



Hinckley & Bosworth  
Borough Council

*A Borough to be proud of*

**2012/13 PROPERTY ASSET MANAGEMENT PLAN**  
**& CAPITAL STRATEGY**

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## **Foreword**

The preparation of this plan has been based around:-

- ⇒ Hinckley and Bosworth Borough Council's Corporate Aims and aspirations for its future property portfolio.
- ⇒ RICS Public Sector Asset Management Guidelines "A guide to best practice"
- ⇒ Learning from Beacon Councils, Local Authority Benchmarking Partners, Idea and the IPF.
- ⇒ The College of Estate Management "Sustainability and the Built Environment"
- ⇒ East Midlands Centre of Excellence Strategic Asset Management Guidance – November 2007.

## **Introduction**

The purpose of a Property Asset Management Plan (AMP) is to review and report on Asset Management projects and initiatives and set out the strategy to encourage and support improved asset performance whilst providing a supporting link to the Councils Medium Term Financial Strategy.

As with previous Asset Management Plans the overall aim is to:-

Build on the significant past achievements in asset management and show a pro-active approach to put the Council at the heart of the community in the delivery of services.

Continue to develop and understand Asset Management processes to strengthen the Councils portfolio ensuring an environment to grow modern, flexible and deliverable services to the highest standards.

## Profile of the District

### Overview

Hinckley and Bosworth is a forward-looking dynamic borough located in southwest Leicestershire, at the geographical centre of England and in the East Midlands economic zone. The population is 105,100 people (2011 census) with approximately 65,000 concentrated at the southerly point with the rest spread across 30,000 hectares of some of the nicest rural areas and settlements in the Midlands and home to areas of natural beauty like Bosworth Park and Ashby Canal and a number of nationally renowned tourist attractions like Twycross Zoo, Bosworth Battlefield and Mallory Park making Hinckley and Bosworth an attractive place to live, work and visit.

The former textile and manufacturing economies, which built this borough and which give it so much of its character, are being replaced by new modern industries, which concentrate on product and process innovation in their pursuit of value added goods and services. However, the heritage is recognised and influences the approach to regeneration which ensures that the borough maintains its identity. Strategies to redevelop large parts of Hinckley town centre offer a modern contrast to ensure that Hinckley and its environs are at the forefront of urban renaissance and provide modern solutions for tomorrow's companies.

The thrust of the regeneration activity focuses on the town centre, which continues to move away from a traditional retail role to providing a vibrant economy, which can offer the visitor, resident and investor a range of retail, leisure and cultural opportunities. Whilst the town centre provides the dynamism for future economic growth, it does not stand alone and is supported by settlements like Market Bosworth, Desford and Markfield, each offering a distinctive character and attraction of their own.



## **PART 1**

### **Capital Strategy**

The Capital Strategy (approved by Council) is the instrument for ensuring that the Council's capital spending proposals are implemented in an effective way as set out within the rules of the constitution. The authority's capital programme is based on a rolling programme. Members and SLB review the programme annually in light of changes in strategic priorities and legislation. Once key priorities have been agreed capital projects are ranked to ensure funding is available to meet these key priorities

### **Councils Approach to Funding Capital Investments**

A very challenging programme has been set for 2012/13 and projects are being monitored through an Officers Capital Forum Group. If long-term strategic priorities change, future projects will be reviewed in line with these changes in priorities.

The Council wherever possible endeavours to use external funds to fund capital projects. If external funding is not available internal earmarked funds are used. Where no funding is available the Council has to borrow.

#### **Borrowing**

Each year the Prudential Indicator and Treasury Management report is presented to Council. This report sets out affordability criteria (the effect of external borrowing on the council tax payer). As capital resources become scarce the impact of borrowing for future years will need to be carefully considered in the short and long term financial planning process. Having a low Council tax brings additional pressures to the General Fund because any cost of borrowing has to be funded through Council Tax

#### **External Funding**

Over the four years the Council has been successful in attaining external funds for various projects including the Atkins/Goddard Development, Greenfields development, Town centre improvements in Earl Shilton, setting up of a shared Revenues and Benefits Service and Green Space projects. Additionally, although not a Council project the Council continues to help facilitate the Bus Station Town Centre development.

This demonstrates the Councils vision to meet County and National regeneration, development and public sector partnership working agendas.

Economic conditions and central government changes have resulted in a contraction of public sector funding. The Council will however continue to seek external funding from both public and private sectors.

#### **Capital Receipts**

The downturn in the development land and Right to Buy sales market has had a significant impact on available resources. Earmarked Receipts from surplus land disposals have been delayed. This has resulted in borrowing for schemes that should have been funded from capital receipts.

