stable viable pupil intake, financially stable and sustainable, in appropriate condition to provide a suitable stimulating and attractive learning environment to support curriculum delivery and raise education standards. Improve libraries accommodation. Improve the quality of recreation facilities.
(4)	<b>Investing in young people in Salford</b> We will focus on services, activities and opportunities to support children and young people in achieving their full potential	Appropriate community, youth, teaching, and residential accommodation for young people in care to be provided.
(5)	<b>Promoting inclusion in Salford</b> We will tackle poverty and social inequalities and increase the involvement of local communities in shaping the future of the city	Where improving access to services requires building improvement these are identified and undertaken. e.g. DDA compliance for public access buildings.  The policy of promoting social inclusion for people with learning difficulties and physical disabilities will continue by increasing the use of community based services and activities.
(6)	<b>Creating prosperity in Salford</b> We will ensure an economically prosperous city with good jobs and a thriving economy	Utilise the Council's property to stimulate and promote regeneration and attract investment particularly within Central Salford, Higher and Lower Broughton, Seedley and Langworthy, Lower Kersal and Charlestown and other emerging partnership regeneration areas.
(7)	<b>Enhancing life in Salford</b> We will ensure that Salford is a city that's good to live in with a quality environment and decent, affordable homes which meet the needs of a local people	Improve the built environment and in particular the city's highway and transport network. Including improving highway safety. Ensuring accessibility to services. Achieve the Decent Homes Standard



## 2.2

### Property Aims and Objectives

In order to guide its management, use and occupation of property to support the delivery of its mission and pledges the council has established a set of four property aims a series of specific property objectives supporting each aim.

The councils mission and pledges do not provide a direct route to defining property aims and objectives,. However achieving its mission and pledges will require the provision of high quality services accessible to all people.

Being able to provide appropriate services to achieve this mission and pledges is the product of high quality staff, good support infrastructure, sound management and the efficient use of resources. This has implications for property in terms of its amount, type, size, location condition and suitability to support efficient and effective service delivery. For example the quality, location and specification of operational buildings affects the quality of the service experienced by and the impression given to customers. In addition the workplace can help or hinder organisational management and can be an important factor in staff productivity recruitment and retention. Using buildings efficiently also increases resources available for direct service delivery.

The council's property can also be used to stimulate and promote regeneration and attract investment. Through encouraging quality development, production of appropriate design guidance and good standards of maintenance, property can contribute to make Salford a safer and better place to live.

These themes have informed the establishment of the aims and objectives for property as set below.

AIMS		OBJECTIVES	
<b>AIM 1.</b>	<b>To Provide property to meet corporate and service directorate requirements as efficiently, and economically as possible to enhance service provision for the people of Salford.</b>	<b>a)</b>	To provide property that meets the needs of users in terms of condition, location, quantity and suitability
		<b>b)</b>	To improve year on year with respect to a series of key property performance indicators
		<b>c)</b>	To utilise space at a level of efficiency commensurate with best practice taking into account the limitations of the building stock
		<b>d)</b>	To retain only that service property which is necessary to meet service and service users needs
		<b>e)</b>	To reduce the maintenance backlog in accordance with a plan and timetable
		<b>f)</b>	To improve disabled access and comply with other statutory duties
		<b>g)</b>	To reduce CO <sub>2</sub> emissions through energy conservation and efficiency measures
<b>AIM 2.</b>	<b>To ensure that property is fully recognised as a corporate asset and that it is managed accordingly</b>	<b>a)</b>	To provide and support the working arrangements necessary to produce effective corporate asset management
		<b>b)</b>	Actively engage all directorates on strategic property matters to the overall benefit of the Council
		<b>c)</b>	To promote the shared use of property by Directorates and between the council and other partner organisations
<b>AIM 3.</b>	<b>To ensure that the investment portfolio provides both income and capital to help to support the Council's budgetary requirements</b>	<b>a)</b>	To optimise rental income through the estate management activities undertaken
		<b>b)</b>	To achieve a target Internal Rate of Return (IRR) from the investment estate.
		<b>c)</b>	To maintain or increase the capital value of the investment estate.
		<b>d)</b>	To meet the Council's revenue generation targets
		<b>e)</b>	To reduce voids
		<b>f)</b>	To reduce rent arrears
<b>AIM 4.</b>	<b>To ensure that where appropriate the Council's property is used to support urban regeneration initiatives and community well being</b>	<b>a)</b>	To identify where property can support and act as a catalyst in initiatives
		<b>b)</b>	To define which of the councils non operational property is occupied primarily to support community well being objectives and to manage it in ways which support these objectives



## 2.3

### Service Property Strategies

To ensure that property supports individual service plan objectives the CPU has worked with service directorates to identify key issues affecting property and their future property requirements to produce service property strategies (SPS's). In developing these Service Property Strategies consideration has been given to: -

- Where each service is going and where it thinks it might be in 5 years time
- Particular changes in service delivery, which will affect accommodation
- Possible changes in staff headcounts / FTE's
- The impact of partnership working on the service
- The impact of any outsourcing of the service
- Views on the possible impacts of Local Government Reorganisation on the service
- The way in which the service will be influenced by wider corporate initiatives
- Current problems with services existing property portfolio in meeting current service needs
- Changes required in the portfolio for the future
- Steps necessary to manage and support business continuity plans.

The SPS's set out the vision for a particular service, its property and performance in terms of running costs, condition, backlog maintenance and DDA compliance and identifies the changes to the portfolio that are planned. As SPS's are reviewed and updated we intend to introduce a performance measure that will assess the 'value for money' given by each property.

The service property strategies form a bridge between service plans and the corporate Asset Management Plan (AMP). The corporate AMP sets out the key issues affecting the council in Section 8 and both Directorate and corporate property issues are set out in the table at [Appendix 3](#).

This table has been developed from the key property issues table in the 2006/07 AMP. Matters that have been dealt with since last year have been removed and new issues added.

The table shows the current position together with future action and timescales. This is a shorthand summary of the situation which acts as a quick reference point, which is reported to Directors, and Members in order that progress in delivery can be monitored and any problems or areas where additional action is required can be identified.

Housing, Education and Transport requirements are dealt with in detail in their respective Plans and Programmes.

## 2.4

### CPA and Best Value

CPA improvement planning along with Best Value review programmes, are key elements of the Governments agenda to modernise local government and drive improvement.

Whilst Salford's programme of Best Value reviews that included a review of property and asset management comes to an end in 05/06, CPA is now placing greater emphasis on the "use of resources" with specific reference to how councils manage their asset base. Within the CPA process, Audit Commission Inspectors make an assessment of how well the management of property assets are linked into corporate and service strategic planning and in addition, how well asset management is supported by appropriate systems processes and practices. Of increasing importance in future assessments will be the need to demonstrate improved service outcomes and value for money in management and use of property. In the last CPA assessment, 'use of resources' was awarded 3 /4

The most significant Best Value review in terms of impact on property has been the best value review of Property and Asset Management. This review was undertaken in two phases. Phase 1 was a review of Office Support Accommodation and Strategic Property Management. On inspection in May 2001, the Inspectors found a 'fair' service, which was 'probably' going to improve.

In March 2002 the Phase II review of the remaining property portfolio and property service was completed, though this has not been inspected.

The completion of this review has made a positive contribution to asset management planning and has been particularly useful in assessing and driving improvement in the performance of the Council's property see section 6.1



Key changes resulting from the review have been: -

- The establishment of an office accommodation strategy
- The introduction of office space standards
- The centralisation of Facilities Management Services
- The introduction of local property performance indicators
- Measures to improve the cost effectiveness of the property service
- Measures to improve building and services user satisfaction
- Identification of property held for investment or social purposes

The property implications of other Best Value reviews and CPA improvement activity is shown at [Appendix 7](#)

## 2.5

### **Financial Context**

The Council's medium term financial strategy (MTFS) aims to ensure that financial resources are utilised efficiently, economically and effectively to enable the Council's vision for the city to be delivered and sustained. The key components of the MTFS are as follows :-

- to ensure Council priorities and the budget are aligned;
- to meet continuing commitments from available resources;
- to limit council tax increases to no more than 3 per cent per annum;
- to achieve annual efficiency savings in line with Gershon principles, i.e. a minimum of 2.5% per annum.

Consequently service ambition and property requirements need to be carefully considered and prioritised and, so far as its asset base is concerned, land and buildings need to be occupied and managed as efficiently and effectively as possible.

The Council's property assets also support capital and revenue requirements by revenue income generated from the investment estate and capital receipts from the sale of its surplus assets. Targets are set for revenue and capital generation as part of the budget planning process.

In 2006/07, the Council's property portfolio will generate income of approximately £3.07M to support the revenue budget. This income is made up of: -

- industrial estates £815K,
- other commercial properties £1.298M,
- housing shops and properties £598K,
- markets £230K,
- miscellaneous properties and land in the city of £124K.

The target for capital receipts from the sale of surplus assets for 2006/07 is £10.0m of useable capital receipts.



### 3 ORGANISATIONAL ARRANGEMENTS FOR CORPORATE ASSET MANAGEMENT

Asset Management and its planning needs to involve the whole local authority organisation not just property managers. To ensure that this takes place Salford has put in place the arrangement set out below

#### 3.1 The Resource Planning Group (RPG)

The RPG was established in June 2003 through the amalgamation of the former Asset Management Group and Budget Planning Group.

The terms of reference and role of the RPG includes the strategic management of the Council's property portfolio and development of the Asset Management Plan and Capital Strategy.

Senior representatives, mainly at assistant director level from all directorates, attend the group with the lead for property matters being taken by the Corporate Property Officer (CPO).

The RPG meets regularly usually on a 4 weekly cycle with additional meetings to consider specific matters when necessary

The Group makes recommendations regarding property to the Lead Member for Property, Directors Team and Cabinet for approval.

#### 3.2 Corporate Property Unit (CPU)

The CPU (originally titled Strategic Property Management Unit (SPMU)) was established in 2000 as a result of the Council's Best Value Review of office accommodation and strategic property management. The unit is headed by the councils Corporate Property Officer (CPO) and the unit is a corporate resource. It acts as a catalyst to raise and promote consideration of corporate property issues and holds and maintains property data and performance information.

The Unit is responsible for raising the profile of property and property performance and for developing and improving strategic management activities including: -

- |                        |  |
|------------------------|--|
| ▪ Property Data        | ▪ Accommodation Strategy                                   |
| ▪ Property Performance | ▪ Planned Maintenance                                      |
| ▪ Property Strategy    | ▪ Financial Planning for property                          |
| ▪ Building Condition   | ▪ Compliance with Statutory requirements /Regulatory Codes |

#### 3.3 Terms of Reference and Reporting Procedure

The terms of reference and roles of the RPG, CPU and CPO have been endorsed by directorates and approved by Cabinet.

These terms of reference and roles are published on the Council's intranet site and updated as appropriate. The reporting procedure of the RPG, CPU and CPO through to Directors Team and Members is shown in [Appendix 1](#)

#### 3.4 Lead Member for Property

The Council has a [Lead Member for property](#). His cross cutting role and responsibilities have been defined and agreed by Cabinet.

The Lead Member has monthly meetings with the CPO and key officers from the property division and CPU to receive reports from Resource Planning Group and is briefed on and considers other property matters.

#### 3.5 The Delivery of Property Services through other Service Providers.

The City Council has entered into a joint venture partnership company, [Urban Vision Partnership Limited](#), with Capita Symonds plc and Morrison plc. The new joint venture company, the first of its kind nationally was established in February 2005, with the objectives of: improving services, delivering efficiencies, increasing capacity, investing in the city's highways and creating new markets. The services delivered by the company to the Council include property, design, maintenance, highways and planning services to the council. The Housing and Planning Directorate acts as the Principal Client for these services. The property division of Urban Vision work closely with the CPU to ensure that support is given to strategic activities and plans are implemented.



New Prospect Housing Limited is an arms length company established by the council to manage Housing Revenue Account assets currently. The Housing and Planning Directorate has an asset management post to coordinate the Council's asset management planning and processes with New Prospect Ltd and act as the key link with the Resource Planning Group. New Prospect Housing will gradually be replaced by the new housing and regeneration ALMO (April 2007), the new Local Housing Company in West Salford (Spring 2008) and the PFI initiative (April 2009). The coordination of asset management planning will be reviewed and amended accordingly for each of the organisations.



### 4.1 Consultation and Partnership Working

Consultation is an important element in the asset management planning process. The Council's consultation process includes:

- The 'Big listening' council and PCT consultation with citizens
- Central Salford Vision and Regeneration Framework – consultation on draft by the Central Salford Urban Regeneration Company (URC)
- The revision of the Community Plan process
- Consultation by Directorates with building users
- Consultation process linked to Education Asset Management Plan and Schools Organisational Plan
- Staff consultation on property proposals
- Input provided by the CPU from their cross directorate activities
- High level surveys to establish current perceptions and needs - e.g. Disability Forum
- The operation of the RPG and input to the Group from directorate representatives

Results from these activities are used to inform the development of Service Property Strategies and the formation of the key issues in **Section 8** and [Appendix 3](#)

Partners IN Salford, the City's Local Strategic Partnership (LSP) brings together key agencies across the public, private, community and voluntary sectors to promote and develop close collaborative working and has been responsible for the development of the Community Plan and Neighbourhood Renewal Strategy.

The process of revising the Community Plan for re-launch in late 2005 deepened collaborative working between the LSP and key partners.

The Plan describes what the partners will be aiming to do to create a clean, safe and healthy city with strong sustainable communities and a buoyant economy, where children and young people can thrive and benefit from excellent educational and cultural opportunities and facilities. It will enable the Council and its partners to make the best possible use of public sector assets in order to tackle the crosscutting priorities facing our City in a strategic, partnership based and comprehensive manner.

