

Leadership and Ethics
Partnerships and Joint Working
Innovation and Planning
People and Performance

OCTOBER 2006

Ryedale District Council

Working with you to make a difference

Asset Management Plan

Version 1.0 October 2006

Housing and Employment
Diverse and Vibrant Communities
Safe and Inclusive Communities
Clean and Sustainable Environment
Communications and Transport
High Quality Accessible Services

our corporate aims

to have opportunity and choice of housing and employment for all	
to have diverse and vibrant communities	
to have safe and inclusive communities where young people can realise their ambition and potential	
to have a clean and sustainable built and natural environment	
to have efficient and effective high quality services accessible to everyone in a way that suits them	

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The district of... ...Ryedale.

Ryedale is an area of outstanding scenery, with beautiful villages and vibrant market towns. The area has a rich cultural heritage and enjoys the legacy of a long term, relatively stable social and industrial base. Agriculture and food production sit alongside modern and emerging technology based industries.

The area is relatively advantaged. Crime and disorder are low, environmental quality is high and employment is full and varied. We have few of the immediate problems that are of overriding significance in other locations. We do, however, have problems of disadvantage and change in areas and within sectors of the community; they are usually small-scale, so we can more readily respond to them. As far as we can, we seek to ensure that we maintain the quality of life in the District. Where we find disadvantage we take action to address it.

Population

We have 51,700 residents, approximately 50% male and 50% female. On current trends we expect Ryedale's population to increase by 3.29% to 53,400 by 2018. There are higher than the UK average people aged 45 and over and lower than the UK average in all age ranges under 45 years. There are 0.63% economically active black and ethnic minority residents and 11.83% economically active disabled people. Residents live in the market towns of Malton and Norton, Pickering, Kirkbymoorside and Helmsley; the remainder living in villages or in individual properties in the rural areas, which comprise 575 square miles of vale, moors and wolds.

Geography

To the north and west of the District lie the sparsely populated Cleveland Hills and the North York Moors - a third of the North York Moors National Park is within Ryedale. To the south are the fertile, gently undulating Yorkshire Wolds. The south-western corner of the District reaches the outskirts of the City of York and in the east the boundary is 6 miles from the North Sea.

A striking characteristic of Ryedale is the outstanding quality of its countryside, villages and market towns. This is reflected in the designation of the North York Moors National Park and the Howardian Hills Area of Outstanding Natural Beauty. The finest examples of historic buildings and features in Ryedale are legally protected; there are 44 conservation areas, more than 2,000 listed buildings, 440 scheduled ancient monuments and eight registered historic parks and gardens.

Economy

Ryedale's economy is generally diverse and robust. We have a strong, and growing, small firms sector. The District has a well-balanced industrial structure and no segment predominates, although agricultural employment is relatively high. One of the striking features of the businesses in Ryedale is the presence of small-scale, high-technology producers, making goods ranging from aircraft and submarine products to microwave guides and computer systems. Ryedale has a significantly high level of businesses per population. We have 73 businesses per 1000 resident adults, compared to a GB average of 38 and 31 in York.

Employment

Ryedale has low unemployment with 1.4% in March 2006. When we are ranked using the Index of Local Deprivation it is one of the least deprived areas in the country. But there are pockets of social and economic deprivation. Reasons for this include geographic isolation, reduction in local services and low income levels. Workers in Ryedale receive low average earnings and income with around 61% of the population earning less than the national average.

Housing

For the October - December quarter of 2005 the average sale price for houses in Ryedale was £213,863 - an increase of over 50% above the same quarter in 2002. 12% of our housing stock is social rented, compared to a national figure of 20%. Between 100 and 200 houses are built in Ryedale each year. Few of the developments are 'estate' size even though most of Ryedale is within the travel to work area of the City of York. 40% of our homes are detached; few (20%) are terraced properties. There is a significant private rented housing sector.

Transport and infrastructure

The main road network comprises the A64 (Leeds-York-Malton-Scarborough); the A170 (Thirsk-Helmsley-Pickering-Scarborough); and the A169 (Malton-Pickering-Whitby). Access to Ryedale along the A64 is good, but the road is heavily congested at peak holiday periods. Public road transport is good along the main roads. There is a main bus station next to the railway station in Malton/Norton. The Manchester-York-Malton-Scarborough railway line provides a link to the national rail network. People in the more remote rural areas, however, have limited access to public transport. This is a particular problem for people without access to private transport, particularly at weekends and evenings.

Internet access

The number of households using the internet has gone up from 48.2% in September 2001 to 61% in September 2002. All Ryedale telephone exchanges were upgraded to ADSL in 2005. The county WAN (wide area network) wireless broadband network serves some areas of the District.

Crime

We continue to have low levels of reported crime levels, although there have been slight increases in some crimes, particularly vehicle-related offences.

Health

Ryedale has in general terms a healthy population compared to the UK as a whole. However, Ryedale has an ageing population. 34% of people are over 55 and this can generate specialised health care needs. We have more GPs per head of population than the national average. Malton has a community hospital, but people who need acute healthcare mainly go outside the District to Scarborough, York or Leeds. Life expectancy is 79.9 years compared to a national average of 78.5. In 2001, 7.75% of people questioned (General Health statistics) report themselves to be in poor health, this compares to a national average of 9.03%.