Funding proposals to fund projects using Capital Receipts and the ability to generate future receipts to fund projects remains a key element of the council's capital investment strategy. The Asset Management Strategy Group has been tasked with identifying surplus sites for disposal.

#### **Earmarked Resources**

Where applicable, earmarked reserves will be used to fund specific develops. Earmarked reserves are not viewed as a sustainable way to fund future projects.

## Council Housing Projects

The opportunities afforded by the Housing Revenue Account (HRA) having become self-financing provide a platform for future council house investment. Future capital housing projects will be informed by the Council Housing Investment Strategy, approved by council in June. This Strategy outlines the council's key aims for the council housing stock which include:

- Investment in the existing stock to maintain good quality homes.
- Investment in new build/acquisitions of affordable housing.
- Refurbishment and regeneration of stock which no longer meets needs.
- Environmental improvements to estates.

Decisions will be taken during 2012/13 on investment levels into these priorities and linked to this will be work on the use of HRA land, including how capital receipts from the sale of HRA land are used.

## **The Framework for Managing and Monitoring the Capital Programme**

Strategic Priorities and Member Involvement – The Strategic Leadership Board (SLB) reviewed the programme in September 2011. Between September and November 2011 members assessed bids from Officers and these were compared against previous citizen panel results. Based on this assessment budget holders submitted capital bids which were then reviewed by SLB, scrutinised by Finance, Audit and Performance Committee and approved by Council in February 2012.

Project Justification – Project officers complete a capital project sheet for each scheme which details the link to corporate objectives as well as cost and funding for the scheme.

Management of the Programme – Project officers receive monthly monitoring reports and also hold monthly meetings with their Service Accountants to discuss project performance. SLB members receive summary financial statements monthly. On a quarterly basis SLB at the Performance meetings discuss the financial monitoring reports and recommend corrective action where appropriate. These reports are then presented to Finance, Audit and Performance Committee and Council.

An Officer Capital Forum Group has been set up to monitor progress on projects, share best practice and ideas to ensure that over riding strategic priorities are being implemented. For large projects working groups are convened who provide feedback to the Capital Forum who then feed back to SLB. For large projects multi disciplinary project groups help to monitor and advise on projects.

Revenue Implications – Costs of borrowing, maintenance and depreciation of council owned assets is charged to the revenue account together with interest payments on borrowing.

## **Capital Spending Proposals.**

A summary of the approved current capital proposals for three years 2012 to 2015 and funding Statement can be found in Appendix A.

## **PART 2**

### **The Asset Management Plan**

Asset Management is now embedded into the Councils day to day activities having moved from a point where property issues were handled by non-property professionals and with little centralised data on the Councils property portfolio. The Council now has a dedicated service area operating under the Deputy Chief Executive (Corporate Direction) to deliver a “fit for purpose” portfolio which is regularly surveyed, assets are challenged and where detailed geographical and condition data is kept on file. Reporting structures include a cross party Member Asset Management Strategy Group who challenge assets utilisation and oversee the process for identifying under performing land and property holdings, recommending actions in line with the Councils Disposal Strategy and Acquisition Strategy and looking towards innovative solutions to increase the portfolios ability to deliver first class services and maximise its asset value.

This AMP is the High Level Corporate strategic approach, and continues to build upon previous Asset Management Plans and Capital Strategies providing a clear statement as to how this Authority manages and controls its property portfolio.

The Estates and Asset Management service has the responsibility for providing a strategic overview and the day to day operational service required to drive forward corporate priorities. This Asset Management Plan provides an update on the direction this Service is moving with the Councils property portfolio. Condition surveys for the entire non-housing portfolio are undertaken on a three year rolling programme. Reporting lines include five key groups to provide a structured approach to the Authorities Asset Management Strategy.

The structure is as follows;



### **Decision-Making**

Below are further details of the Council’s democratic decision making arrangements with an explanation of each.

The Forward Plan currently identifies key decisions that will be taken by Council or Executive. This can be explained in the context of the decision-making process:

#### **Decision-making Bodies**

The main decision-making bodies of the Authority are:

**Council** – Responsible for making decisions on items relating to the Council’s Budget and Policy framework

**Executive** – the main decision-making body responsible for making all decisions that are not related to the Council’s Budget and Policy framework or the responsibility of any other Regulatory Committee  
The Council also has the following regulatory decision-making bodies as laid out by statute:

**Licensing Committee** – Under the direction of the Council to undertake duties of the Council as Licensing Authority for duties under the Licensing Act 2003

**Licensing Regulatory Committee** – Under the direction of the Council to undertake duties of the Council as the regulatory authority for Environmental Health, Waste Collection and Finance Authority, in addition to the relevant duties in relation to taxi and private hire vehicles, entertainments, small lotteries and amusements, street collections, gaming, gaming machines, street trading consents, cinemas and theatres, under the relevant Acts.