The Neighbourhood Renewal Strategy, the City's framework for Neighbourhood Renewal, puts regeneration and mainstream service improvement at the heart of the City's priorities and gives a clear spatial dimension to our interventions. The aims of neighbourhood renewal in Salford are to:

- Develop an integrated strategy to regenerate Central Salford including the areas of major change in Broughton, Seedley and Langworthy and Charlestown/Kersal
- Target action to stabilise communities in Salford West and maximise opportunities
- Work with our communities to achieve change.

Key targets are included within the Community Plan and the Neighbourhood Renewal Strategy to measure the success of our policies over the next five years. These targets reflect the updated National Floor Targets, include key Best Value Performance Indicators and incorporate local performance indicators designed to challenge, target and improve service delivery in particular areas. The targets set have formed the basis of the Partnership's 2<sup>nd</sup> Round Local Public Service Agreement with Government, which will run from 2005-2009 and will be the pre cursor of a Local Area Agreement.

Integrated with the Community Plan are the City Council's 7 Pledges that are Council priorities for both statutory and local service delivery. The pledges are

- Improving health in Salford
- Reducing crime in Salford
- Encouraging learning, leisure and creativity in Salford
- Investing in young people in Salford
- Promoting inclusion in Salford
- Creating prosperity in Salford
- Enhancing life in Salford



The LSP has also prioritised the need to improve the quality and co-ordination of community involvement activities across partnership agencies and to target disadvantaged groups and neighbourhoods. The Good Practice in Community Involvement Project has been established by the LSP. A Best Value review of Community Engagement has also been conducted. Innovative methods of working with the private sector are being pursued across the City and are having a positive impact on property provision. Social Services have secured the transfer of Elderly Persons Homes to a Trust designed to secure improved services and facilities by achieving investment in assets; Education have three special high schools which have been delivered via PFI. Approval has also been given by the DfES for the provision of replacement schools for three mainstream high schools through PFI. In addition Education in the third wave of local authority's to replace our remaining secondary schools as part of the BSF capital investment programme, which could include the setting up of a LEP involving the private sector.

Partnership working within communities is the most important aspect of the City's Community Strategy with the establishment of Community Committees since 1992 enabling local people to participate in the decisions directly affecting them. Community Action Plans outlining local priorities, developed by the community, feed directly into the Community Plan. Regeneration schemes such as the SRB 5 programme in Seedley and Langworthy and the New Deal for Communities programme in Charlestown/Kersal promote local partnership working within communities, with local people directly involved in the management structures established within them. Salford, along with Manchester, has received Housing Market Renewal Funds for 2003/4-2005/06, which will bring in £44m into Central Salford. A Scheme Update for HMR funding from 2006/07 onwards was submitted in October 2005.

The Central Salford URC was established in February 2005 through founding partners the City Council, the North West Development Agency and English Partnerships. It is anticipated that this will bring in significant private and public resources to assist the City's successful regeneration, complementing the £44m that Housing Market Renewal funding is bringing in up to 2005/06 initially. A Vision and Regeneration Framework for Central Salford which will co-ordinate activity and guide investment has been finalised and should be published early in 2007.

Partners IN Salford fully intends to remain action focussed and has an agreed work programme to deliver. The Partnership has identified a number of clear opportunities to strengthen its role and performance including:

- The delivery of the Neighbourhood Renewal Strategy.
- The major investment in health services (and in the associated physical, economic and social regeneration) represented by the SHIFT Programme (Salford Health Improvement for Tomorrow - £130m investment over 10 years in Salford's health services)

Partnership working has also been developed so that we enjoy an even stronger engagement than previously, both strategically and locally, and on the joint delivery of services. Developments include:

- Closer working with partners through the introduction of forums where the Chief Executive meets with partner Chief Executives (e.g. vice chancellor of the university, CE of PCT, chief of police, government office, chair of LSP) on a regular basis, to discuss common issues;
- Development of a multi-agency partnership approach at the local level, including the council, PCT and police, through our neighbourhood management proposals;
- Reducing crime in our communities, in which our community sector teams and the Crime and Disorder Partnership (CDP) have been key factors;
- Joint commissioning in the areas of health and social care with the PCT. We now have a number of joint appointments, notably a joint director of public health who is now a member of the City Council's Directors Management Team. This partnership working is serving to develop and increase capacity both for the council and for our partners.

## 4.2 Learning From Others

Strategic asset management continues to be a developing field and the council has recognised the usefulness of comparing practices and learning from the ideas and experience of others.

Salford is a member of CIPFA Asset Management Network, has links with ACES and attends Beacon Council Asset Management events all of which assists in identifying good practice and different approaches to asset management issues.



#### **4.3 User Satisfaction**

The need to develop building occupier and user satisfaction surveys was initially identified in the 2001/02 AMP.

Extensive user satisfaction surveys were undertaken as part of the Best Value Review of Property and Asset Management. The results identified repair and maintenance issues in certain buildings being a particular concern.

Within the Community, Health & Social Care Directorate, consultation with customers and service users, carers, and staff is an integral element of service delivery and review. The consultation process includes reference to the suitability of the building to delivery modern services taking into consideration the decided outcomes of the consultation and regulatory requirements.

User satisfaction has also been used in area based property reviews as one of a set of measures used to assess building performance

#### **4.4 Community Consultation**

The revised Community Plan is based on the priorities identified within Community Action Plans developed by Community Committees across the City, developed and endorsed by local communities alongside the Council's pledges. Consultation with Community Committees has been underway. A fuller explanation and examples of the types of community consultation undertaken are included in the Capital Strategy.

The Community Plan and Community Action Plans, Directorate's Service Plans and the operation of specific initiatives Task Groups are key drivers, which shape asset needs. These are fed into the asset management process the development of service property strategies and the key property implications are reflected in the AMP.



## 5 EXISTING PORTFOLIO AND ITS CURRENT PERFORMANCE

### 5.1 Existing Portfolio

The CPU maintains a property database that holds core and intermediate data on all the Council's property, which brings information together from a range of sources. The portfolio is clearly defined and has been categorised into the CIPFA categories plus surplus property. The portfolio and the number of individual assets and their capital value are shown below.

Cipfa Category	Function	No of Assets 1/4/06	Total GIA SQM	Total Value 1/4/06
Operational	Other Land & Bldgs	Administration Offices	85	63931.98 £ 27,062,534.00
		Car Parks	16	7840 £ 1,282,510.00
		Care in the Community	6	500 £ 150,011.00
		Caretakers Houses	16	0 £ 805,015.00
		Cemeteries	9	1980.21 £ 1,102,809.00
		Civic Youth Centres	11	6478.55 £ 4,872,651.00
		Community Centres	16	3915.98 £ 2,499,154.00
		Day Care Facilities	16	10072.85 £ 12,235,753.00
		Nursery (Early Years Centres)	5	1833 £ 3,301,600.00
		Changing Rooms	6	1330.23 £ 1,855,051.00
		Messrooms	1	54.6 £ 2,400.00
		Rec Centre	10	19130.69 £ 396,101.00
		Teacher Training/PRU	2	3459 £ 3,252,300.00
		Vets Pavillion	7	223.9 £ 362,606.00
		Depot/Messroom	19	3216.98 £ 853,436.00
		Land	66	7107 £ 86,460.00
		Landscaping	12	0 £ 12.00
		Libraries	13	6143 £ 5,952,504.00
		Misc Civic Accommodation	3	404.91 £ 409,501.00
		Museums	2	4633.03 £ 3,496,000.00
		Other ED Land	40	0 £ 776,403.00
		Park Building	9	2040.78 £ 1,890,606.00
		Public Conveniences	2	56.73 £ 78,003.00
		Pupil Referral Units (PRU)	2	880.9 £ 1,054,500.00
		Recreational Facilities	13	901.88 £ 5,765,108.00
		Residential Accommodation	24	13511.96 £ 16,331,807.00
		Special school bldg assets	5	5298.51 £ 5,227,674.00
		Primary school bldg assets	100	77492 £ 69,476,803.00
		Secondary school bldg assets	57	74284 £ 72,674,561.00
		<b>SUB TOTAL</b>	<b>573</b>	<b>316722.67 £ 243,253,873.00</b>
	Community Assets	Cemeteries	7	0 £ 7.00
		Land	36	0 £ 36.00
		Landscaping	48	0 £ 48.00
		Parks	148	0 £ 148.00
		Recreational Facility	40	0 £ 40.00
		Changing Rooms	4	246.83 £ 197,604.00
		Vets Pavillion	15	0 £ 15.00
		Walkway	32	0 £ 32.00
		<b>SUB TOTAL</b>	<b>330</b>	<b>246.83 £ 197,930.00</b>
	Council Dwellings		£ 26,775.00	£ - £ 791,094,150.00
Non Operational	Non Operational (General)	Car Park	11	0 £ 3,260,301.00
		Community Centre	5	1451.36 £ 55,009.00
		Ind/Com Bldg	55	22039.54 £ 8,391,816.00
		Ind/Com Land	280	0 £ 19,866,051.00
		Ind Estates	18	23164 £ 8,301,840.00
		Land	7	0 £ 462,000.00
		Underused Vacant Land	9	0 £ 1,328,004.00
		Market	2	560 £ 2.00
		Recreational Facility	10	0 £ 28,508.00
		Shops	56	67257.49 £ 3,799,312.00
		<b>SUB TOTAL</b>	<b>453</b>	<b>114472.39 £ 45,492,843.00</b>
	Surplus Property	Administrative Offices	1	0 £ 6,001.00
		Car Park	1	0 £ 25,000.00
		Cemeteries (Bldgs)	2	374 £ 400,003.00
		Houses	10	0 £ 763,009.00
		Museum	1	873.01 £ 250,000.00
		Public convenience	1	32.9 £ 2.00
		Depot/Messroom	1	0 £ 3,000.00
		Shops	1	0 £ 350,001.00
		Underused/Vacant Land	225	0 £ 19,106,293.00
		Underused/Vacant Property	131	2527 £ 8,403,823.00
		<b>SUB TOTAL</b>	<b>374</b>	<b>3806.91 £ 29,307,132.00</b>
	<b>TOTALS (EXCL Council Hsg)</b>		<b>1730</b>	<b>435,248.80 £ 318,251,778.00</b>

Note. Areas refer to building areas only. Surplus property includes properties that are being held for regeneration purposes



## 5.2 Changes in Portfolio

The council's portfolio continues to change as property is better aligned with service delivery needs and the council pursues a very active acquisition and disposal programme to support its urban regeneration objectives. A summary of the changes in the portfolio from April 2005 to April 2006 can be seen in the table below.

CIPFA CAT	No of Assets	Building Area (GIA) Sq.M	Comments
<b>Operational</b>			
Other Land & Buildings	+11	+5117.98	Primary cause of increase is the acquisition of office accommodation. This will be offset (in part ) by disposal when current programme of office moves is completed and surplus assets sold in 2007
Community	+3	No change	Marginal change in number of land assets (which does not affect building area)
<b>Non-Operational</b>			
General	+29	-95.5	Increase principally due to increase in number of land assets, marginal decrease in area due to small change in buildings held.
Surplus	+17	-3072.57	Increase in assets due to acquisition of land and buildings to support regeneration exceeding disposals this year. Area of buildings held is reduced.
<b>TOTALS</b>	<b>Plus 60</b>	<b>1949.91M<sup>2</sup> more floorspace</b>	The overall increase in building numbers and area are primarily the result of office acquisitions and acquisitions for regeneration purposes.

Through formal and informal stakeholder consultation we know that the remodelled portfolio is generally better suited to support modern service delivery approaches and has increased staff satisfaction levels without there being any detrimental effect on access to services.

## 5.3 Surplus Property Policy

The operation of the Council's surplus property policy has continued to be improved. This policy provides a detailed decommissioning checklist to ensure that an appropriate and consistent approach to decommissioning is adopted across all Council directorates.

The policy is implemented through the operation of the RPG who are provided with an option appraisal for each building that is declared surplus. The RPG recommendations are then reported to the appropriate Lead Members for approval. The policy has established a target for property to be disposed of within one year of it being declared surplus unless there are specific reasons for a longer period e.g. where land or buildings are being retained for regeneration purposes.

The effective operation of this policy improves performance by: -

- Better decisions being taken through acting corporately
- Reducing the amount of time properties are vacant.
- Target setting and monitoring performance
- Encouraging positive action to identify surplus property



## 5.4 Data Management

The need for accurate and up to date property data underpins effective asset management

### A. Core Data

The database holds all core data, including a CIPFA property categorisation and a description of the function of the property.

### B. Transient Data

The CPU is very aware that in addition to the core data, only that data which is relevant and of use in supporting property PI's, which can be used to improve performance, should be collected. Data is collected to support the national property PI's and the Council's local property PI's that have been derived from the corporate aims and objectives for property.

This transient data, e.g. running costs, occupancy levels and condition is collected and held on the property database. The Council's financial information is held on a SAP system. This information is currently manually extracted and input into the property database. Transient data is reviewed and updated annually. From the core and transient data, a range of reports can be run on the performance of the Council's portfolio.

The council operates a SAP financial accounting system and a key area for improvement is the direct transfer of financial information from the SAP system to the property database. However whilst this is being considered in the system development it appears that it will be very difficult to achieve in the short term.

The validity of the core and transient data is tested. The data held on the database is checked against and reconciled with primary source data. In updating records, information is received and checked. The data is checked and verified through its use in supporting PI's, providing data to benchmarking groups and also through condition surveys and Target Setting. Whilst there is no formal audit of the data these processes ensure that the data is firmly based and accurate.