Comments from the

Asset Management Champion

The Council manages a small but nevertheless significant property portfolio whose value in achieving the Council's aims and objectives should not be underestimated. Our property is a valuable resource that has a direct impact on a wide range of our services. We can categorise it under three main types:

- land and buildings used to deliver a direct service to the public e.g Showfield Lane Depot
- properties that support service delivery in some way eg, Ryedale House and other administrative offices; and
- 'non-operational' property ie, property that is not used in providing service delivery such as industrial units or shops.

Owning and using assets such as these is a major expense and ranks alongside other organisational resources such as finance, human resources, information technology and knowledge. We need to plan and record our plans to make the best use of these important resources

Good asset management can also make a significant contribution to our efforts to improve frontline services.

The Council is currently working on projects to provide new and improved employment opportunities in the District and there is a need to consider whether the Council should retain its industrial and commercial property or should use it to help invest in new property that can boost local employment. The Asset Management Plan can help with such decisions.

The Council completed this year the promised refurbishment of our leisure facilities with work on Ryedale Pool and support to the Northern Ryedale Leisure Centre at Pickering. We are closely examining detailed proposals for a new dry sports centre for Central Ryedale later this year. These proposals and plans need to inform and be informed by this Asset Management Plan.

In this Report you will find further information, results and targets for our assets in contributing to the delivery of the Council's Corporate Plan. This can help the wider Council, our stakeholders and the community to judge whether or not we are managing assets that offer value for money to the Council and to the wider Ryedale community.

I commend this plan to you.

Councillor Linda Cowling, Ryedale District Council

Purpose of the **Asset Management Plan**

The Asset Management Plan provides a dynamic management tool that will provide a co-ordinated and systematic method of working within the Council's Corporate Planning Framework shown below.

Statement of Purpose

"To effectively manage the Council's property portfolio in order to meet the aims and objectives of the Council's Corporate Plan."

Aims

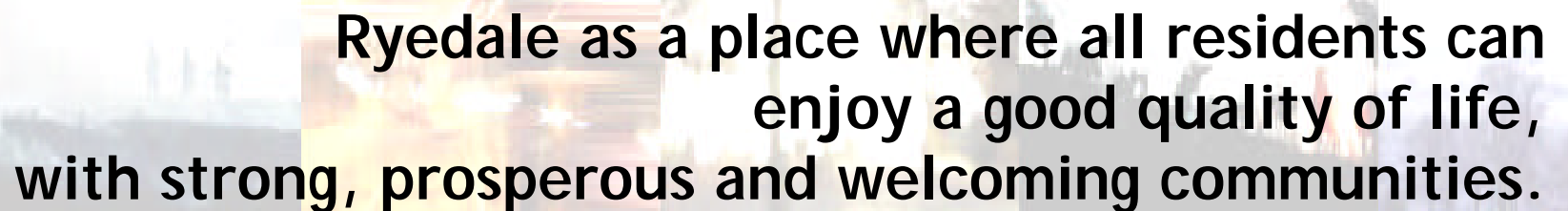
- (a)** To manage the Council's miscellaneous properties portfolio in order to gain the maximum benefit to the Ryedale Community and deliver the Council's Corporate Plan
- (b)** To manage effectively the Council's property portfolio with a view to ensuring service delivery needs are met.
- (c)** To work in partnership with the County Council and other agencies to maximise asset use and ensure the provision of sufficient business space to meet the needs of the Ryedale economy.
- (d)** To maximise rental income from investment properties whilst ensuring the reasonable needs of tenants are met.

Objectives

- To work with other Council service providers to ensure the efficient and effective use of all the Council's property assets.
- To develop a strategy for Strategic Asset Management.
- To promote the availability of Council owned workshop premises.
- To examine the need to provide additional workshop space within the District.
- To maximise the potential of properties by investigating the most effective strategy for them, including selling off those deemed surplus.
- To ensure that partnership organisations are properly reimbursed for contributions.
- To ensure effective management of the Council's commercial portfolio.
- To work with other Council service providers to seek to reduce rent and service charge arrears.

Our **Vision** for Ryedale

We share a **Vision** with **residents** and our **public** and **private sector partners**:



**Ryedale as a place where all residents can
enjoy a good quality of life,
with strong, prosperous and welcoming communities.**

Our **Mission** guides our approach in working to achieve the vision:

Working with you to make a difference.