**Ethical Governance and Personnel Committee** – To promote and maintain high standards of conduct by Councillors and co-opted Members including assisting the Councillors and co-opted Members to observe the Members' Code of Conduct. And to administer the Council's Personnel policies as they affect individual employees and to liaise with the Executive in Personnel Policy Development

**Planning Committee** – To undertake regulatory and other related functions of the Council as Local Planning Authority and Building Control Authority

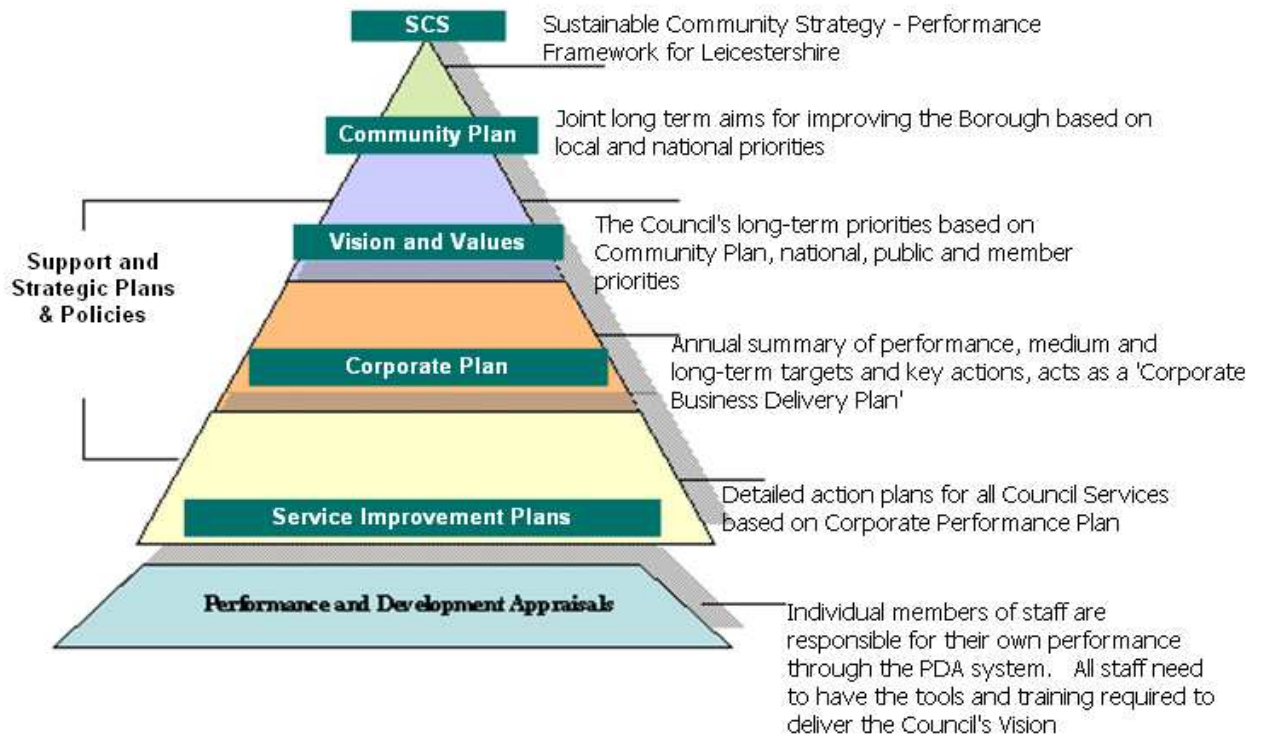
**Others**

Non Decision-making Bodies -Overview and Scrutiny Function – discharge the functions conferred by Local Government Act 2000 namely holding the executive to account, developing and reviewing policy, best value reviews and scrutiny of external bodies.

All Committees may commission Task and Finish Groups to undertake particular projects on their behalf.



## Corporate Planning Framework and How Asset Management Helps Deliver Our Corporate Aims



The Council's vision is to make Hinckley and Bosworth 'a borough to be proud of'. To achieve the Council's vision five long term Aims have been identified.

- ⇒ Cleaner greener neighbourhoods
- ⇒ Thriving economy
- ⇒ Safer & Healthier Borough
- ⇒ Strong and distinctive communities
- ⇒ Decent well managed & affordable housing

The Council uses its performance management framework to ensure that services improve and that plans, partnerships and strategies deliver the Council's Aims.