### C. UPRN and Systems Development

The asset management data is held in an Access database system supported by Excel spreadsheets. The data held contains a UPRN for each land and property asset. Future development will require changes to the Council's systems to comply with the government's proposals for the NLPG and BS 7666

The asset management planning work undertaken over the last five years has involved the development of the existing database to a level where further development will require procurement of an integrated corporate property system.

Alternative systems are being evaluated against the Council's requirements for introduction in 2007/2008

### D. Geographical Information System (GIS)

The council is installing a corporate data warehouse based on a GIS system, which will enable both the public and officers across the council to access information from a plan base.



## 6 PORTFOLIO PERFORMANCE, MANAGEMENT AND MONITORING

The CPU continues to raise the profile of property and the importance of property performance through the operation of the RPG and reports to Directors Team and Members.

The Best Value Review of Property and Asset Management was used to develop a range of local performance indicators for property. see [Appendix 2](#). These performance indicators measure progress in delivering the corporately agreed Aims and Objectives for property.

Performance in relation to the ODPM national pPI's is reported annually to resource Planning Group and the Lead Member for Property and Directors Team. This performance is shown in [Appendix 4](#). These national pPI's will be used to improve performance and these together with the improvements and outcomes that could be achieved are shown in [Appendix 5](#)

Implementing the Council's Office Accommodation Strategy and Improvement Plan has resulted in improvements in cost and occupancy performance. It has also supported the establishment in 2005 of the council's new strategic directorates bringing appropriate staff together on each of the council's four core sites.

The running costs for various categories of Council property are shown in [Appendix 6](#). Directors are made aware of their respective services property costs and current office occupancy levels set against the Council's corporate targets. Performance is also reported to the RPG, Directors Team and the Lead Member for Property.

Property performance information including annual running costs, backlog maintenance and condition category, and DDA issues are included within Service Property Strategies (SPS's)

It is recognised that Service Directorates will be assisted through the development of further performance measurement that will assess the value for money given by each property. This will relate business unit transactions (e.g. books lent/enquires handled & usage or hours of opening, number of users) to property costs and space occupied and will be progressed as part of developing Service Property Strategies.

The Council is continuing its work with benchmarking groups – e.g. IPF, AGMA, and Core Cities to assess performance against other organisations.

### 6.1 Implementing Best Value Outcomes

The Best Value Review of Property and Asset Management has been the most significant Best Value Review affecting all property and directorates. This review defined the Council's office accommodation strategy and set out an improvement plan. The resultant improvement in occupancy performance is shown below.

ITEM	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006
Number of buildings occupied	50	44	40	35	35	34	31
Number of buildings % change in year	Baseline	-12%	-9%	-12.5%	0%	-2.86%	-8.82%
Total floor space Sq.m	48538	43309	39792	33293	33916	34024	32339
Total floor space % change in year	Baseline	-10%	-8.1%	-16.3%	+1.87%	+0.32%	-4.95%

It can be seen that in relation to the portfolio of office accommodation included in the Best Value Review, since 1999/2000 the number of buildings has reduced from 50 to 31 and floor area from 48,538 Sq.M to 32,339 Sq.M. The council's corporate office standards are broadly being achieved.

The disposal of surplus office buildings has generated significant capital receipts to support the capital programme and the running costs of those buildings have been saved and redeployed elsewhere.



It should be noted that the Best Value Review and the resultant improvement plan has dealt with changes to the original portfolio of 50 office buildings. Over the period of the improvement plan other changes in service delivery and service developments have been taking place, which have increased the numbers of office based staff and additional office space has been secured to accommodate these new requirements

Implementing the current improvement plan has taken longer than anticipated, the original date for completion of September 2005 being extended to mid 2007. A plan for 2007 onwards is currently being developed. This plan will establish a new base position and will identify and respond to the changes in service delivery which will impact on the amount, type and location of accommodation required. These will include the impacts of Housing Stock Options, BSF, LIFT and Children's Services Locality Teams. The plan will also set new targets for improvement.

## 6.2 Directorate Property Performance

All directorates are informed of their property performance in respect of the office portfolio they occupy. Where directorates occupy other service property, its running costs are also reported to them. This process raises directorates' awareness of property costs and assists in identifying and targeting potential areas for improvement.

## 6.3 Building Condition

All buildings where the Council has a repairing obligation have been categorised into condition category A to D. The City Council has a 5-year rolling programme of surveys, with 20% of the portfolio being inspected every year. This allows for a detailed analysis of a section of the portfolio the percentage change of which is then applied to the remaining buildings where the council have a repairing obligation. To increase the accuracy of the data in buildings with backlog maintenance over £100,000 not included in the 20% surveyed sample are also assessed. This data is used to update and refine the backlog maintenance figure included in the context sheet and to support the national PPI 1A & B. The information on condition categories A to D and priority levels one to three has been broken down into CIPFA categories is shown in [Appendix 4](#) along with the other National PI's. A summary of the percentage of the floor area of the council's buildings in the condition categories A to D is shown below. (A=Good B=Satisfactory C=Poor D=Bad)

Overall Condition Assessment A-D by percentage of floor area			
A	B	C	D
5.11	70.65	22.87	1.37

The condition of the Education portfolio has been assessed in accordance with DfES guidelines and the resultant information is contained within the Education AMP.

## 6.4 Energy Performance

The energy / water consumption performance of the council's buildings is measured, analysed and reported to Members and Directors. Performance for various categories of buildings is compared to benchmark data and areas of poor performance identified. This enables investment in energy efficiency measures to be prioritised and directed to the areas of worst performance

## 6.5 National Performance Indicators

The Council has continued to collect information required to support the national PPI's. These PI's exclude housing and schools and cover: -

- The condition of the council's buildings
- The amount of backlog maintenance in council buildings
- The financial rate of return (IRR) from the council's investment estate
- Building running costs for repair and maintenance, energy costs and water costs
- Building CO2 emissions
- Performance in delivering capital schemes on time and on budget.

Salford's performance against these PI's is set out in Appendix 4

Salford's performance is being compared with that of other local authorities through IPF's Asset Management Network. This is being used to improve Salford's performance and how this can be achieved is shown in Appendix 5.



Salford's current level of performance in relation to the national PI's are set out in the table below.

<i>National pPI</i>	Salford's Totals 2003/04	Salford's Totals 2004/05	Salford's Totals 2005/06	Comments
1A (Condition assessment % of GIA in categories A-D)				
(Good) % A	3.68%	4.11%	5.11	Performance is beginning to improve
(Satisfactory) % B	62.21%	61.43%	70.65	
(Poor) % C	32.86%	33.33%	22.87	
(Bad) % D	1.25%	1.13%	1.37	
1B (% of Value in priority 1-3)				
(Urgent) 1	28.53%	38.81%	28.67	Poorer performance in 04/05 beginning to improve.
(Essential 2yrs) 2	43.27%	42.22%	45.91	
(Desirable3-5yrs)3	28.20%	19.97%	25.42	
2 A,B&C (Internal Rate of Return)				
(Industrial) A	12.72%	13.05%	13.05%	No change
(Retail) B	13.95%	13.69%	17.57%	Poorly performing assets being identified for action
(Agricultural) C	12.12%	12.12%	12.12	No change
3 (Strategic Management Cost)				
Cost per Sq m	£0.55	£0.57	£0.65	Slight upward trend – not an issue
4 A,B,C&D (Revenue running costs per sq m)				
Repairs A	£12.53	£17.33	£16.08	Data broadly consistent over the period
Energy B	£6.47	£7.85	£8.53	
Water C	£2.73	£2.23	£2.53	
CO2 D	0.080	0.085	0.086	
	tonnes	Tonnes	Tonnes	
5 A & B ( % Capital Projects on time/on budget )				
(% on Budget) A	25.00%	20.00%	27.00%	Data shows performance has improved this year.
(% on Time) B	24.44%	20.00%	35.00%	

## 6.6 National PI Summary

With the exception of PI 1A & B(condition and backlog maintenance) and 5 A & B (delivering capital projects on time and on budget) Salford's general position in relation to the National PI's is close to the average figures collated by the IPF benchmarking Group. It is recognised that Salford's portfolio is in a worse condition than the average of other authorities.

Between 2000 and 2004 the council reduced its backlog maintenance through actively pursuing the disposal/demolition of surplus assets that also allowed the maintenance budget to be spent on a reduced portfolio. The increase in backlog seen in 2004/05 has been reduced in 2005/06 and this is reflected in the improved comment in PPI 1A and B in the table above

Performance in delivering capital projects on time and on budget has improved, though it remains below average. The Council has adopted a policy of procuring its construction work through partnering with contractors (as opposed to competitive tendering), and the Council believes that the adoption of this 'Rethinking Construction' approach to procurement will lead to significantly improved cost and time predictability."

## 6.7 COPROP Performance Initiative

The association of Chief Corporate Property Officers has been working in conjunction with the Government on producing a revised suite of indicators. Salford is considering these indicators and the data collection needs to support them.



## 7 LIKELY FUTURE PROPERTY REQUIREMENTS

### 7.1 Future Asset Requirements

The asset management planning process has brought together consideration of the Council's Mission and Pledges which support the Community Plan, key drivers of change from the Strategic and Best Value Performance Plan, Service Property Strategies and Directorates Service Plan derived property requirements to produce the key property issues table shown in [Appendix 3](#). This table sets out the Key Issues and their property implications together with a current position statement and action required. New areas for change are added each year, which are then prioritised through the Council's capital project appraisal process and built in to the Capital Strategy and Capital Programme as appropriate.

### 7.2 Property Review and Rationalisation

There are three processes driving the change in the Council's operational property portfolio these being: -

- Service Reviews / Changes in service delivery
- Area based property reviews
- The Best Value Review of Property and Asset Management

Changes in the way services are being delivered is having a significant impact. The Council is working with Salford Primary Care Trust through the Salford LIFT Project to provide new buildings to accommodate a range of Council, PCT and other services. These buildings will also provide accommodation for the Council's One Stop Shops that is also being integrated with the PCT. In addition Community Health and Social Care are continuing to deliver other joint service delivery initiatives with the PCT and Education, in developing Children's Centres proposals with for example Sure Start, involve the sharing of accommodation.

The area-based reviews assess the performance of property, its condition, suitability, sufficiency and its market value. A review has been undertaken in Irlam and Cadishead, and Walkden and Little Hulton has been started. This work has identified surplus property for disposal to support and enhance the delivery of services. The appraisal model used in area-based reviews is shown in [Appendix 8](#).

The key outcome from the Best Value Review of Property is the clearly established office accommodation strategy setting out clear performance targets for occupancy levels and rationalisation of building stock into four core sites and up to twenty satellite offices. Significant progress has been made since 2000 in reducing the number of buildings occupied, reducing running costs and providing improved accommodation. – See section 6.1.

### 7.3 Option Assessment

Option assessment is undertaken at both the strategic and project specific levels.

At the strategic level various options for dealing with the Council's property requirements have been considered as follows:

- Continue current ownership and traditional procurement
- Leasehold occupation
- PPP/PFI
- Sale and Leaseback
- Transfer to Trust
- Arms Length Management Organisations taking some responsibilities for property

No single option provides the solution to meet all the Council's property requirements and different options are selected dependant on circumstances. Generally the approach is to own buildings for which there is a long term need and to lease to meet short to medium term requirements.

Examples of the adoption of new solutions are the use of PFI for the replacement of schools, a PPP to deliver LIFT centres and transfer to trusts for elderly persons homes and leisure centres. The Council has also increased its use of leasehold occupation of office space, as an appropriate solution to meet short and medium term office needs.



At the project specific level different options are considered in order that the most effective option can be brought forward, for project appraisal and prioritisation.

#### **7.4 Project Appraisal and Prioritisation**

High-level option appraisal is undertaken for major regeneration, service and infrastructure proposals to establish the strategic direction for medium to long-term capital investment, with options being presented to Cabinet members for decision

Having established preferred investment options the Council then prioritises its capital investment according to whether it: -

- Meets the Government's annual capital guideline for each major service;
- Maximises available external funding;
- Meets national, regional and local priorities;
- Targets its key priority regeneration areas, i.e. Seedley/Langworthy, Higher and Lower Broughton, Ordsall and Kersal/Charlestown, Chapel Street and renewal areas; and Provides continuing support to the revenue budget.

Within the criteria for local priorities, the Council objectively assesses its priorities for capital investment by embracing a wide range of criteria, including the extent to which they satisfy health and safety requirements, contribute towards enhancing the life of an asset, improve the environment, stimulate the local economy, reduce risk, engage partners and consult with the public.

Weightings are applied to the assessment criteria in terms of high, medium and low priorities, these consist of the following:

- |                   |  |
|-------------------|--|
| ▪ High Priority   | Mandatory requirement, maximises external resources or whereby specific assets will be improved/used |
| ▪ Medium Priority | Strategic Impact of the scheme and contribution towards the key themes of the Community Plan         |
| ▪ Low Priority    | Other relevant information required to assess prioritisation e.g. revenue savings                    |

with investment in regeneration areas being afforded the highest priority.

The model for assessing priorities has been developed and used by a cross-directorate group comprising officer representatives of the Resource Planning Group for the 2006/07 capital programme.

#### **7.5 Financial Planning**

A 5-year Capital Strategy sets out the council's spending plans and priorities, and forecasts how they will be funded, taking into account expected borrowing approvals and grant availability from the Government, forecasts of capital receipts and any other internally-generated funds. Capital investment planning is linked to service planning by ensuring through the priority assessment process that it supports the delivery of the outcomes required from the Community Plan, Cabinet priorities, directorate service plans, the Best Value Performance Plan and the Asset Management Plan, whilst also ensuring that these plans are explicit in outlining major capital and revenue resource implications.