Our six Corporate Aims and our top twenty Objectives

1	2	3	4	5	6
To have opportunity and choice of housing and employment for all	To have diverse and vibrant communities.	To have safe and inclusive communities where young people can realise their ambition and potential.	To have a clean and sustainable built and natural environment.	To have effective and integrated communication and transport networks.	To have efficient and effective high quality services accessible to everyone in a way that suits them.
Objectives	Objectives	Objectives	Objectives	Objectives	Objectives
1. To provide an average of 75 affordable housing units every year for the next 5 years.	4. To increase participation in and satisfaction with sports and cultural activities by 25% by 2009.	7. In partnership with others, to reduce violence by 7% from 407 incidents to 380 incidents by March 2008.	10. To recycle 35% of all waste by 2007 and 40% by the end of 2009 and to reduce the KG of residual waste collected per household from 685kg to 525kg by 2009.	13. In partnership with others, to reduce the number of HGVs travelling through Malton & Norton by 50% (based on 2003 levels) by 2012.	16. To resolve 80% of all service enquiries at the first point of contact by 2009.
2. To increase annually through direct Council intervention, the number and range of employment opportunities available in Ryedale.	5. Promote positive attitudes towards disability groups by ensuring that 100% of council public buildings comply with the Disability Discrimination Act by 2009.	8. In partnership with others, to reduce anti-social behaviour and nuisance in the top 5 categories by 10% by March 2008.	11. To reduce CO ₂ emissions resulting from our operations by 20% on 1990 levels by 2010.	14. To focus new developments in locations that are accessible by a variety of modes of transport, in particular public transport.	17. To migrate 70% of customers to use electronic channels (inc telephone) for all transactional services by 2009.
3. To implement at least 1 economic regeneration project per Market Town - as identified in the individual town business plans - until 2009.	6. To target 90% of community grants at needs identified in the community and corporate plans by 2009.	9. To develop and provide services that enable young people to realise their ambition and potential.	12. To ensure that less than 10% of all relevant land over which the Council has responsibility have combined deposits of litter and detritus that fall below acceptable levels by 2009.	15. To enable, through grant aid, an increase in the number of journeys made on community transport services.	18. To set and achieve performance targets that show a year on year improvement across all services until we achieve upper quartile.
					19. To ensure that all services meet the Level 3 Equalities Standard by 2007 and Level 5 by 2009.
					20. To achieve annual efficiency gains of 2.5%.

Our Corporate Values and Competencies

Values

In all our work the Council will act with the following principles and beliefs underpinning our approach:

Leadership and Ethics

- ♥ Respect people's rights and concerns and act with integrity, courtesy and due promptness.
- ♥ Promote consultation, dialogue and involvement, will listen and be sensitive to community needs and aspirations.
- ♥ Be open and accountable in decision making with high ethical standards.
- ♥ A commitment to Equalities and Human Rights

Partnership and Joint Working

- ♥ Work in partnership with others in the public, private and voluntary sectors.
- ♥ Value people's diverse opinions and needs.
- ♥ Work to achieve mutual trust with local people.
- ♥ Be open to challenge.

Innovation and Planning

- ♥ Ensure that sound environmental policies are at the heart of all the Council does.
- ♥ Be forward looking.
- ♥ Encourage innovation and creativity

People and Performance

- ♥ Strive to improve the efficiency and effectiveness of service delivery, providing value for money.
- ♥ Match or exceed our customers' expectations.
- ♥ Be a high quality employer.
- ♥ Maximise the development and skills of our staff and elected members.
- ♥ Promote effective Work Life Balance for all.

Competencies

To achieve our vision and mission we will ensure that the council, its staff and members, have access to the following skills, knowledge and abilities.

Core Skills

- ★ Leadership
- ★ Manage and develop people
- ★ Change orientation and management

- ★ Work collaboratively
- ★ Customer focus
- ★ Personal effectiveness and development

- ★ Communication
- ★ Strategic thinking
- ★ Planning and organising

- ★ Analytical thinking and decision making
- ★ Innovation and creativity
- ★ Political effectiveness

Knowledge

- ★ Awareness of regional, national and international context
- ★ Knowledge of the community and its changing needs
- ★ Preparedness for anticipated changes in legislation and technology

Resource Integration

This plan takes account of the Council's vision and its priorities in managing our assets. It will be updated and rolled forward annually. As such the plan includes actions and activities that will contribute to the realisation of our overall aims and objectives. These priorities should be integrated with our financial plans and policies to ensure that resources are available, accessible and allocated in the annual budget cycle. In this way we can be sure that we maintain and enhance our assets so that we can continue to deliver our existing services as well as our plans for the future.

The Council's broad financial prospects for the next three years (2006-2009) are contained in the Medium Term Financial Plan (MTFP). This plan has evolved, as the Council's budgeting processes have evolved over the last few years, away from an incremental approach to one that is more focussed on priorities. The six corporate aims, as identified in this plan, drive the broad allocation of resources as set out in the MTFP.

The MTFP incorporates the views and policies of the Council and stakeholders and takes account of risk assessments, projected developments in Council services and the increasing number of external pressures placed upon the Council's finances, such as the Gershon efficiency agenda, which must be considered and balanced alongside the local pressures.

In order to ensure that the Council's key strategic plans remain sensitive to this external environment and stay

relevant they are kept under review as part of the annual corporate planning process (figure 3). The corporate plan identifies the Council's priorities; these priorities drive the overall approach to financial planning as contained in the Medium Term Financial Plan; the action plans identified in the Corporate Plan drive the individual Service Delivery Plans which in turn informs the annual budget processes.