### Our Property Vision.

A considerable amount of work has been done by officers and elected members to identify savings and increases in income for future years. More work will be required to identify areas for income/revenue generation and invest to save projects in order to reduce the reliance on general fund balances and reserves 2012/13 onwards. More specifically the following actions will need to be taken:-

- i) The Asset Management Strategy Group undertook in 2008 a comprehensive review of the Council's land assets to identify under-utilised sites for disposal. Whilst some assets were sold the programme was suspended due to the recession. From 2012 onwards the Asset Management Strategy Group will re-examine the position to bring forward assets now suitable for disposal.
- ii) The Leisure Centre and depot relocation projects are being structured to maximise the capital receipts from the existing sites in order to assist funding those projects.

- (iii) Continue the review of current working arrangements for staff whereby we have already rolled out home/remote working in conjunction with the intention to move to smaller, more energy efficient offices in 2013.

These actions support the Corporate Plan 2010-2015

Opportunities and challenges outlined within the Corporate Plan will have property implications and the asset management strategy reflects these. The Council's current Capital Programme commits the Council to strengthen its approach to the management of land and property. Since 2008 there has been development of the cross party Asset Management Strategy Group whose Terms of Reference are as follows:-

- i) Review Council property for disposal as identified in the initial Acquisitions and Disposals Study
- ii) Consider all such Acquisitions and Disposals in light of the Councils financial objectives and the Corporate Plan
- iii) Review the existing Land & Property portfolio in terms of guidance laid out in the annual Asset Management Plan
- iv) Develop processes and procedures to ensure appropriate utilisation of all the Councils property and land holdings
- v) Challenge the use of all Assets to ensure they meet the Strategic Objectives as outlined by the Council

Key initiatives and objectives of the Asset Management Service to develop are as follows:

- ⇒ To be among the upper quartile of best performing authorities
- ⇒ Where appropriate, devolve the direct management of assets to the community.
- ⇒ Where appropriate create and develop existing user groups for major assets.
- ⇒ To provide extra services to meet the needs of a growing population and provide services equitably across the borough
- ⇒ To improve customer satisfaction with the repairs and maintenance service
- ⇒ To manage resources efficiently and effectively
- ⇒ Improve management capabilities through the centralisation and improvement of asset data i.e. development of GIS Systems, linking Asset and Accounting databases.
- ⇒ To maximise the efficient use of assets and ensure that they meet current and future needs.
- ⇒ To identify and efficiently dispose of any surplus assets, any receipts being used for regeneration purposes
- ⇒ Investigate opportunities to maximise use of all Councils operational buildings and provide "one-stop services" by locating, where possible, with other partners
- ⇒ Provide a safe and healthy working environment for all staff whilst improving "work / life balance".

### **Cleaner greener neighbourhoods**

Sustainability is now a clear driver in all new projects. The Asset Management Service can offer advice on green technologies and have experience in developing projects to meet the highest standards of BREAM. In all business cases it is essential to investigate green technologies and the environmental impact of the proposed development. It remains the Councils objective to reduce its Carbon Dioxide emissions and act responsibly towards its environmental stewardship.

- ⇒ To attract more high quality jobs to the area and manage new developments in sustainable ways.
- ⇒ To improve Hinckley town centres retail offer through the development of a high quality development on the bus station site
- ⇒ Work closely with the Chief Officer, Business Development and Street scene Services to support improvements in service delivery.
- ⇒

## **Thriving economy**

The Estates and Asset Management Service will carry out a Commercial Estates Property review, this is primarily to identify if our commercial portfolio is delivering towards our objectives and achieves best value. The review will look at:

- ⇒ Financial detail: Active management of the commercial estate will have positive implications for the Council in its delivery of corporate objectives.
- ⇒ Equalities: Ensure that Equalities Duty is met with respect to the Service.
- ⇒ Economic: Maximising potential from the commercial estate and effective management of the estate
- ⇒ Environment: Monitoring the impact of the commercial estate
- ⇒ Council Wide Impacts: The commercial estate is a major corporate asset and how a proactive approach to its management will have an impact on the ability of the Council to deliver its corporate objectives.

This review will aim to confirm where identifiable economic development objectives are being met and to continue to provide necessary premises for small businesses and wherever possible enhance the provision to maximise business success and revenue return.

## **Safer & Healthier Borough**

The way council services are delivered is under review with the intention of providing a flexible working approach for officers which will have the impact of a further reduction in our overall carbon footprint by the reduction of operational building's Gross Internal Floor Area (GIFA). This is in addition to existing schemes for home based working and "touchdown centres" around the borough which provide services from a number of locations rather than a central hub approach.