The annual capital programme is refined in the light of actual funding announcements from the Government, the updating of capital receipt forecasts and any emerging spending priorities, e.g. as a result of new Government initiatives, which may not have been identified during the capital investment planning process.

A spending profile is identified for each approved capital scheme and officers monitor actual cash flow against the profile at monthly intervals during the year. Likewise, key milestones are identified for each major capital receipt above £100,000 and monitored by the Head of Finance. Monthly reports are made to members of Budget Scrutiny Committee and Cabinet on the financial and physical progress with the capital programme and its funding. More detail of this process is outlined in the Capital Strategy document

The introduction of the Prudential Code for Capital Finance in Local Authorities has removed previous controls over financing capital expenditure and replaced them with a self-governing framework whereby authorities are free to pursue capital investment plans, so long as they are affordable, prudent and sustainable. The freedom to use "Prudential" borrowing, ie borrowing



unsupported by government grants, has assisted the council with its asset management proposals. It is allowing better capital planning by smoothing of timing imbalances caused in the past with borrowing and grant approvals and completion of disposals for capital receipts. It has facilitated the consideration of invest to save type proposals, which might have failed in the past due to the lack of available funding.

Developments in tax law and accounting for leases increasingly reduce the likelihood that leasing companies can offer attractive contracts. When equipment leases, for example for vehicles and wheeled bins, come up for renewal, a thorough options appraisal is now conducted to determine the best means to finance the investment. Similarly, bids for new investment that might previously have been financed by lease, especially in IT equipment, undergo the same appraisal. In many cases, prudential borrowing has proven to be the most attractive and efficient means of obtaining finance and £2.122M of what would have traditionally been leased has been financed in this manner since the introduction of the Code.

It had been recognised that the state of the highway network in the city of Salford was poor and there was a chronic shortage of funds to address the situation. This, along with the current claims culture, resulted in steadily increasing numbers of tripping claims being aimed at the council and monies being used to pay out insurance claims rather than improving the footpaths and highways. Urban Vision Partnership Ltd, the council's innovative joint venture with the private sector, is in the second year of a massive investment of £22m over 5 years to improve the condition of highways and footpaths. This investment is to be funded from prudential borrowing and the capital financing costs offset by the reduction in the number and cost of insurance claims payouts. Significant improvements in claim payouts were anticipated to begin in year 3 of the programme, but are already being experienced.

## **7.6**

### **Shared Use**

The benefits to be derived from shared use of buildings is recognised particularly in the Community, Health & Social Care Directorate where there are many examples of integration with Salford PCT and other NHS trusts.

There is also the proposed joint use of the 4 major LIFT schemes and the Broughton Hub where libraries and community spaces are integral to those developments. Further opportunities will be taken for similar participation in the proposed building schools for the future (BSF) and similar major projects.

Shared use of buildings by council directorates is well established in various locations e.g. Ordsall Neighbourhood Office and this principle is part of the Council's office accommodation strategy.



## 7.7

### Planned Maintenance and Backlog Repairs

Total backlog maintenance figures for the main service areas are set out below.

	£m	
Housing (Dwelling/other buildings)	205.4*	*Represents Decent Homes failure values in 05/06 revised stock condition surveys
Education (Schools)	35.5	Estimate for December 2005
All other Services	13.4	
Transport	100	

Addressing this backlog is a substantial challenge. Information on backlog and how this is being addressed is reported to Directors Team and Members and is set out below. It is included in the National Property Performance Indicator 1b shown in [Appendix 4](#)

#### Housing

The Council's options appraisal across the city has identified that the Council has insufficient resources to bring its properties up to the Decent Homes standard. Given the level of capital investment required, the negative value of the Council's housing stock and considering the resources available under each investment option no one single option will provide the total resources needed to achieve the Decent Homes target and a sustainable HRA in the mid to long term. Continuing with a single ALMO vehicle is not a viable option - it is unable to provide all of the investment needed. A mixed model investment strategy has been identified to secure the additional funding required for the housing stock. This consists of a newly formed Local Housing Company for homes in West Salford, a new housing and regeneration ALMO for tenants living in Central Salford, Rainsough Brow and the Beechfarm estate (Swinton) and a Private Finance Initiative for properties in Pendleton. Expressions of interest for each of the three investment streams have been submitted to the Government and an announcement as to the success of all three bids is anticipated during October 2006.

During the preparation of the bids, a new stock condition survey was completed for each of the 3 areas. This has updated the information previously gained from the stock condition survey originally used to inform our investment needs during the appraisal (Nov 2003). The surveys confirm the extent of non decency in each of the 3 areas across the city separately, and the investment needed not just to meet the Decent Homes standard but to keep council homes in a reasonable state of repair and to maintain a viable HRA.

The Stock Condition survey report concluded that although the Council's properties had been reasonably well maintained within available resources, the non-decency rate per area varies from the overall citywide percentage ascertained during the previous survey. At present, non-decency rates have been identified as 48% for the ALMO area, 52% for the LHC area and 79% for the PFI area. The surveys have confirmed that a significant number of major components either have reached or are near to reaching the end of their economic life and will require replacement in the short term.

The sample survey (15% of properties within each area) provided an indication as to the total forecast expenditure to improve and maintain the stock over the next 30-years, including a breakdown of the investment required to achieve the Decent Homes Standard over the next five years. The costs included are based on February 2006 prices within the PFI area and July 2006 prices within the LHC and ALMO areas. They include building works and contract preliminaries, but exclude professional fees, management costs and VAT. Professional fees and management costs are expected to add a further Circa.10% to the major works and cyclical costs. Further detail on specific investment requirements is available from the Options Delivery team.

It should be noted this analysis is based upon the stock within the HRA at the time of the survey, i.e. approximately 26,700 dwellings, and the rate of right to buy sales at the time, which indicated a reduction in stock by an estimated 3,100 homes over the next 10 years. Subsequent right to buy activity has increased substantially and is currently running at around 570 per annum, although this may slow again particularly if there is a sufficient rise in mortgage interest rates.

Full details of the Investment strategy and the HRA Business Plan are available from the Options Delivery Team within Housing Strategy and Renewal.



### Education - Schools

As indicated in 2005, our three special high schools were all replaced using PFI credits. One has been fully operational for well over 2 years and the other two have been operating from their new buildings since January 2005. Also the ex Canon Williamson CE high school became our first academy (Salford Academy) and they moved into their purpose built new school building at the start of this academic year, September 2006.

Salford was also awarded further PFI credits to replace three community high schools. The original intention was to replace Buile Hill, Hope and Harrop Fold High schools. Unfortunately, due to issues relating to affordability we will only be able to replace Buile Hill and Harrop Fold utilising the PFI credits already awarded. We have therefore submitted a formal 'Expression of Interest' to the DfES seeking approval to establish a second academy to replace Hope High school. (Oasis Academy). Ministers have recently agreed to release funding to enable the sponsor, The Oasis Trust, and us to develop the plans further.

In relation to the primary sector, we are already undertaking extensive informal consultation with schools in those localities that have a high level of surplus places. It is therefore likely that some schools will close and at least two new replacement community schools will be built utilising a combination of capital funds provided by the DfES and capital receipts from the sale of surplus educational assets. Also, the RC Diocese are proposing to close five primary schools and replace with one new school in Little Hulton and one new school in Langworthy. The funds for the two new RC schools will be provided by a combination of DfES capital grant and capital receipts provided by both the Diocese and the city council.

All primary schools and secondary schools have been resurveyed during 2005/2006 and the Education AMP has been updated accordingly. These resurveys have identified a maintenance backlog of £35.5m, which does not include condition data for the two High schools that are having their schools replaced via PFI. In 2005 we only estimated a maintenance backlog of £32m and the difference between that & the actual figure of £35.5m relates to adding back the backlog for Hope High (no longer to be replaced via PFI) and the inflationary pressures since the year 2000 when the previous surveys were undertaken.

The rest of the secondary school estate will be catered for via, the 'Building Schools for the Future Programme', (BSF). Salford is in the third wave of BSF, which means contract signature for delivery will be signed in 2007/2008.

The DfES has recently consulted LA'S regarding an investment programme for primary schools, the Primary Capital Programme. (PCP) The funds for PCP should be available in either 2008/2009 or 2009/2010 and Salford's share of this, initially, is likely to be in the region of £3m for each of the first two years. However, unlike the BSF programme, funds will only be provided to replace or refurbish 50% of the primary schools. The DfES will provide further details later this year. This additional funding, plus the capital investment strategy we already have in place for our primary schools will, along with BSF, accelerate the reduction to the condition backlog and should remove all current suitability issues in high school buildings and address a significant proportion of those primary schools with the highest levels of both condition and suitability issues.

### Other Operational and Non-Operational Property

The estimated cost of backlog maintenance for 2005/06 is £13.4M (excluding transport infrastructure, Housing and Schools). Between 2001/02 and 2003/04 backlog maintenance reduced from £16.59m to £12.08m. This reduction was primarily the result of the disposal of surplus assets with high backlog maintenance.

In 2004/05 backlog increased to £14.9m primarily as a result of disposal of assets with large backlogs not occurring and accrued maintenance exceeding expenditure on planned maintenance. The reduction to £13.4m for 2005/06 has been achieved principally through the significant refurbishment project at Worsley Pool removing £2.2m of backlog maintenance in this building. However it must be noted that the underlying trend is an increase in backlog maintenance in the majority of buildings due to under funding of programmed maintenance budgets.

The council's strategy to deal with the backlog maintenance is a combination of further rationalisation of the building stock, increasing the level of council expenditure directed to planned maintenance and accessing other sources of funding.



### Highways

Significant progress has been made over the last year in developing the transport Asset Management Plan including an inventory of all highway assets and a more detailed assessment of highways backlog maintenance. The total highways backlog maintenance is estimated at £100m, comprising £65m for classified roads and £35m for side roads with a requirement for £17m to fund an initial five-year plan.

Further capital investment of £22m over 12 years is also being applied to highway maintenance delivered through Urban Vision Partnership Ltd which is financed through prudential borrowing.

In addition the maintenance of highways within council housing estates is being considered in the anticipated stock transfers.



The key issues for the Council, which impact upon the property portfolio, are set out below.

## **8.1 Health and Social Care**

### **Social Care**

There are significant challenges in delivering community and social care services in the city, given high levels of health, economic, educational and social disadvantage experienced by many local people.

To meet these challenges the development of partnership working with statutory, voluntary and private sector providers is essential and there are examples of each where successful partnering is assisting with the delivery of modern, integrated services.

The major example of these can be seen in the partnership arrangements with the NHS particularly in the areas of integrated care for older people, learning difficulties, mental health, and therapy services. These initiatives include the joint utilisation of buildings for service delivery and it is anticipated further integration will be made.

The completion of the two new homes built in partnership with Manchester Care is imminent with the Irlam facility opening in October and that in Little Hulton in November. This will release the two homes used by Manchester Care on an interim basis but remaining Council assets. The intention with these is to immediately dispose of the Brynheys site whilst temporarily retaining The Withies for re-use to facilitate the closure of White Meadows.

As regards White Meadows, a decision has been taken to close this as an intermediate care facility and a decision is awaited on whether the building will be adapted as a resource/day centre for older people with a mental disability or whether it should be demolished and a new facility for this purpose constructed on the site. Funding is via The Trustees of Booths Charities.

The four existing day care centres for older people will be retained and investment over the last several years has seen these modernised to make them fit for purpose in meeting the needs of the more dependent members of the community.

Day care services for people supported with a learning difficulty has seen a reduction in the number of building based services in favour of access to employment, education and leisure opportunities in the community. Of the four centres remaining, the re-modelling of Craig Hall was completed in the summer of 2006 and this, with its counterpart at Waterside, offers a service for the people with complex physical needs. Some investment has taken place at St Georges where, amongst other ad-hoc schemes, a new training kitchen has been provided. However, substantial funding is required to comprehensively update the facilities to the level the Directorate aspires to for its service delivery buildings. Similarly, at Princes Park Garden Centre there are a number of time expired buildings and there are early proposals for their replacement. The opportunity would also be taken to open up access from Princes Park and this would present business opportunities for the development of the Garden Centre and assist with the regeneration of the Park itself.

There is a pressing need to find new accommodation for the Alcohol Advisory Service. Their existing accommodation at Action Square has been outgrown and it cannot be made DDA compliant. A centrally located service specific building is sought.

Planning is now advanced for the first phase of the Directorate's office accommodation relocations with staff occupying the space released by Housing & Planning at Crompton House in November. This will allow 2 Police Street to be disposed of though temporary re-use will be made of 12 Station Road. These moves will also enable the space released at Burrows House to be used by the Physical Disability and Sensory Impairment Teams currently at White Moss. Their relocation will provide greater integration and service efficiencies with the Occupational Therapy Service, Loan Equipment Stores, and Wheelchair Service already at Burrows House. The Learning Difficulty Service at White Moss will relocate to the accommodation now used by the Environment Directorate at Crompton House in mid-2007 and this will then allow White Moss to be disposed of.

### **Culture and Sport**

13 of the City's leisure facilities were leased to Salford Community Leisure Limited (a new not for profit organisation) for 15 years from the 1st October 2003. In addition Salford Community Leisure (SCL) operates a number of other facilities through a service level agreement.



The maintenance responsibilities between Salford Community Leisure and the City Council are clearly defined in a management agreement with the majority of the responsibility remaining with the council.

Investment in the City's leisure facilities continues with a major refurbishment of Fit City Worsley and smaller refurbishment schemes at Fit City Irlam and Eccles in progress. Planning for Phase 2 of Salford Sports Village is in progress, as is an extension to Fit City Irlam to provide a dry sport facility. Funding for such major schemes comes from a combination of Council resources and external sources.