The Service Delivery Plans draw down actions from the Corporate Plan and develop them into deliverable projects and service targets. Detailed implementation requirements, including a detailed analysis of any additional resource requirements including assets, are used to develop bids to the revenue and capital budgets.

In developing service delivery plans unit managers should have regard to the Corporate Plan, the Medium Term Financial Plan and this Asset Management Plan.

This Asset Management Plan forms an integral part of the Council's strategy for the development and improvement of service delivery. The Asset Management Group ensures a service wide understanding of corporate assets.

The Asset Management Plan provides an essential link between the Corporate Aims and Objectives and the Service Delivery Plans to ensure improved effectiveness in the use of the Council's assets.

The Asset Management Plan also provides vital information for the development of the Capital Strategy and Medium Term Financial Plan in order to ensure the fit of existing needs to future needs through option appraisal and prioritisation in key investment areas.

The Capital Programme itself is developed through the appraisal of bids by departments within the overall context of the service and organisational objectives. Any bid to be considered must address these issues. The bids form part of the Service Delivery Plans produced by each Service Unit annually. The plans are developed in October alongside the Council's budget as part of the Council's Strategic Planning Framework.

Initial assessment of all bids as they affect the Council's property assets is carried out by the Asset Management Group. The Group make priority recommendations to the Capital Monitoring Group, who then report to the Senior Management Team. The bids are then appraised by the Senior Management Team, within the context of the service and organisational objectives, service plans and policies.

The resulting appraisal establishes the priority order of schemes submitted. This list is then submitted to the Policy

and Resources Committee for Members' determination and revision of the programme within the available budget.

Utilisation of Assets

Issues that are expected to influence changes in the utilisation of assets include

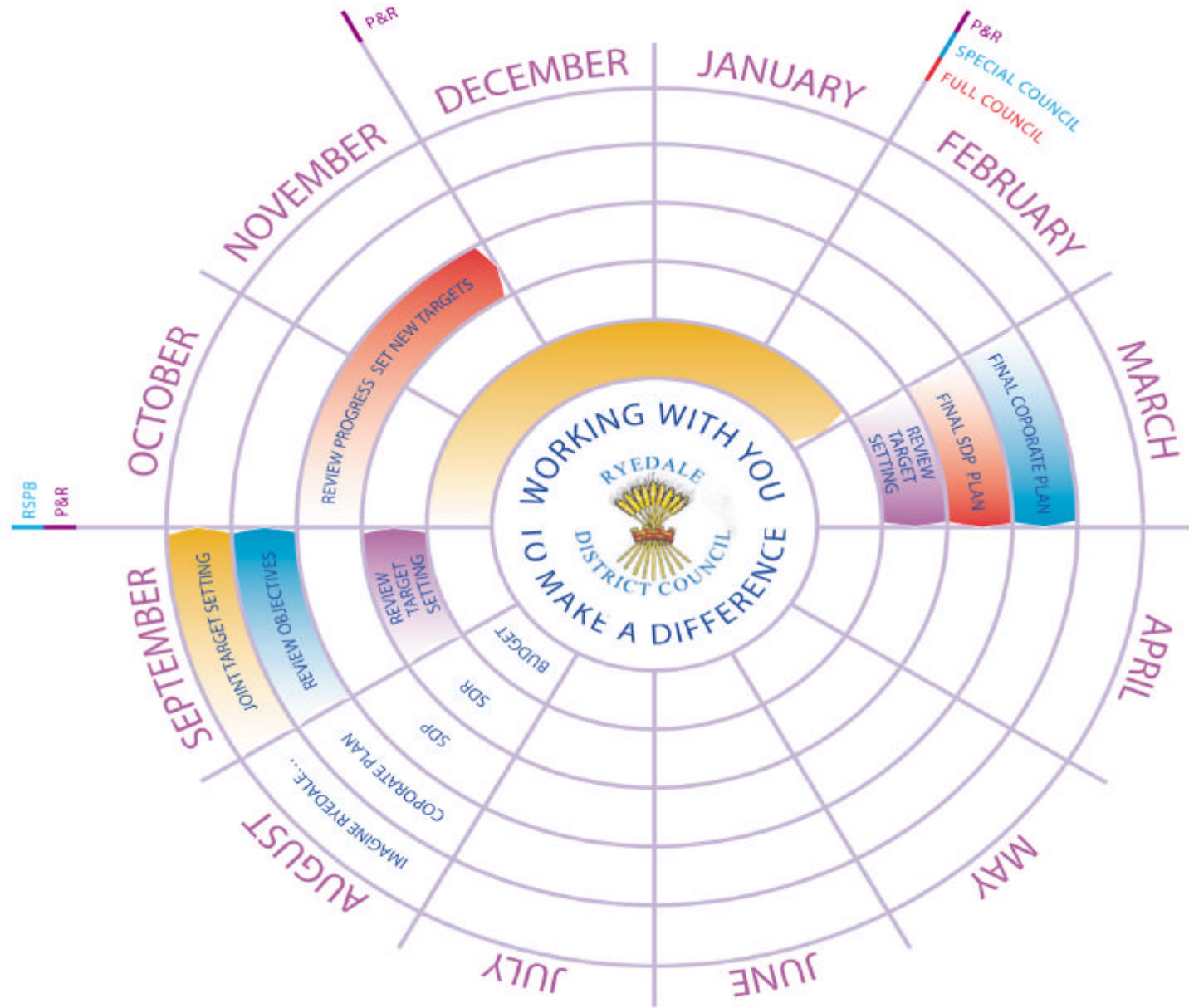
- E-Government
- Customer contact management systems
- Externalisation of service delivery through partnerships
- Electronic Document Management Systems
- Home working
- Methods and location of service delivery

The Council has a long established track record in utilising its assets through shared use.