### Relocation of Leisure Facilities

The aspiration to create and maintain sport and leisure facilities to acceptable modern day standards within the Hinckley and Bosworth Borough. A strategic review will include options for new sites as alternatives to renewal within the existing Leisure Centre.

## **Managing land and Property Assets**

A summary of key assets (except Housing Assets) is set out in appendix C.

Housing Assets – A separate policy with regard to managing and maintaining housing related assets is held and updated within the Housing service. However sometimes requests or opportunities arise for the disposal of non-residential assets, particularly small pieces of land request by an adjacent householder. These instances will be managed in accordance with the Disposals Strategy by the Estates and Asset Management Service.

Green Spaces – A separate Green Spaces strategy and Play strategy is held which recognises the importance of such spaces but that the Borough potentially has excess in some areas but needs to expand and improve facilities in other areas. New Green Space and facilities may be adopted or acquired in accordance with the Acquisition Strategy. Existing space and facilities may be disposed of in accordance with the Disposals Strategy.

The formal Estates & Asset Management Maintenance Policy clearly sets out the key objectives of Building Maintenance, the Maintenance Management Process and goes on to define the scope of Building Maintenance itself. In line with the Asset Management Plan HBBC's buildings are managed as a corporate assets and this document will ensure a consistent approach to their maintenance for effective delivery of services.

Management of maintenance work is clearly set out detailing how repairs are assessed and given a 'priority rating' based on the property; its condition, the defect priority and reason for the work. This ensures uniformity of maintenance repairs on a corporate basis. In the development of the Asset Management Plan a three year rolling programme of Condition Surveys details the condition of all the Council's non housing assets. This will drive a five year Planned Maintenance Programme to be reviewed annually.

Maintenance of building assets is supported by GIS and an Asset Property Database. Planned Maintenance programmes outline what capital and revenue resources will need to be available and allocated to minimise the backlog of the highest priority maintenance work. An Estates Strategy is currently being developed to build on the five-year planned maintenance programmes and provide a more comprehensive and targeted analysis of the future maintenance needs of the Council's building assets.

### **Building Maintenance Policy**

The HBBC building maintenance policy states the objectives for the maintenance of the Councils' building assets and how these support service delivery. It reflects the Councils' approach to maintenance and how this approach complies with relevant legislation. The policy affirms the responsibilities assigned for the strategic and operational management of maintenance within the organisation and forms part of the organisations' Asset Management Plan.

The policy adopts the best approach to undertake maintenance activities, so that the stated maintenance objectives are achieved. The strategy reflects the organisations' approach to building maintenance.

The whole portfolio is now undergoing a new 3-year programme of condition surveys. Based on current information the maintenance backlog was identified as £95k. The ability to replace the Leisure Centre does depend on timescale for disposing of land to achieve funding.

### **Community Asset Transfers**

The Quirk Review was part of the Government's programme for empowering communities set out in the Local Government White Paper published in late 2006. The terms of reference of the review were to find ways to overcome barriers to more community asset management and ownership, taking account of the need to manage risks.

The report discussed the 'wider policy context' of the use of assets as part of the delivery of a shared 'Sustainable Community Strategy' and the delivery of agreed LAA targets. It argued that it makes sense for local authorities to develop a strategy for the use of assets which is 'corporate' across the Local Authority, and integrated with other public sector bodies locally.

The report reminded local authorities (and other statutory bodies covered by the same legislation) that under the Local Government Act 1972 and Circular 06/2003 ("the General Disposal Consent") the powers exist to transfer an asset to community management and ownership in any manner they wish, including at less than market value. However, the report acknowledged that: "The decision needs to be made by comparing the benefits to be gained from a market value disposal and the more and less tangible community benefits that would accrue from a transfer to community use".

There will be benefits in a broader community sense, which might flow from asset transfers that ignore market value provided they don't immediately find their way back into the highly constrained finances of local councils.

It is recognised that many voluntary and community groups are not actively seeking responsibility for assets and so all stakeholders must consider the long-term damage that can be done in neighbourhoods should asset transfer schemes go on to fail.

The Council is committed to identifying appropriate opportunities for asset transfer to the community and to working within The Localism Act 2011 which further extends rights and powers for communities and individuals.

### **Climate change and carbon footprint**

Climate change is the greatest environmental challenge facing the world today. Rising global temperatures will bring changes in weather patterns, rising sea levels and increased frequency and intensity of extreme weather events. This may cause severe problems for people in regions that are particularly vulnerable to change.