Future longer-term opportunities will hopefully see the replacement of Fit City Broughton and Broughton Pool with an integrated facility as part of the regeneration of Lower Broughton. There are substantial backlog maintenance issues at both of these existing facilities and it is hoped the development of the integrated centre can be brought forward in the regeneration plans. Other opportunities presented by major Council initiatives, for example the regeneration of Pendleton and Building Schools for the Future to provide new or upgraded leisure facilities will be actively pursued.

The LIFT schemes and the Broughton Hub development will allow for the relocation of 5 libraries in 2008/9 and allow the closure of some buildings where backlog maintenance is an issue. Investment in a number of other libraries is planned with a view to upgrading facilities and customer access. The inadequate size of Boothstown Library to meet service delivery aspirations and to meet customer demand is an identified problem but is one, which cannot be met by expansion in the present shared use building. There is also an absence of a library in the Blackfriars/Lower Broughton area for which a short-term solution is sought pending the availability of library facilities as part of the areas regeneration. The closure of Broughton Library will displace the Mobile Library Service and new accommodation is being sought for this with the opportunity being taken to co-locate with Reader Services from Eccles Library.

The outcome of the Heritage Lottery Fund bid for Ordsall Hall is awaited and there are proposals for the development of Salford Museum and Art Gallery, which will place the building and its collection at the heart of the proposed cultural quarter. The backlog maintenance issues at both buildings will be addressed as part of these major renovation projects.

## **8.2 Children's Services**

### **Education**

The key challenge is to respond to the falling numbers of pupils and the need to reduce the number of school places and address the substantial backlog of repairs, which includes buildings that are not fit for purpose.

We are therefore responding to this by adopting a capital investment strategy to modernise the school estate, so that schools have high quality, flexible and suitable designs, are fully accessible and secure, providing accommodation catering for a wide range of users. This will include parents, adult learners, early years provision, support services and facilities supporting learning through ICT. The council will be supported, with this major challenge by the DfES, via their 'Building Schools for the Future Programme' (BSF). Salford is in the third wave of this major capital investment, which should help with the reduction of the backlog of maintenance works and address some of the more pressing suitability issues in our secondary schools.

Also, we expect to be in a position to accelerate our investment strategy for primary schools via another DfES initiative, 'The Primary Capital Programme (PCP)'. This programme will provide funds to upgrade or rebuild half of all primary schools over the next 15 years. We expect detailed guidance later this year on how the funding will be allocated, which is expected to come on stream in 2008/2009 or 2009/2010. The directorate is therefore currently exploring options, in consultation with the VA sector, to link this investment to Salford's current investment strategy for the primary school estate. This will enable us to:

- Reduce the backlog of maintenance works;
- Make a significant impact on suitability issues;
- Improve IT;
- Provide school kitchens for those schools without such facilities;
- And, remove surplus places.



In relation to the provision for early years the vision in Salford, developed over the winter of 2004-2005 and adopted in principle by the Council, was to embed effective Sure Start services in local service arrangements. To achieve this, Sure Start and children's centre programmes were unified under a "new, positive, locally driven identity".

In order to meet the Government Agenda regarding the development a Children Centres IN SALFORD for every 800 children, we were charged with developing Centres across Salford in the top 20/30% most deprived areas of the city.

#### Phase 1 Children's Centres

Within phase I, covering the period 2004-6, in order to reach the required number of children determined by the 2001 census, Salford's target was to Develop 9 Children's Centres; all five Sure Start local programmes were taken into consideration in the development as was the Early Years Centre already in existence.

Four of the 9 have been developed from existing early years centres and three have been developed from the outset, from primary schools, with linked services from a fourth.

The building work on all but the facility at the new Ordsall School will be completed and all Centres will be delivering the required 'Core Offer Services' to Children and Families by January 2007

#### Phase 2 Children's Centres

Phase 2 of children's centres covers the period 2006-2008, and are being developed in relation to;

- Early education and child care; available as a minimum for 5 days each week 10 hours per day for 48 weeks a year
- Family support and outreach
- Child and family health services
- Jobs information, training and advice

However, there is no longer a requirement to create additional childcare places.

We are progressing with 6 potential sites.

#### **Social Care & Additional Services**

The Directorate maintains ten children's homes that have fairly high maintenance requirements because of their purpose.

Following service re-design work four locality teams have been created and premises will be required for three of them in Central Salford, Swinton and Eccles/Irlam with a capacity for approximately 30 staff and public access. Other re-design work has created the need for office accommodation to bring new staff teams together, to take account of the plan to close Avon House and the need to relocate the Youth Offending Service (YOS), due to their current building in Encombe Place, not being fit for purpose. We are therefore exploring options to relocate both the YOS and Looked After Children's Service.

### **8.3 Housing**

The vision for housing is to:

"Help create a future where people see Salford as a great place to live".

A place where you can find a choice of popular homes in desirable locations, served by excellent housing services".

The priorities and plans for housing have been developed in the wider context of creating and maintaining sustainable communities. As a consequence the strategies and plans of our partners and the national and regional strategies, plans and priorities of the Government have influenced our work. In particular the vision of the Government's national action plan, 'Sustainable Communities: Building for the Future', (the Communities Plan), of building "successful, thriving and inclusive communities..." has reflected the key changes within Housing Services.



## Outline of key changes

The Council has demonstrated its commitment to deliver its new Housing Strategy Framework, 'A Fresh Start for Housing' launched in November 2003 heralded the beginning of our work with Council tenants and leaseholders to fully appraise the options available for the future investment and management of their homes. The signed off stock options appraisal (June 05) highlighted that a mixed economy of provision (ALMO, PFI and transfer to Local Housing Companies) was the most appropriate way forward that satisfied tenants' and residents' aspirations while being part of a coherent and sustainable HRA investment strategy

The mixed model approach proposed will involve significant changes for a large number of stakeholders and staff. In order to manage the change process effectively and maximise the positive effects of change whilst minimizing the negative effects, the council has developed a Change Management Strategy and has set up a Change Management Group. Housing Services are keen to ensure that the impact of change as indicated by the option appraisal results will fully take into account the corporate impacts and the needs in relation to staff that will be part of any TUPE arrangements to new landlord organizations. The accommodation requirements of these new organizations is being identified. Significant change is anticipated which much be considered in relation to the councils current office accommodation strategy.

The Manchester Salford Pathfinder Partnership has recently submitted an HMR scheme update for the next phase of the HMR programme. It has been indicated that the MSP will be receiving £106m for two years (2006 - 2008) from the Government's Housing Market Renewal Fund (HMRF) to improve neighbourhoods through extensive regeneration, focusing on wards in both Authority areas around Manchester City Centre. The HMR teams within housing services have been and will continue to deliver transformational change over the year ahead

We will be completing a review of our Regulatory Reform Policy and will be implementing new proposals. This will include, new ways of leveraging in private sector finance when providing assistance for those that need it, in private sector housing;

We will introduce new ways of working that will effectively manage and support financial efficiencies within our Supporting People Programme.

A homelessness service review is currently ongoing and is expected to be concluded by the end of December 2006. It is likely that this will influence the development and delivery of alternative accommodation and support for homeless people in need. It will also focus our service provision on effective support, assessment and prevention.

## 8.4 Regeneration and Community Strategy

The City's LSP has played a key role in the development of the Neighbourhood Renewal Strategy which in turn has become an integral part of the Community Plan.

The Council's regeneration priorities are clearly outlined in the Neighbourhood Renewal Strategy (NRS) published in October 2002. It sets out the priorities for investment both across the city and locally within neighbourhoods. It is apparent from all the indices used to measure levels of deprivation that the traditional inner city areas experience the most severe problems.

The NRS reflects this situation and the framework for the Strategy is based on the following three items:

- Tackling areas of major change – focussed on Central Salford covering areas such as Broughton, Seedley and Langworthy and Charlestown and Lower Kersal.
- Targeted action to stabilize communities in decline and maximise opportunity – focussed on Salford West
- Working with our communities to achieve change.

A significant element of this work in Central Salford, and to a lesser extent in Salford West is the physical regeneration of these areas through redevelopment, refurbishment, remodelling and environmental improvements. This will involve the Council in a significant programme of property acquisitions, site assembly and the negotiation and securing of development agreements and land sales to support the regeneration priorities.



The Central Salford Urban Regeneration Company was established in February 2005 through founding partners the City Council, the North West Development Agency and English Partnerships. It is anticipated that this will bring in significant private and public resources to assist the City's successful regeneration, complementing the £38m that Housing Market Renewal funding is bringing in between 2006/07 and 2007/08. The Vision and Regeneration Framework for Central Salford is now agreed and will bring together and add value to existing strategies and programmes and guide future investment.

Work to develop a Strategic Regeneration Framework and Action Plan for Salford West is underway. Consultants were appointed in September 2006 with a view to a Framework and Action Plan being in place for 2007/08.

## **8.5 Environment**

The Directorate has recently introduced Citywide (catering and cleaning) and Licensing Services into its portfolio of services.

The main issues in relation to the Directorate are:

- Ensuring adequate office accommodation, including the establishment of the Directorate on one site
- Ensuring that operational depots and satellite messing facilities are fit for purpose and have effective layout to meet operational requirements including safe access / egress etc
- That school kitchens are provided that meet customer, operational and legislative requirements. This will require an investment portfolio to be established in conjunction with Head teachers, Governing Bodies and the LEA.
- Ensuring that Crematoria provision meets legislative requirements with regards to the control of emissions. This may require that Agecroft Crematoria is adapted to achieve improvements required.

## **8.6 Access to Services**

### **Face to Face**

#### **LIFT**

The council and Salford PCT are committed to a major 4 scheme Public Private Partnership (PPP) capital programme. This will deliver combined face to face services in new purpose built schemes. The current programme will deliver the Eccles, Walkden and Pendleton schemes by the end of 2008. The Swinton scheme is anticipated to open in mid 2009.

As part of the scrutiny of the financial model, business case and benefits realisation framework by external parties, the District Auditor has been satisfied that the schemes will deliver value for money. Part of the justification is that, to fund the ongoing 30 year lease-plus agreement with LIFT Co (the owners of all schemes) SCC will rationalise and dispose of those assets no longer required to deliver a face to face service across the city.

Economies of scale will be delivered through the joining up of both the council's and PCT services at the main reception of each LIFT scheme. Citizens will be able to access a wide range of both partner services therefore negating the need to visit other buildings where those services are no longer available.

#### **Higher Broughton Community Hub**

The council is committed to delivering a project in the Higher Broughton area. This building will act as a Hub to the entire community and will provide a wide range of council services, such as Library, a one stop shop, Leisure services, Youth Services, SureStart, Children's Centre and a GMP community policing facility.

The scheme is due to be completed in late 2008.

As with LIFT the vision for service redesign and delivery will focus around access to all services being simplified and via the buildings main reception. This will lead to the rationalisation of the provision of other council buildings in the area, leading to the disposal of such venues as the current Youth, Neighbourhood, Trampolining and Library facilities.



## **8.7 Meeting Health and Safety Requirements**

Legislation is placing increasing responsibilities on property owners and occupiers. Legislation includes the Disability Discrimination Act, Control of Asbestos at Work regulations, The Code of Practice for Water Hygiene and other requirements such as electrical testing, glazing safety requirements and lighting conductor maintenance.

These requirements are placing increased pressures on already limited maintenance budgets and will increase the pressure on capital spend

## **8.8 Highways**

There are approximately 800Km of roads in Salford, 160Km of which are Classified, the remainder being side roads.

In the 1960's and 70's many of the A roads (e.g. A6 Manchester Road /Crescent /Chapel Street, A57 Liverpool Road, Peel Green, A580 East Lancs. Road and A57 Regent Road) were constructed or widened as part of the package of works required to provide access and capacity to and from the motorway network (M61,62 and 602) These roads carry significant traffic flows- up to 55000 vehicles/ day and will require significant maintenance in the coming years.

The quality, cleanliness and safety of the city's highways have a direct impact on the quality of the environment and the people and businesses of Salford and supports urban regeneration activity. A coordinated approach has been developed across directorates and with partner organisations to deliver improvements in the street scene through the introduction of improved systems and working practices and earlier remedial actions.

There is also a need to coordinate investment in the Street Scene so that the greening of streets and improved lighting can be delivered alongside the highways programme.