Following reorganisation in 1996 and the loss of over one third of Council staff to the City of York Council a partnership was formed with North Yorkshire Social Services who now occupy the top floor of Ryedale House, the Council's "Civic Centre". This arrangement utilises common reception and meeting room facilities to the benefit of both parties.

Another example of shared occupancy is the use of part of the ground floor in Ryedale House for the Registrar, which also provides for the utilisation of the Council Chamber and meeting rooms for wedding ceremonies. Additionally a room has been let to BBC Radio York for use as a community studio.

Corporate Planning Framework



Our Property Portfolio

The existing portfolio

The Council has a relatively small but nevertheless important property portfolio comprising of operational and non-operational properties. Overall responsibility for data management lies with the Corporate Property Officer.

It should be noted that some of the properties cover several individual parts or units e.g. The Maltings Business Centre, Malton includes 17 business units that are separately let but are counted as one property.

Information on all listed properties is currently held as “hard copy” individual asset records containing all the relevant data, together with a location plan.

The District Council now has a corporate local land and property gazetteer in place. All the Council's assets are linked by UPRN to this gazetteer. A computerized Estate Management package has been installed, sourced from ESRI/CAPS. This is linked to the local gazetteer (CAPS) and the Corporate GIS (ESRI). Full training has been provided to staff on using the system. The Asset Terrier is being transferred from “hard copy” with completion programmed for Autumn 2006. This process will be used to validate the data by reference to the title deeds and property files.

The system contains information on all Property Data Types as defined in Section 6 of the Asset Management of Local

Authority Land and Building - Good Guidance. This system will replace the current system within the property management section.

Property Data Types

- Core Date - this is data that often stands for many years and is required both centrally and locally, as part of the information required to meet many of the needs. Examples include address, size, description of property, use, legal interest etc.
- Intermediate Data - property data that needs updating at infrequent intervals and may be required by different parties. Examples include condition details, rents, use details.
- Transient Data - fast moving property data that needs regular updating. This is usually required by the building users and day-to-day managers. Examples include energy costs, maintenance requirements and other costs in use.

The data will be kept up to date as part of the programme of asset valuations and also on completion of transactions such as sales, rent reviews and lease renewals.

Individual condition surveys have previously been carried out on a rolling programme to assess the properties for maintenance and/or renewal.

The Council has completed a full and structured Condition Survey of all its properties in order to inform the needs of a 10 year planned maintenance programme. Each property has been classified into one of the following standard grading categories:

A Good - Performing as intended and operating efficiently.

B Satisfactory - Performing as intended but exhibiting minor deterioration.

C Poor - Exhibiting major defects and/or not operating as intended.

D Bad - Life expired and/or serious risk of imminent failure.

The condition surveys have also been used to assess maintenance backlog using the following priority levels:

1 Urgent works that will prevent immediate closure of premises and/or address an immediate high risk to the health and safety of the occupants and/or remedy a serious breach of legislation.

2 Essential work required within two years that will prevent serious deterioration of the fabric or services and/or address a medium risk to the health and safety of the occupants and/or remedy a minor breach of the legislation.

3 Desirable work required within 3 to 5 years that will prevent deterioration of the fabric or services and/or

address a low risk to the health and safety of the occupants and/or a minor breach of the legislation.

4 Long-term work required beyond a period of 5 years that will prevent deterioration of the fabric or services.

The tables below give a summary of Council properties by the above classifications.

Service Area	Condition Category			
	A	B	C	D
Offices		1		
Depots		1		
Leisure Buildings	1	4		
Commercial Properties	2	2		
Economic Development	3	2		
Public Conveniences	1	8		
Area Offices/Tourist Information Centres	1	2		1

Service Area	Priority Level			
	1	2	3	4
Offices		1		
Depots		1		
Leisure Buildings		2	2	1
Commercial Properties	1		3	1
Economic Development			3	3
Public Conveniences		1	4	4
Area Offices/ Tourist Information Centres		1	2	

NB. The Area Offices and Tourist Information Centres share the same building in most cases and therefore have been listed together for the purposes of this exercise.

The condition surveys have been used to inform the Asset Management Group that the current maintenance programme is adequate and no specific recommendations need to be made at present. However, the AMG will be

monitoring the programme and will make specific recommendations where required.

The information from the above has been used to provide the required property performance indicators, which will be monitored by the Asset Management Group.