The publication of the Stern Report highlighted the issue of the long-term economic impacts of failing to adequately address climate change at a national level. Work has also been done at a more local level and it is an ambition of this Council that it will be more green and ethical in its operations.

The environmental impact of the Council's procurement of goods, works and services are deep and wide ranging. The early consideration of green issues with an emphasis on whole life costing may result in differing requirements providing better value for money.

The Council has installed an Automated Meter Reading system in its operational properties so that electricity and gas consumption can be efficiently monitored and reduced. The development completed in 2010 of the Greenfields business site provided 3700 sq metres of space being a mix rated as BREEAM Very Good and Excellent.

The relocation of the core Council Offices to a new development in 2013 is to accommodation with a BREEAM 'very good' standard

The Council will seek to use specific tools at each key stage of a procurement process to assess environmental and overarching sustainable impacts.

### **Major Projects Outline**

The Major Projects on which The Asset Management Team are undertaking or are significantly contributing to are outlined below:

#### **Asset Management Enhancement works programme -**

The Asset Management Plan identifies essential works, grading and prioritising them, required to maintain the Council's Assets to a satisfactory standard

#### **Business Incubator Units – Atkins Site -**

The Atkins site acquired in 2007 was developed as part of the 'Creative Hinckley' project to provide the Borough with high quality office space and workshop pods for the creative arts. This complements the part of the site developed as the North Warwickshire and Hinckley College to provide a hub of traditional skills alongside contemporary creative arts

#### **Flexible Working Initiative -**

The Asset Management Team is supporting the Flexible Working Initiative which is key to the continuing efficiency and service delivery of the authority.

#### **Relocation of Hinckley Leisure Centre -**

Asset Management are acting in an advisory capacity on the project to relocate the Hinckley Leisure Centre by providing up to date condition information on the existing centre and likely refurbishment costs / implications. They are advising on the new position for the Centre and will lead on the procurement of the land and will oversee the construction in an 'Intelligent Client' role

### **Middlefield Lane Depot Service Improvements -**

Asset Management is leading the project to enable continued Service Improvements for the Street-scenes Team at Middlefield Lane Depot by relocating to better premises so as to release the current site for more appropriate alternative use and generate a net capital receipt towards delivery of other priority objectives.

### **Development of Asset Management Plans -**

The role and direction of Asset Management is outlined in the Asset Management Plan. The plan recognises and embraces new challenges of the Authority and the way it delivers services to the community and stakeholders. Annually produced plans report on progress and provide up to date information on future challenges, legislation and government guidance.

### **Performance Management & Monitoring**

Benchmarking is undertaken against National indicators using figures from the IPF NaPPMI.

### **Risk Management**

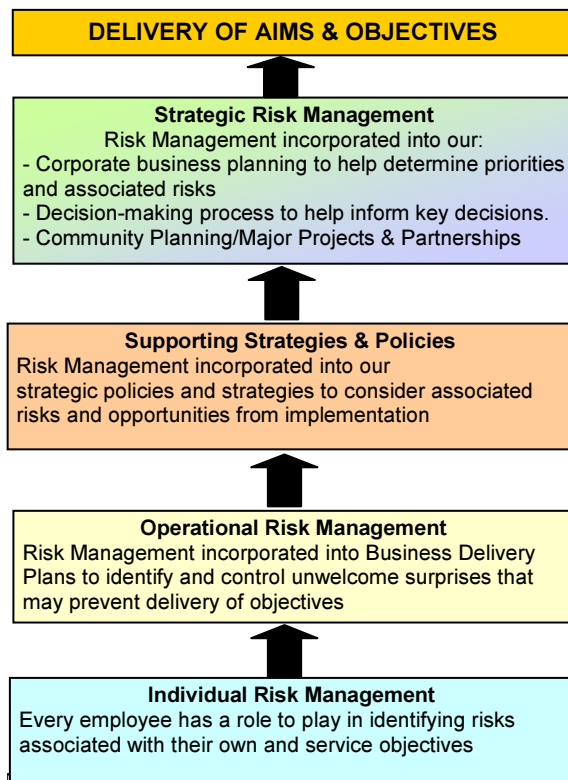
Risk Management at Hinckley and Bosworth Borough Council is integrated and managed as part of the Corporate Planning Framework. The diagram below provides an overview of how risk management is incorporated into all business activities in the context of the Corporate Planning Framework to help inform and ensure delivery of the Council's strategies and processes.