## **8.9 Conclusions**

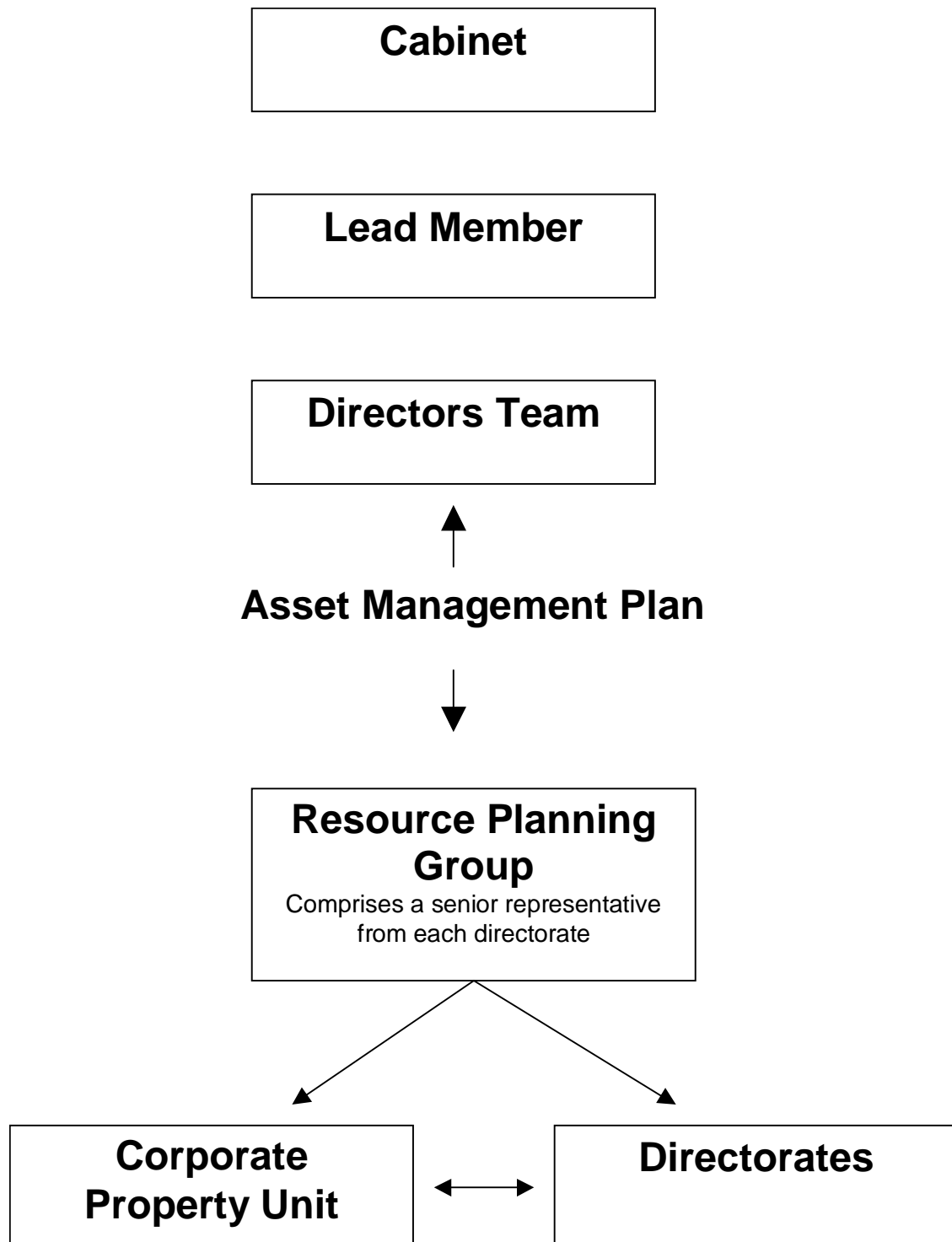
The key issues set out above have been considered and a more detailed breakdown of their property implications and actions and programmes being undertaken to address them is shown in [Appendix 3](#).

It should also be noted that an underlying theme in these key issues is the need to address previous underinvestment in the maintenance and renewal of physical assets. This applies to Council assets particularly in the Education and Housing service areas that are being addressed (see section 7.7) and also in the private sector where the urban regeneration and community strategy is assisting in addressing this problem.

As part of the ongoing asset management planning process the key issues and their property implications are reviewed annually. The actions identified in [Appendix 3](#) are monitored and reviewed through the activity of the RPG and CPU to identify any additional action required.



**REPORTING STRUCTURE FOR RESOURCE PLANNING GROUP  
AND CORPORATE PROPERTY UNIT**





**AIMS AND OBJECTIVES FOR PROPERTY  
AND ASSOCIATED PERFORMANCE INDICATORS**

AIMS	OBJECTIVES	PERFORMANCE INDICATOR
<b>AIM 1</b>  <b>To Provide property to meet corporate and service directorate requirements as efficiently, and economically as possible</b>	To provide property that meets the needs of users in terms of condition, location, quantity and suitability	Score in suitability surveys where undertaken.
	To improve year on year with respect to a series of key property performance indicators	Average running costs per M <sup>2</sup> for specific building categories
	To utilise space at a level of efficiency commensurate with best practice taking into account the limitations of the building stock	Average M <sup>2</sup> per person measured using NIA - for office buildings
	To retain only that service property which is necessary to meet service and service users needs	Production of relevant service property strategies
	To reduce the maintenance backlog in accordance with a plan and timetable	% of floor area of operational and non operational buildings that are in condition category A-D % of maintenance costs of operational and non operational buildings in priority level 1 to 3
	To improve disabled access and comply with other statutory duties	% of buildings suitable for access by disabled people
	To reduce CO <sub>2</sub> emissions through energy conservation and efficiency measures	CO <sub>2</sub> emissions in tonnes of carbon dioxide per sq.m GIA



AIMS	OBJECTIVES	PERFORMANCE INDICATOR
<b>AIM 2</b>  <b>To ensure that property is fully recognised as a corporate asset and that it is managed accordingly</b>	To provide and support the working arrangements necessary to produce effective corporate asset management	Production of annually updated AMP
	Actively engage all directorates on strategic property matters to the overall benefit of the Council	The Resource Planning Group meeting regularly and fulfilling its role
	To promote the shared use of property by Directorates and between the council and other partner organisations	
<b>AIM 3</b>  <b>To ensure that the investment portfolio provides both income and capital to help to support the Council's budgetary requirements</b>	To optimise rental income through the estate management activities undertaken	
	To achieve a target Internal Rate of Return (IRR) from the investment estate.	Target IRR
	To maintain or increase the capital value of the investment estate.	Capital value of the investment estate
	To meet the Council's capital and revenue generation targets	The target for capital and revenue income
	To reduce voids	Occupancy levels in the investment estate
	To reduce rent arrears	Rent arrears as a % of rent invoiced for the investment estate
<b>AIM 4</b>  <b>To ensure that where appropriate the Council's property is used to support urban regeneration initiatives and community well being</b>	To identify where property can support and act as a catalyst in initiatives	To identify all council property in urban regeneration areas
	To define which of the councils non operational property is occupied primarily to support community well being objectives and to manage it in ways which support these objectives	



# KEY ISSUES

## APPENDIX 3

KEY ISSUES	PROPERTY IMPLICATIONS	CURRENT POSITION	FUTURE ACTION	TARGET DATE
<b>Corporate</b>				
<b>Customer Service Centres</b>	Accommodation required	Provide accommodation in LIFT centres at Walkden, Swinton, Eccles and Pendleton	Deliver Walkden, Pendleton and Eccles on site. Agree Swinton scheme.	Walkden, Pendleton and Eccles –Spring / Summer 2008. Swinton TBA
<b>Provision of new Magistrates Court / County Court (incl Community Justice Initiative)</b>	Suitable site required. Disposal of existing site at Bexley Square.	Council owned site in Eccles identified. Outline planning permission granted	Transfer Bexley Square. Scheme to be implemented.	Transfer/disposal Bexley Square 2010 Scheme completion by 2010
<b>Storage space review</b>	Could release office space	Document Management being trialed and impact on storage needs being monitored	Consider corporate storage facility  Procure it appropriately	Dec-06  Jul-07
<b>Office support accommodation</b>	Surplus property to be identified. New needs to be identified. Appropriate accommodation and moves within core sites and satellite offices required	Additional core accommodation procured. Some bldgs targeted for Disposal. New Strategic Directorates requirements being met	Complete implementation of agreed proposals  Agree new five year strategy/plan	Complete agreed proposals July 2007  Agree new five year strategy/plan Feb 2007
<b>Work place strategies/ Home working/Hot desking</b>	Potential to reduce office accommodation generally.	Space released by homeworking being occupied by expanding staff numbers	Implement where appropriate	On going action
<b>Partnerships/Joint working with other agencies</b>	Potential for surplus property for disposal or transfer of responsibility to third party and sharing accommodation with partners	3 partnerships developed between Council and voluntary sector in respect of running children's homes. Joint working established through Salford Partnership. Discussions ongoing re Local Education Partnership (LEP)	Further negotiations in respect of future partnerships. Continue joint working and identify opportunities for shared use of buildings	Outcomes will be Implemented over 5-years
<b>Disability and Discrimination Act Compliance</b>	Investment required to meet access regulations	Improvements being achieved through implementation of 5 year improvement programme	Implement 5 year improvement plan	Completion 2009
<b>Control of Asbestos at Work Regulations Compliance</b>	All buildings to which regulations apply to be surveyed and asbestos register to be kept for each	Urban Vision commissioned to undertake survey work over three years	Required asbestos removal to be undertaken. Cost implications currently unknown	Complete production of all registers Sept 2009. Completion of necessary asbestos removal 2016
<b>Internal Audit</b>	Capacity constraints created by demand for additional staffing resource for joint computer audit service	Insufficient office space, shortage of meeting space and confidentiality, utilising flexible working as far as possible	Identify relocation opportunities and relocate	July 2007



KEY ISSUES	PROPERTY IMPLICATIONS	CURRENT POSITION	FUTURE ACTION	TARGET DATE
<b>Corporate (cont...)</b>				
<b>Register Office</b>	Existing location at Kingslea, Swinton unsuited to DDA compliance and alternative premises required.	Service requirement being established.	Alternative options to be considered and service relocated	Medium term objective No specific date set
KEY ISSUES	PROPERTY IMPLICATIONS	CURRENT POSITION	FUTURE ACTION	TARGET DATE
<b>Community, Health &amp; Social Care</b>				
<b>Care Provision - Market Mix In-house/Independent</b>	One surplus property to be immediately disposed of; one to be retained for further short-term use.	New homes to open October/ November 2006.	Dispose of one surplus building.	December 2006.
<b>Modernisation of day care services</b>	Modernisation of day centres for learning difficulties to continue to improve facilities and the built environment.	Two centres now remodelled, proposals for the remaining two.	Produce costed schemes for consideration.	Early 2007.
<b>NHS Partnerships</b>	Shared use of buildings/relinquishing surplus property	A number of examples exist where directorate and NHS staff share buildings and further opportunities for this are being explored.	Continue co-sharing arrangements where efficiencies and service delivery can be achieved.	On-going process
<b>Services for Older People with a mental disability.</b>	The closure of White Meadows, which has provided intermediate/respite care beds for older people with a mental disability, has been announced. Care beds will be commissioned from the voluntary/ private sector – Options for the remodelling or replacement of White Meadows to provide resource centre/day care facility for this service requirement being considered.	Option appraisal being undertaken.	Implement preferred option for temporary accommodation.  Commission provision of care beds.  Develop specification for re-build/tender works.  Open new facility.	March 2007  March 2007  March 2007  Late 2007.
<b>Office Relocations</b>	Staff to be relocated to Crompton House and Burrows House.  Irlam Council offices to be replaced with new accommodation	Phase 1 of the relocation to be completed November 2006 releasing 2 Police St for disposal and the creation of space at Burrows House to be backfilled by staff team from White Moss.  Irlam and Cadishead High School site is preferred option.	Phase 2 planning for the relocation of staff from White Moss to Crompton House in progress. White Moss to be disposed of.  The delivery of accommodation integrated with BSF project	Mid-2007  2009.



KEY ISSUES	PROPERTY IMPLICATIONS	CURRENT POSITION	FUTURE ACTION	TARGET DATE
<b>Community, Health &amp; Social Care</b>				
<b>Alcohol Service</b>	Identify new accommodation to replace not fit for purpose building. Present building would be declared surplus.	Appropriate accommodation yet to be identified.	Produce costed options for consideration.	Mid-2007.
<b>LIFT Schemes</b>	The completion of the Phase 'IC' schemes with new library facilities will allow the closure of four existing libraries.	Financial close achieved Pendleton and Walkden schemes	Secure financial close on Eccles and Swinton and complete schemes.	Late 2008/early 2009.
<b>Broughton Hub</b>	Completion will allow the transfer of Broughton Library to the new build and the disposal/re-use of the existing building. It is necessary to identify alternative accommodation for the Mobile Library Service, which will be displayed from Broughton Library.	Broughton Hub development scheduled to commence February 2007 with completion October 2008.  Mobile Library Service requirement specified.	Identify options and costs for new accommodation for Mobile Library Service/ Reader Services.	Mid 2007
<b>Library Refurbishment</b>	Improvement of library building to provide improved facilities and access.	Work to commence at Clifton – October 2006. Proposals for Little Hulton and Irlam in preparation with a view to implementation January – March 2007.	Identify funding for further schemes.	On-going process.
<b>Library Review</b>	Deficiencies in size of Boothstown library and lack of facility in Blackfriars/Lower Broughton.	Consider options.	Dependent on chosen options.	On-going process



KEY ISSUES	PROPERTY IMPLICATIONS	CURRENT POSITION	FUTURE ACTION	TARGET DATE
<i>Community, Health &amp; Social Care</i>				
<b>Ordsall Hall Museum</b>	Restore and preserve building.	Awaiting outcome of HLF - January 2007 bid.	Implement scheme.	Dependant on bid decision.
<b>Salford Museum &amp; Art Gallery</b>	Development plan for renovation building approved by Cabinet, August 2006.	Project Board being established.	Option appraisals and working up of preferred option.	Late 2007
<b>Modernisation of Leisure Facilities.</b>	Renovation of Fit City Worsley in progress.	Work in progress.	Deliver completed scheme.	March 2007.
	Refurbishment of Fit City Eccles	Work in progress	Delivery completed scheme.	January 2007.
	Development of Salford Sports Village Phase 2.	Finalise architects brief.	Obtain approvals	Mid 2007
	Replace/upgrade Fit City Broughton and Broughton Pool.	Negotiations with Countryside Properties.	Obtain conclusion.	On-going process
	Extend Fit City Irlam	Finalise architects brief.	Obtain costed proposal.	Mid 2007



KEY ISSUES	PROPERTY IMPLICATIONS	CURRENT POSITION	FUTURE ACTION	TARGET DATE
<i>Children's Services</i>				
<b>Schools surplus place review</b>	Surplus schools for disposal/other use	Secondary Review Completed. Works on New Builds are to be carried out under PFI on existing sites, which will release one redundant building.	Once Harrop Fold has moved onto one site in its new PFI building need to deal with surplus buildings by disposal or other use.	Complete by Sept 08.
		The DfES has given us approval to explore with Oasis Trust the possibility of Hope High school becoming an academy.	Under take consultation with Oasis Trust to close Hope Community High School & reopen an Academy.	March 2008 Contract signature
		First phase of Primary school review is complete & approved by Cabinet.	Outcomes of Primary review being implemented. Surplus places removed, however building works have still not been completed	Target date revised to November 2006
		Second phase of Primary review commenced. Following options considered by Cabinet on March 22nd 2005. One new 2 form entry school for the Weaste, Seedley, & Langworthy area. 2 new 2 form entry schools for the Kersal, Broughton & Blackfriars.	Funding identified via council resources and DfES grant for a new school for the Weaste/Seedley/Langworthy area, plus one of the schools in the Kersal/Broughton/Blackfriars area. The other new school for this area is subject to a suitable site being identified.	September 2010 for the Weaste/Seedley / Langworthy school. September 2011 for the new school in Kersal/Broughton/Blackfriars.
		Partnership groups to be set up for Eccles & Winton area.	Arrange meetings & discuss options for the schools in the area, after consultation with the CE Diocese. Need to identify suitable land for a potential new school.	Submit TCF capital bid to the DfES in 2007.
		RC Diocesan Review still in progress, but proposals have come forward to remove surplus places in 5 primary schools	Agreement between the City Council and the Diocese regarding alternative site for one of the new schools which is linked to our proposal for a new school in Weaste/Seedley/Langworthy	September 2010 for Weaste/Seedley/Langworthy school. September 2008 for the new school in Little Hulton.