This system will be updated as an ongoing commitment and will be available as a tool for use by all the Council's Service Providers

As part of the CPA process and to inform the Audit Commission's assessment of the Council's Use of Resources, the above information is used to develop national and local property performance indicators. The indicators are new for the year 2006/07. These are set out as follows:

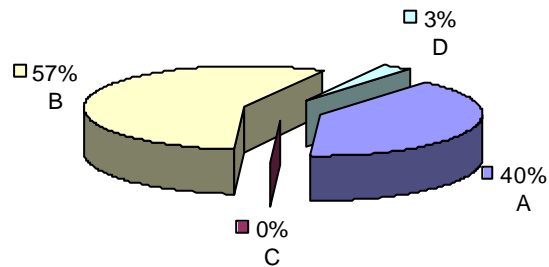
Performance Indicators

The following performance indicators are used by the Council to monitor how we are performing and improving.

National Indicators

1. Condition and Required Maintenance

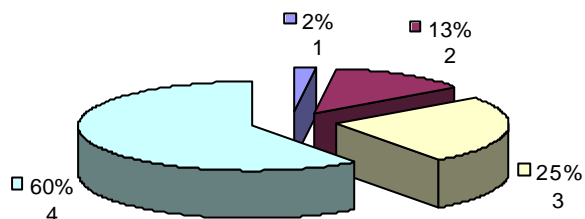
PPI 1A - % Gross Internal Floor Space in Condition Categories A - D



PPI 1B - Backlog of Maintenance by Cost

i) Total value £523,500

ii) % in Priority Levels 1 - 4



PPI 1C - Annual percentage change to total required maintenance figure over previous year - 80%
Large increase due to a new round of condition surveys having been undertaken.

PPI 1D - Total Maintenance Spend

- i) In previous financial year - £123,930
- ii) Per square metre GIA - £6.86
- iii) Split between planned and responsive maintenance 53% : 47%
Target 70% : 30%. Not achieved mainly due to nature of repairs required at the Swimming Pools.

2. Building Accessibility Surveys - Yet to be undertaken

PPI 2A - % of portfolio by GIA for which an Access Audit has been undertaken by a competent person.

PPI 2B - Number of properties for which an access audit has been undertaken by a competent person.

PPI 2C - % of portfolio by GIA sq.m. for which there is an accessibility plan in place.

3. Suitability Surveys - Yet to be undertaken

PPI 3A - % of portfolio by GIA sq.m. for which a suitability survey has been undertaken over the last five years.

PPI 3B - Number of properties for which a Suitability Survey has been undertaken over the last five years.

PPI3C - Grading

- i) % of properties graded as good or satisfactory
- ii) % of properties for which grading has improved since the last suitability survey was carried out. - Not applicable.

4. Environmental Property Issues

PPI 4A - Energy Costs per sq.m & kwh per sq.m. GIA (gas, electricity, oil, solid fuel)

Ryedale House - Council Offices	£8.61	278kwh
Malton Depot	£8.92	331kwh
Swimming Pools	£19.52	586kwh
Public Conveniences	£9.36	83kwh
Area Offices	£18.22	292kwh
Tourist Information Centres	£6.46	164kwh
Malton Museum	£4.50	134kwh

PPI 4B - Water Costs per sq.m and volume per sq.m. GIA

Ryedale House	£1.24	2m3
Malton Depot	£0.89	0.86m3
Swimming Pools	£2.22	0.86m3
Public Conveniences	£26.40	2.02m3
Tourist Information Centres	£0.60	3.83
Malton Museum	£0.25	Fixed Charge

PPI 4C - CO2 Emissions in tonnes of Carbon Dioxide per sq.m

Ryedale House	0.076
Malton Depot	0.078
Swimming Pools	0.19
Public Conveniences	0.036
Area Offices	0.086
Tourist Information Centres	0.058
Malton Museum	0.031

5. Sufficiency (Offices)

- PPI 5A - i)** A/offices (sq.m.) as % of total portfolio - 20%
B/offices (sq.m.) as % of total operational portfolio - 52%
C/offices (sq.m.) space per head of the population - 0.09
- ii) office space (sq.m. NIA) as a percentage of total floor space in operational office buildings - 82%
- iii) A/% of office buildings shared with other public agencies - 25%
B/% of operational buildings shared with other public agencies - 5%

- PPI 5B** i) average floor space (sq.m.) per FTE (offices) - 8.9m²
ii) annual property cost per workstation - not available this year

6. Spend

PPI 6A - Property Costs as a % of the revenue budget - 4.8%

PPI 6B - Property Costs per sq.m. GIA by Property Category

Ryedale House	£53.78
Malton Depot	£27.42
Swimming Pools	N/A
Public Conveniences	£91.96
Area Offices	£48.29
Tourist Information Centres	£94.84
Museum	£20.41

7. Time and Cost Predictability - Not required for 2005/06

PPI 7A - Time - Planning and design - The percentage of projects where actual time between Commit to Prepare Proposals and Commit to Construct is within, or not more than 5% above the time predicted at Commit to Prepare.

PPI 7B - Time - Design Only. As for A for period between Commit to Design and Commit to construct.

PPI 7C - Time - Post-Contract. As for A for period between Commit to Construct and Available to Use as at Commit to Design .