In line with the Council's Strategy for the Management of Risk, potential risks to the MTFS are identified alongside the probability of their occurrence, the impact they would have and ways to avoid them. Risk management is not a one off activity and is embedded at strategic and tactical levels with recognition that failure to implement and embed would disrupt operations and potentially have a financial impact on the Council as a whole. This is particularly true with respect to large and therefore high-risk projects currently being undertaken by the Council, for example the development of the Hub site for relocation of the Council's offices.

The primary risk of this strategy is that it is forecast based on assumptions and, as such, there is a risk that assumptions may prove to be unfounded or incorrect. There are also further risks that either cannot be fully predicted or lie outside the control of the Council. The Risk Management Strategy is reviewed annually to ensure it represents current best practice.

The Council considers financial planning and pressures within the Risk Management Framework. At a strategic level, the Medium Term Financial Strategy is managed in association with the Strategic Risk Register by the Strategic Leadership Board.

## HBBC Risk Management Framework



## Energy Performance and Display Energy Certificates

The European Union (EU) Energy Performance of Buildings Directive (EPBD) was introduced in the UK from January 2006, with a three-year implementation period ending January 2009. Its objective is to improve energy efficiency and reduce carbon emissions as part of the government's strategy to achieve a sustainable environment and meet climate change targets under the Kyoto Protocol.

Display Energy Certificates (DEC) are required for all public buildings over 1,000m<sup>2</sup> that are openly accessible to members of the public. The DEC records the energy usage and efficiency of the premises and demonstrates the results on a graph showing the rating. The certificate should be displayed in a prominent position at the entrance to each site requiring one.

The DEC process also requires the commissioning of an Advisory Report which assesses the premises elements and recommends measures to increase the efficiency of the property where practicable.

Energy Performance Certificates (EPC) are now required on properties constructed, leased or sold that are subject to internal environmental conditioning (heating or cooling). Similar to the DEC, the EPC provides the purchaser or prospective tenant with information on the efficiency of the property in a graphical certificate. The certificates are provided as part of the information packs for interested purchasers/tenants. Amongst the Authority's assets only the commercial and retail premises will require an EPC.

## Automated Metering and Targeting

As part of HBBC's efforts to maximise energy efficiency, reduce wastage and, ultimately, cost, HBBC has installed an Automated Metering and Targeting system in its operational properties. The system

provides accurate half-hourly data to enable the identification of usage trends, metering reconciliation and the potential for savings.

The data is now providing a base-line for usage of all utilities against which to monitor the effects of energy saving initiatives.

### **Water Performance Certificates**

It is reported that the EU are currently considering whether to introduce water performance certificates in the future, as part of the implementation of a Water Performance Directive for Buildings.

Although no new laws are proposed at the time of producing this plan, the Commission aims to open a debate on the ways the EU can address water scarcity and droughts in an environment dominated by climate change by listing a number of recommendations.

### **Area Reviews**

The Council is working on Area based reviews across Leicestershire and in particular to develop the new Hub (Council Offices) as a multi agency centre to deliver co-joined service.

A review of this type may offer the potential for greater service, community, and environmental, social and financial benefits to be identified. However, the review basis does become considerably more complex and project based. This initiative will need to be considered in more detail during the life of this AMP.

### **Asset Management Proposals**

To ensure that the Council's assets continue to be fully utilised and deliver both corporate priorities and service delivery needs, Asset Management will continue to consult with all relevant stakeholders to establish strategic goals.

During the Asset Management Plan period the Council will:-

Monitor and reduce our energy usage in accordance with the Carbon Management Plan

Properly inform our stakeholders with regard to our levels of backlog maintenance to ensure our resources are targeted to reducing our backlog especially with regard to high priority issues.

Support in all key Capital projects identified in the Estates and Asset Management Service Improvement Plan.

Continue to challenge utilisation of all assets and manage proposed Disposals and Acquisitions in accordance with the Disposal Strategy and Acquisition Strategy.

Re-develop our assets to reflect the requirements of the priorities emerging from the updated Corporate Plan together with the individual needs of service areas reflecting the Council's commitment to Systems Thinking, putting the customer first.

Look for further innovative ways to use our buildings in partnership with the local community.



## **Conclusion**

Asset Management has the wider focus required to establish a practical balance between Asset Management requirements and service / corporate planning and delivery across the Council.

The following benefits can now be enjoyed by following the principals laid down:-

- ⇒ Release capital funds for re-investment
- ⇒ Improve the range of services
- ⇒ Increase civic pride
- ⇒ Encourage better engagement with members and citizens
- ⇒ Increase cross service delivery through co-location of services
- ⇒ Improve the quality of the property portfolio
- ⇒ Reduce annual running costs
- ⇒ Align assets with local objectives
- ⇒ Reduce the require level of maintenance
- ⇒ Introduce improved working practices

Working collectively on how we manage our assets drives our own business improvement and delivers appreciable benefits to the local community and by working in partnership we will fully engage all stakeholders throughout all our asset management planning.