KEY ISSUES	PROPERTY IMPLICATIONS	CURRENT POSITION	FUTURE ACTION	TARGET DATE
<b>Children's Services</b>				
<b>Early Years Accommodation &amp; Children's Centres</b>	Review of Children's Centre complete. Sites identified for new accommodation	Commenced a programme of works to establish 9 Children's Centres	To open all 9 within the funding deadline. 2 already operational at Barton Moss & Winton. Ordsall Centre funding has been slipped to phase 2. All but one completed. The Belverdere Children's Centre has been delayed due to contractor problems.	Target date met for 7 one slipped into phase two to link with the building of a new school, revised target date of 31 <sup>st</sup> March 07 set for commencement of service at Belverdere.
	Phase 2 of Sure Start is to establish 6 Children Centre Hubs that will deliver various services.	4 sites have been identified and we are about to seek Cabinet approval to start the work required at these 4 sites. Also investigating options for the other 2 sites & will go back to cabinet once these have been agreed with Lead Member.	Need to drive down costs. UV to do more work on bringing the costs down to the budget available before they are submitted to the DfES for scrutiny. Liaise with Customer & Support Services regarding capital investment in a building that could be demolished in 5 years. 33% of capital funds have to be spent by March 2007.	March 2007 for 33% of capital spend March 2008 for 67% of capital spend March 2008 for all 6 hubs to be operational.
<b>Security for schools</b>	Improved security can reduce repair costs	Some funding options identified. Works have commenced on various sites.	Encourage school governing bodies to fund security projects using DFC.	Ongoing process
<b>School AMP - Suitability, Sufficiency &amp; condition.</b>	Remove surplus places and improve condition of remainder. Schools to be improved to help raise standards.	New AMP surveys have been undertaken for approval by the DfES. Priority works for this financial year & all future years are linked to Education's Capital Investment strategy, which received the approval in principal of both Lead Members in December 2005.	There will be a rolling programme of works for the next 5 years based on the priorities identified in the Education AMP & Capital Investment Strategy.	No target set yet as recommendations to be carried out in accordance with Education's Capital Investment Strategy & where possible linked to the DfES 'Building Schools for the Future' capital investment and the recently announced DfES Primary Capital programme.



KEY ISSUES	PROPERTY IMPLICATIONS	CURRENT POSITION	FUTURE ACTION	TARGET DATE
<b>Children's' Services</b>				
<b>Relocation of PRU provision</b>	Suitable site to be identified for one primary PRU. Grosvenor PRU (secondary age pupils) needs to be relocated due to Lower Broughton regeneration. Eccles & Irlam PRU closed due to H&S.	Site identified for primary pupils. Permanent Secondary pupils sites linked to BSF, not yet identified. Eccles & Irlam PRU relocated to the ex Silverdale primary school site. Name changed to the Clifton Centre.	The Grosvenor PRU, to remain where it is for the moment. Permanent Secondary provision part of BSF. Relocate Primary PRU into refurbished building on ex Alder Park site.	Target dependent on BSF proposal June 2006 for primary PRU.
<b>Building Schools for the Future (BSF)</b>	Proposal out to consultation to replace/refurbish 7 secondary schools and close 2.	Major Consultation underway- regarding proposals to reorganise secondary school provision & reduce the number from 9 to 7.	Option appraisals are being undertaken to identify suitable sites. Outcome of consultation will influence the final decision, which will then lead to a statutory process.	Contract signature by 31/03/2008 at the latest.
<b>Creation of 4 locality teams</b>	Local office bases needed for each of these	1 site identified (Brierley House in Little Hulton) Other 3 teams currently in temporary accommodation.	Identify potential sites & buildings for three teams	Current target March 2008
<b>Creation of Looked after services</b>	Single office base for 100+ staff with public access and training facilities (for foster carer training)	Staff of this new service are located on a variety of sites, none big enough for this team (Will assist in closing Avon House)	Identified potential site, (Summerfield House) Share with the YOS who are currently located in an unsuitable building, which is not fit for purpose. Will release a building for disposal & capital receipt.	Target May 2007
<b>Document storage</b>	There are quantities of bulky children's social care records which require safe and secure storage	Evaluating suitability of warehouse accommodation on the Summersfield House site.	Complete evaluation	Target May 2007



KEY ISSUES	PROPERTY IMPLICATIONS	CURRENT POSITION	FUTURE ACTION	TARGET DATE
<b><i>Environmental Services</i></b>				
<b>Rationalisation of operational depots</b>	Mess rooms in parks/bldgs to be reviewed	Current service review may lead to changes in property need	Identify changes required and draw up action plan	Complete review by end April 06. Commence action plan May 06.
<b>Sale of cemetery bldgs</b>	Reduction in number of buildings	Agecroft Lodge likely to be retained and refurbished as part of lottery grant funded improvement scheme to adjacent disused chapel. Feasibility study ongoing.	Secure and complete improvement scheme.	Complete scheme
<b>Improvement of mess room facilities</b>	Improved building condition	Some improvements completed and work ongoing	Identify further bldgs for improvement and undertake programme of works	Complete programme - target s to be set

KEY ISSUES	PROPERTY IMPLICATIONS	CURRENT POSITION	FUTURE ACTION	TARGET DATE
<b><i>Housing and Planning (Client)</i></b>				
<b>Development Services Partnership with Private Sector Ensure successful operation of Urban Vision</b>	May access resources to improve assets. Successful operation of property service essential to delivery of AMP requirements.	Urban Vision Partnership Limited in operation.	Review performance and investment in improving assets	Ongoing Process



Property Performance Indicator		Actual 2005/06				
<b>ODPM pPI 1A</b> Percentage of gross internal floor area in condition categories A-D	CIPFA Category		<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
	Other Land & Buildings		6.59%	84.52%	8.14%	0.75%
	Community		0%	100%	0%	0%
	Non-Operational (General)		1.93%	35.62%	59.89%	2.56%
	Non-Operational Surplus		0%	87.59%	7.19%	5.22%
<b>ODPM pPI 1B</b> Backlog of maintenance by cost, expressed i) as total value ii) as a percentage in priority levels 1-3		<b>Value</b>	<b>P1</b>	<b>P2</b>	<b>P3</b>	
	Other Land & Buildings	£10,418,928.00	30.72%	38.317%	30.97%	
	Community	£4,676.00	100%	0%	0%	
	Non-Operational (General)	£2,918,411.00	22.22%	69.03%	8.75%	
	Non-Operational Surplus	£98,455.00	0%	93.53%	6.47%	
<b>ODPM pPI 2A, B &amp; C</b> Internal Rate of Return for:	A= Industrial	13.05%				
	B= Retail	17.57%				
	C= Agricultural	12.12 (No change)				
<b>ODPM pPI 3</b> Total annual strategic management cost per sq.m GIA for the portfolio		£0.65 PSM				
<b>ODPM pPI 4A</b> Repair and maintenance costs per sq.m GIA		£16.08				
<b>ODPM pPI 4B</b> Energy costs per sq.m GIA (gas, electricity, oil, solid fuel)		£8.53				
<b>ODPM pPI 4C</b> Water costs per sq.m GIA		£2.53				
<b>ODPM pPI 4D</b> CO2 emissions in tonnes of carbon dioxide per sq.m GIA		0.086 Tonnes PSM				
<b>ODPM pPI 5A</b> Cost Predictability – % of projects where outturn falls within +/- 5% of the estimated outturn, expressed as a % of the total number of projects completed in the financial year		27%				
<b>ODPM pPI 5B</b> Time Predictability - % projects falling within +/- 5% of the estimated timescale, expressed as a % of the total number of projects completed		35%				

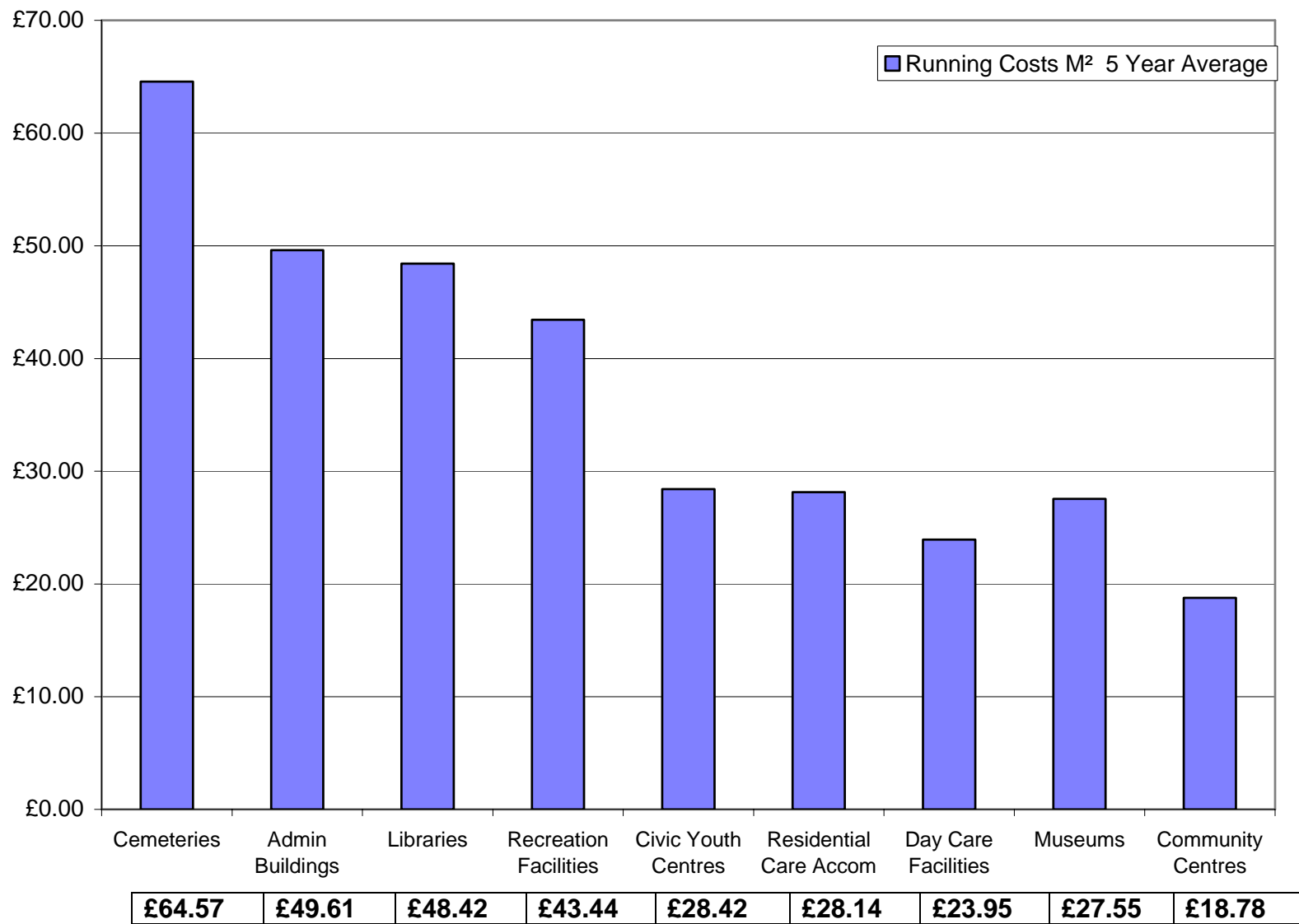


## USE OF NATIONAL PI 'S

NATIONAL PROPERTY PI	USE OF DATA	EXPECTED IMPROVEMENTS/OUTCOMES
1A and B To measure the condition of property and cost of backlog maintenance where the Council has a repairing liability	In property appraisal when considering changes to the portfolio and in allocating funds within the revenue budget and capital strategy	Improving the condition of poor buildings improving effective service delivery and client satisfaction
2A, B and C To measure the financial rate of return from the industrial, retail and agricultural investment portfolio	To compare the rate of return from individual properties and categories of properties against a target rate	Will guide decisions on disposals of investment property, particularly where performance is below target
3 To measure strategic property management costs for operational and non-operational property	To compare Salford's strategic property management costs with others.	That an appropriate level of strategic property management activity is undertaken.
4A, B, C and D To measure the running costs (Repairs and Maintenance, Energy, Water and CO <sub>2</sub> emissions) for operational buildings	Overall performance is compared with other authorities and performance of individual buildings is compared to identify poor performance where remedial action will be taken	Running costs will be minimised and CO <sub>2</sub> emissions data will help Salford to meet Climate Change Programme targets through targeting action on poorly performing buildings
5A and B To measure the delivery of capital projects within 5% of budget and estimated time scale	To monitor Salford's performance and identify need for changes if performance does not meet target	Improvements in procurement process if current performance does not meet target.