PPI 7D - Cost - Planning and Design. The percentage of projects where the actual cost at Commit to construct is within +/- 5% of the cost predicted at Commit to prepare proposals.

PPI 7E - Cost-Design Only. As for D but from prediction at Commit to design.

PPI 7F - Cost - Post Contract. As for D for period Available to Use from commit to design.

Local Performance Indicators

Ryedale DC has joined the North and East Yorkshire Asset Management Benchmarking Group. We have already decided on the Performance Indicators to be developed specifically for North Yorkshire. A set of local performance indicators has been agreed, which are as follows.

Commercial

LPI 1 - Investment return on commercial portfolio - Retail 10%
- Commercial/ Industrial 9.5%

LPI 2 - Void Rate % vacant properties as at 31st March - 8.5%

LPI 3 - Efficiency of income collection - % collected within 90 days - 94%

LPI 4 - Value of capital receipts - £184,066

Operational

LPI 5 - % of time public buildings are open - 94%
(measured against standard opening time of 8am to 6pm)

LPI 6 - % of accommodation occupied by partners - 5%

LPI 7 - % of office space that meets office space standard of 12 sq.m. per person - 0%

The above performance indicators are submitted to the Council's Overview and Scrutiny Committee as part of the reports by the Council's Performance Management Unit and fed into the Community Plan along with other Performance Indicators enabling them to be considered corporately along with others. The performance figures are also used to compare its performance with other neighbouring Councils and those Councils of a similar sized makeup, through the Benchmarking Club. Targets will be set within the Council's decision-making process.

The Council has embarked on a programme of suitability and accessibility surveys, which will inform the Asset Management Group on the suitability of the properties for their purpose. On completion a report will be submitted to Senior Management Team. It will then be considered by the Policy and Resources Committee and then fed into the Service Delivery Plans.

Review and challenge

Under Use and Disposal

In common with many District Authorities, the Council owns operational and non-operational sites or buildings, all of which have been scrutinised with regard to their possible under-use or potential for disposal.

This process has over the last two years resulted in:

- the development and disposal of Thornton Road (Phase II) Industrial Estate
- under-utilised land that forms the site of Malton Castle is now to be let to a charitable trust, who propose to clear and landscape the area for the benefit of the public and link it with other areas of public open space.
- The marketing and disposal of the former depot at Middleton, Pickering
- The marketing for potential disposal of The Maltings, Castlegate, Malton

These actions comply with and support the Council's corporate and service delivery aims and objectives.

Negotiations are ongoing with The Yorkshire Housing Association (formerly Ryedale Housing Association) to dispose of miscellaneous areas of land close to the Council's former housing stock, as they now own the adjoining land. This land will be used for affordable housing which is a key Corporate objective. The site of the former Helmsley Depot has already been transferred to Yorkshire Housing for the provision of affordable housing

The intention of the Asset Management Group is to fix targets for the disposal of the category 5 non-operational surplus property, subject to Committee approval.

As well as non-operational property operational properties will be scrutinised. For example the lease on the Market Place Car Park, Malton is due for renewal in April 2009. The Asset Management Group will be examining whether or not it is worthwhile for the Council to continue with leasing the property with regard to the Council's primary aims and objectives. In addition the Council's lease of the former Town Hall in Malton comes to end in April 2009 and likewise it's future requirement will be examined.

Spending and Outputs/Outcomes

The Council has undertaken thorough investigation and analysis of the gaps between future requirements and the current provision and performance of the Council's present property assets. This has identified a potential shortfall of car parking provision in Pickering and Helmsley. The acquisition of car parking land has been included in the Capital Programme. Other than this there is no major shortfall and, being a debt free authority, the maintenance programme can be self financed.

The long term provision and purpose of Public Convenience facilities in Ryedale will be the subject of the next review.

The Council has a realistic and well defined four year Capital Programme mapped out until 2009/10, which identifies the resources available and timetable for each element of the programme.

Examples of the programme are:

Land and Property Acquisition

- Land for Car Park, Pickering

Capital Receipts and Other Grants

- Sale of Land on Thornton Road Industrial Estate, Pickering (started April 2001).
- Sale of The Maltings Castlegate Malton

Other detailed schemes, many of which reflect planned maintenance, include

Heritage Economic Regeneration Scheme

Car Parks Major Repairs

New Sports Facilities

Ryedale Swimming Pool

Affordable Housing Initiative - Home Repair Grants

Housing Needs Survey

Public Conveniences

Malton Depot
Repairs and Renewals, Ryedale House
Improvements to Milton Rooms

Business Site Development Pickering
Advanced Engineering/High Tech Cluster Park Malton Area

The capital programme is dynamic and will change as the results of the scrutiny and service reviews become apparent.

The benefit of this long-term strategy is that any gaps or new requirements can be quickly identified and resolved.

The milestones for successful implementation are identified at the planning stage of each scheme in the form of a cost/ benefit analysis presented for approval to the Policy and Resources Committee.

The progress of each scheme is then closely monitored by the Asset Management Group, and reported to Policy and Resources Committee on a regular basis.