## **Review**

The contents of this AMP and areas identified for improvement will be subject to review. Any changes will be reflected in an amendment to the Plan and if necessary the Council's Disposal and Acquisition Strategy.

Changes to legislation, customer demands and service delivery issues, together with changes in the requirements set out by central government, will undoubtedly affect processes and procedures within the service area. Such changes and demands need to be reflected in the future Asset Management Service Improvement Plans.

The Asset Management Plan will be reviewed annually.

**APPENDIX A:****Capital Programme and Funding**

<b>General Fund Capital Schemes</b>	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>
Parish & Community Initiatives Grants	122,297	100,000	100,000
Parks Major works	45,656	30,000	30,000
Richmond Park Play Area	237,120	0	0
Hollycroft Park	0	0	0
Burbage Common	153,821	0	0
Memorial Safety Programme	5,156	0	0
Waste Management Receptacles	62,944	50,000	50,000
Churchyard Repairs	2,370	0	0
Queens Park	0	0	0
Grounds Maintenance Machinery	2,580	0	0
Billa Barra Improvements	10,980	0	0
Borough Improvements	66,903	50,000	50,000
Car Park Resurfacing	0	13,250	4,000
Asset Management Enhancements	98,005	0	0
Depot Relocation	1,658,000	0	0
Council Office Relocation	496,010	0	0
Customer Services Project	0	0	0
Demolition of Argents Mead Offices	350,000	0	0
Financial System	13,386	0	0
Flexible Working Project	0	0	0
General Renewals	49,100	10,000	10,000
GIS Upgrade	0	0	0
Greenfields Development	0	0	0
HR/Payroll	2,086	0	0
Democratic Services IT	39,370	0	0
Revenues and Benefits Shared Services	0	0	0
Rolling Server Review	73,230	20,000	20,000
Transformation	5,000	0	0
Major Works Assistance	190,000	190,000	190,000
Minor Works Assistance	90,000	90,000	90,000
Care & Repair Improvement Agency	37,350	37,350	37,350
Disabled Facilities Grants	605,000	295,000	295,000

Blue Recycling project	28700	0	0
Brodick Road Woodland & Wildlife	7019	0	0
Electronic Meter reading	20000	0	0
Shop Front improvement Barwell	14500	0	0
Wall Improvement Barwell	675	0	0
	4,487,258	885,600	876,350

**Funding Summary**

	2012-2013	2013-2014	2014-2015
General Fund	4,487,258	885,600	876,350
Housing Revenue Account	0	0	0
Total Expenditure	4,487,258	885,600	876,350
Grants and Contributions	(299,607)	(165,000)	(165,000)
Major Repairs Reserve	(2,052,266)	(2,052,266)	(2,052,266)
Capital Receipts	(2,086,802)	(403,802)	
Earmarked Reserves	0	0	0
Borrowing	(2,437,631)	(387,580)	(782,132)
Total Funding	(6,876,306)	(3,008,648)	(2,999,398)

## APPENDIX B

### MAINTENANCE BACKLOG (key properties)

This is based on various surveys and feasibility studies

PROPERTY		BACKLOG	COMMENT
Hinckley Leisure Centre			Premises near 40 years old and in need of significant work on fabric, plant and services within a 5 years. Investment in the existing premises may not be the optimum solution so a strategic report has been commissioned to evaluate refurbishment against potential to relocate to a new site so the existing site can be redeveloped – likely for housing. Whilst maintenance spend focuses on health, safety and welfare items, opportunities sometimes have to be taken to upgrade some facilities so they continue to meet customer expectations
Investment portfolio		£95,000	Whilst there has been considerable investment in the new Greenfields and Atkins development, progress is slower in reducing the backlog for existing premises. But £95,000 is allocated in the current budget towards the backlog reduction.

**APPENDIX C: ASSET SUMMARY (value on the balance sheet, not necessarily open market value)**

<b>PROPERTY PORTFOLIO SUMMARY</b>	
ATKINS BUILDING	£1,720,000
COUNCIL OFFICES ARGENTS MEAD	£735,000
HINCKLEY LEISURE CENTRE	£775,000
TRANSPORT & WASTE DEPOT	£750,000
INVESTMENT PROPERTY	£9,064,000
CAR PARKS	£5,151,000
PARKS & COMMUNITY PROPERTY	£3,880,000
OTHER LAND & BUILDINGS	£3,528,000