**RUNNING COSTS OF OPERTAIONAL PORTFOLIO  
5 YEAR AVERAGE**





**CPA IMPROVEMENT / BEST VALUE REVIEW ACTIVITY****CPA IMPROVEMENT ACTIVITIES – 2005/06**

<b>Priority for improvement</b>	<b>Property Implications</b>
Corporate improvement plan	Minimal property implications. Any implications largely around staffing and therefore office accommodation that will be considered and provided in line with the authority's office accommodation strategy. Outcome of Stock Options appraisal will affect future of area housing offices
Children's Services – review of primary school places	Potential implications for numbers of primary schools and /or uses of surplus space
Children's Services– Early years childcare to be available to all	Potential property implications to provide accommodation for childcare places
Libraries and leisure – improvements to the quality of Salford's libraries	Inclusion of libraries within LIFT schemes being progressed
Libraries and leisure – improving the quality of leisure facilities	Deliver agreed improvement schemes to leisure centres
Housing and Planning – Ensure successful operation of Urban Vision Partnership Ltd	Staff move to Eccles completed
Generally	Directorate improvement plans include a plethora of both process and service delivery improvements, some of which may lead to staffing implications and consequently office accommodation implications as the improvements are worked through and implemented. All such developments considered and accommodation changes delivered in line with the authority's office accommodation strategy.



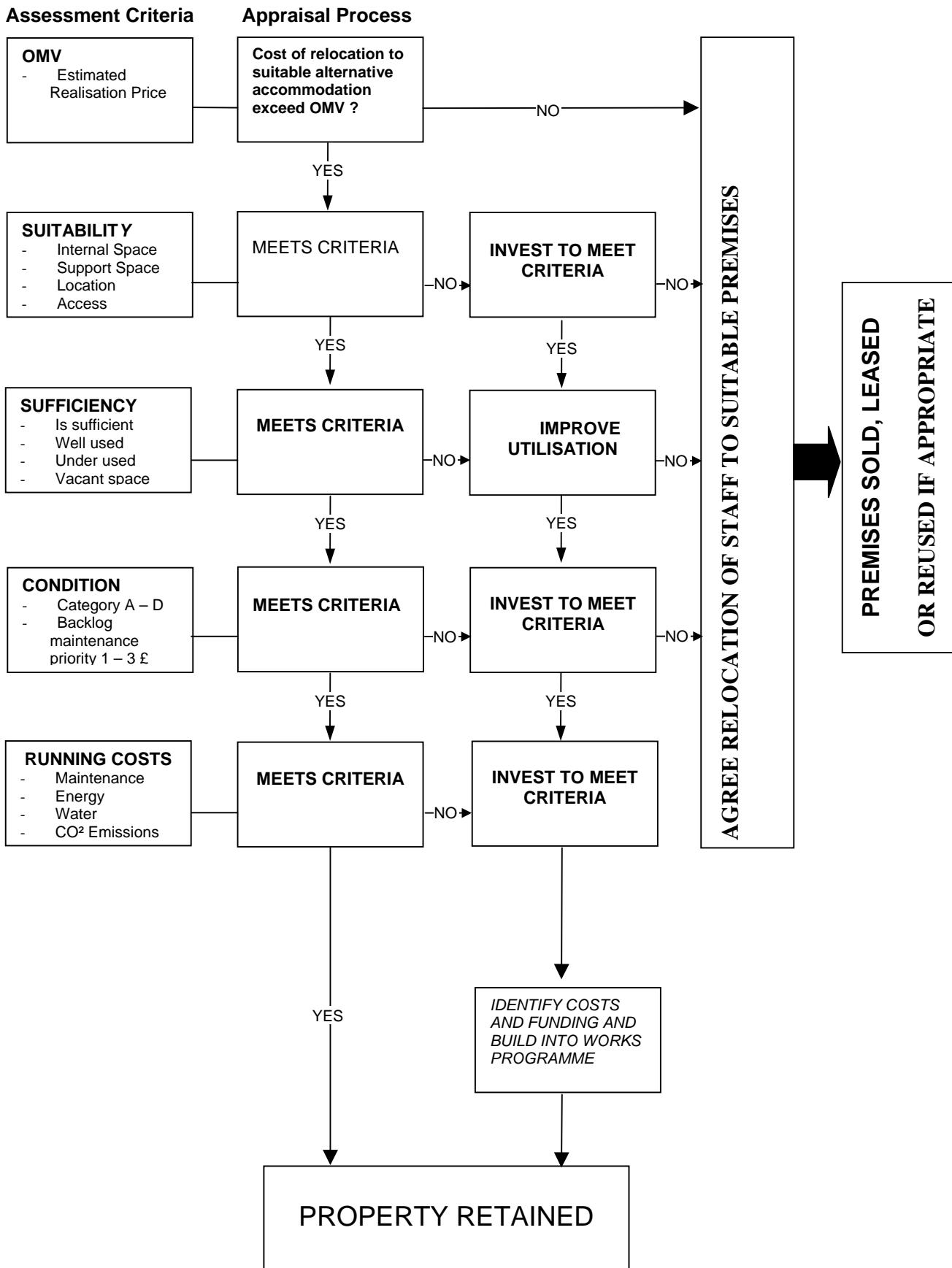
## Current programme available for inspection / audit support

### **Best Value Reviews**

<b>Review Title</b>	<b>Lead Directorate</b>	<b>Property Implications</b>
Support Older People at Home	Community & Social Services	Support for older people at home likely to remain therefore no property implications for Council
Support for people with learning difficulties	Community & Social Services	Possible reduction in buildings used for day care provision
Housing Repairs Review	Housing	Call Centre function being market tested. – outcome could affect Salford Directs accommodation requirements. Reduction in satellite office staff has been implemented.
Economic Development	Chief Executives	May affect investment estate holdings and regeneration strategy
Residential Care for Children	Community & Social Services	No property implications
Inspection & Advisory Service	Education & Leisure	No property implications
Housing Planned Maintenance	Housing	No implications for depot accommodation
Outdoor Services & Grounds Maintenance	Environmental Services	May affect occupation/control of depot accommodation
Bereavement Services	Environmental Services	Outcome of heritage lottery funding application may have implications for Agecroft cemetery lodge
Home to School and Social Care Transport	Education & Leisure/Social Services	Administrative base for Central Passenger Transport will be required (no impact on Turnpike operating base)
Building Control	Development Services	No property implications
Development Control and Development Planning	Development Services	No property implications
Construction and Design	Development Services	May affect office accommodation requirements
Youth Service	Education & Leisure	Inspection of youth service has identified property implications that need to be addressed
Culture, arts and heritage	Education & Leisure	Impact on existing museums & galleries
Registration of births, deaths and marriages	Corporate services	May affect Kingslea
Public Protection	Environmental Services	Possible office accommodation issues (minor)
SAP	Corporate services	No Property implications
Safeguarding Children	Community & Social Services	No property implications
Services to people with physical & sensory impairments	Community & Social Services	No property implications
IT NET/Salford Advance	Corporate Services	Possible accommodation issues



## PROPERTY APPRAISAL MODEL





## ACHIEVEMENTS

ACHIEVEMENT	RESULT
Establishing a Strategic Property Management Unit	Ensuring that corporate asset management is achieved
Establishing a Corporate property Officer	Responsible officer for ensuring corporate asset management takes place
Establishing a Lead Member for Property	Ensures a Council focus and member responsibility for property matters
Establishing an intranet site providing information and promoting corporate asset management	Promotes awareness across the whole council
Operation of Environmental Scrutiny Committee	Involves member involvement in target setting, monitoring performance and driving improvement
Integrated working of Asset Management Group and Budget Planning Group through common officer representation	Integrated asset and financial planning
Completion of condition surveys and priority assessments	Accurate condition data and backlog maintenance assists property appraisal and financial planning
Established five year rolling programme of re-surveys	Programmed updating of information
Introduction and operation of Surplus Property Policy	Surplus property dealt with in effective corporate way
Introduction of property requirements database	Matches property needs to property available
Established Property Strategy and Aims and Objectives for Property derived from corporate Mission and Pledges	Establishes clear principles for holding property
Developed local pPI's and targets to measure success in achieving objectives	Establishes targets monitors and measures improvements
Benchmarking introduced – Core Cities, AGMA, ACES, Sheffield Hallam University	Enables comparison with others and assists in target setting
Completed Property and Asset Management BV Review and implementing the Action plans	Identified improvements required in property and the service being implemented
Established performance reporting for office portfolio	Officer and member monitoring performance
Identification of running costs of the whole portfolio and cost per M <sup>2</sup>	Identifies areas of high costs and areas for improvement
Property performance reported to Directors	Raises awareness of property costs and performance and encourages improvement
Data needs identified	Only data required for property management and performance analysis collected
Accurate database of core and transient data established	Enables effective management of portfolio and performance assessment
UPRN established	Allows unique cross referencing of properties throughout the council
Storage Space Review	Raises awareness of costs, selected short term option to reduce storage space needs
Option appraisal introduced and being developed	Better resource allocation to meet priorities
Shared use of property with other organisation taking place	Improves service delivery and efficiency in use of buildings
Building occupier and user surveys introduced	Identifies occupier and user perception and needs to influence resource allocation
Suitability surveys introduced	Assist property appraisal and resource allocation
Area based reviews being implemented	Promotes property rationalisation, shared use and efficient use of buildings
Occupier survey of quality of FM services	Assist improvement in FM service
Gap analysis used in property strategy development	Property strategy will properly address future needs
Establishment and operation of the Resource Planning Group	Brings together in one corporate group finance and asset management planning
Achieving improved practices for dealing with surplus property	Cost savings will be achieved
Reduction in amount of operational property	Savings proposals, running costs and generation of capital receipts
Reduction in amount of surplus property	Savings in maintenance, running costs and generation of capital receipts
Achieving a 'good' assessment in the corporate AMP CIS and Education AMP	Government recognition of good practice produces financial rewards and freedoms
Significant reduction in schools backlog maintenance	Will improve teaching and learning through creating improved building environment
Establishment of a staff training facility at Broadwalk	Will permit disposal/reuse of existing accommodation



Cont..

ACHIEVEMENT	RESULT
Establishment of Leisure Trust to operate and manage leisure facilities	Focus on improving facilities and improved service to customers
Production of Service Property Strategies (SPS's) for: - <ul style="list-style-type: none"> <li>Youth Service</li> <li>Library and Information Service</li> <li>Residential Day Care and Community Services</li> <li>Office Support Services</li> <li>Sports and Leisure Services</li> </ul>	Better awareness and understanding of property performance and defining of works to and changes in services property occupiers
Completion of Primary Schools Review	
National Property PI performance comparison through IPF AMP Benchmarking Group	Comparison with other local authorities enables poor performance to be identified and addressed
Introduction of Post Project evaluation	Will assist improved project procurement
Introduction of Home Working principally in revenues and benefits	Reduces pressure for core office accommodation
Space for Sports and Arts at four school sites successfully provided	Improved facilities provided
Accommodation changes for Democratic Services successfully provided	Appropriate accommodation to meet changes in service requirements
Accommodation changes for GMPA at Civic Centre successfully provided	Appropriate accommodation to meet changes in service requirements
Commenced delivery of the Children's Centres Strategy	New buildings will provide facilities to improve life choices and opportunities for young people.
Accommodation needs for new strategic directorates established and being delivered	Strategic directorates staff being brought together, improving management communication and efficiency
Establishment of Urban Vision Ltd in February 2005 will deliver property, architecture, QS and highway services to the council	Better services for the same or less money and better roads and pavements
DDA access to 'public access' buildings being provided	Improved access to council services
First LIFT building opened at Douglas Green, Charlestown	Public have improved access to services
Quality of core office reception areas significantly improved	Enquiries dealt with more efficiently – better customer experience
Four community centres substantially modernised.	Buildings much better suited to users needs
Two intermediate care centres substantially improved.	Building more comfortable and better suited to client and staff needs
Four day care centres substantially improved.	Greater levels of dignity for users. Residential care places avoided.
Leisure Facilities – Fit City Clarendon and Cleavley Running Track refurbished and improved.	Better facilities encourage and improve access to healthy recreation and physical activity resulting in improved health outcomes.
Central Salford URC established.	Will enhance regeneration progress and outcomes.
3 New high schools established using PFI.	Suitable and sufficient new facilities support improved educational outcomes.
Jewish High School Fully operational in new building	Suitable and sufficient new facility supports improved educational outcomes.
Call Centre – established Orbit Hse Eccles	Improved access to service. Improved productivity and back office performance.
Substantial refurbishment of the Limes providing rehabilitative care for older people leaving hospital	Pressure relieved on hospital beds so freeing NHS resources
Opening of award winning Salford Sports Village	First class sports facilities providing wide range of activities