One change that will occur during the lifetime of this Plan is that the Council will reduce the “reactive” property maintenance undertaken and increase the “planned” property maintenance undertaken in order to arrive at the recommended 70 : 30 per cent split.

E Government

The Council has responded to electronic innovation by

- Developing an award winning website
- Developing an intranet
- Facilitating members connectivity
- Ensuring that the internet is available for use by Council staff

The council has developed an E government strategy and has achieved the national objective of making all services electronically available by 2005.

Clearly E Government is going to impact on the Council's property assets, especially with the proposed establishment of 'one stop shops'. As part of the 'Access to Services Review' the Council is undertaking a number initiatives at both town and parish level.

At Town level the Pickering Area Office is being incorporated into Pickering Resource Centre (former library). It is envisaged that it will allow extension of the service as a result of libraries now having to have longer opening hours.

In addition the Council have negotiated the surrender of the lease on Helmsley Town Hall now that the TIC has moved to Helmsley Castle. The County Council will take over the premises and the Area Office function will be incorporated into a new Resource Centre.

The Asset Management Group will be addressing the property issues arising from the above as and when they arise.

Financial Implications of this Plan

In order to support the delivery of the Council's identified priorities the Council has agreed to invest or reallocate additional money (capital and revenue) which supports new projects and work programmes over and above the on-going general maintenance of property assets delivered within the Council's annual budgets.

Priorities	2006/07		2007/08		2008/09	
	Anticipated Additional Revenue	Capital	Anticipated Additional Revenue	Capital	Anticipated Additional Revenue	Capital
Aim One Housing and Employment		£483,000	£0	£504,000	£0	£13,000
Aim Two Diverse and Vibrant		£283,000	£0	£150,000	£0	£0
Aim Three Safe and Inclusive	£0	£0	£0	£0	£0	£0
Aim Four Environment	£0	£61,000	£0	£0	£0	£0
Aim Five Transport and Communication	£0	£0	£0	£0	£0	£0
Aim Six Efficient, effective and accessible services	£0	£0	£0	£0	£0	£0
Total Additional Expenditure	£0	£827,000	£0	£654,000	£0	£0

Action Plan

Action	Priority	Responsibility	Target Date	Resources Required	Milestones	Measurement
Complete Suitability Surveys and feed into future Capital Programme	Medium	Asset Management Officer	01.09.2007	No additional	01/04/07	% complete
Complete Accessibility Surveys and feed into future Capital Programme	Medium	Property Surveyor	01.09.2007	No additional	01/04/97	% complete
Reduce Planned : Reactive Maintenance Split to 70:30	High	Property Surveyor	01.04.2007	No additional	01/04/07	Accounts
Completion of Asset Terrier to Computer	High	Asset Management Officer	01.01.2007	Possible additional staff resources required	31/01/07	% complete
Transfer of land to Housing Association for Affordable Housing	Medium	Asset Management Officer	31.12.2007	No additional	01/04/07	% complete
Provision of Dry Sports Centre	High	Director of Operations	Late 2008	To be advised	Decision to proceed March 2007	Completion
Partnership Working with NYCC Libraries to create Resource Centres	Medium/ Low	Member and Customer Support Manager	Ongoing	No additional	Completion of Helmsley Resource Centre	Completion
Disposal of Non - Operational Property	Medium	Asset Management Officer	01.04.2007	No additional	01/04/97	Value of Assets against target amount

Action	Priority	Responsibility	Target Date	Resources Required	Milestones	Measurement
Carry out Energy Efficiency Surveys and feed into future Capital Programme	High	Environmental Health	31.12.2007	No additional	01/04/07	% complete
Land for Car Parking at Pickering	Medium	Asset Management Officer	No fixed	Capital	Report to Policy and Resources Committee	Completion
Review of Public Convenience provision in Ryedale	High	Performance Mangement	01.04.07	No additional	Report to Overview and Scrutiny	Completion
Review of future occupation of The Market Place Malton	Medium	Asset Management Group	01.04.08	No additional	Report to Policy and Resources	Completion
Review of future occupation of the Former Town Hall Market Place Malton	Medium	Asset Management Group	01.04.08	No additional	Report to Policy and Resources Committee	Completion

Appendix A

Asset Management Group

Constitution and Role

In common with all other Local Authorities the District Council is required to deal with land and property in an integrated manner. The Asset Management Group has been formed to ensure that the Council owns/occupies and manages land and property taking into account service needs and strategic corporate requirements.

The Group will report to Senior Management Team having regard to the approved Asset Management Plan and subject to the overriding responsibility of Policy and Resources Committee. The group will report to the Senior Management Team with recommendations and the minutes of the Asset management Group meetings will be circulated to SMT.

Constitution

The Property Manager (Corporate Property Officer) will chair the Group and its Secretary will be the Asset Management Officer. Other members will be a Director, Financial Services Manager, Commercial Services Manager, Performance Manager.

The Asset Management Group will co-opt other officers onto the group as and when the need arises.

Role

To monitor the implementation of the proposals contained in the Asset Management Plan, the aim of which can be said to 'optimise the use of assets (land and property) in terms of service benefits and financial return'. Amongst other things this will include:

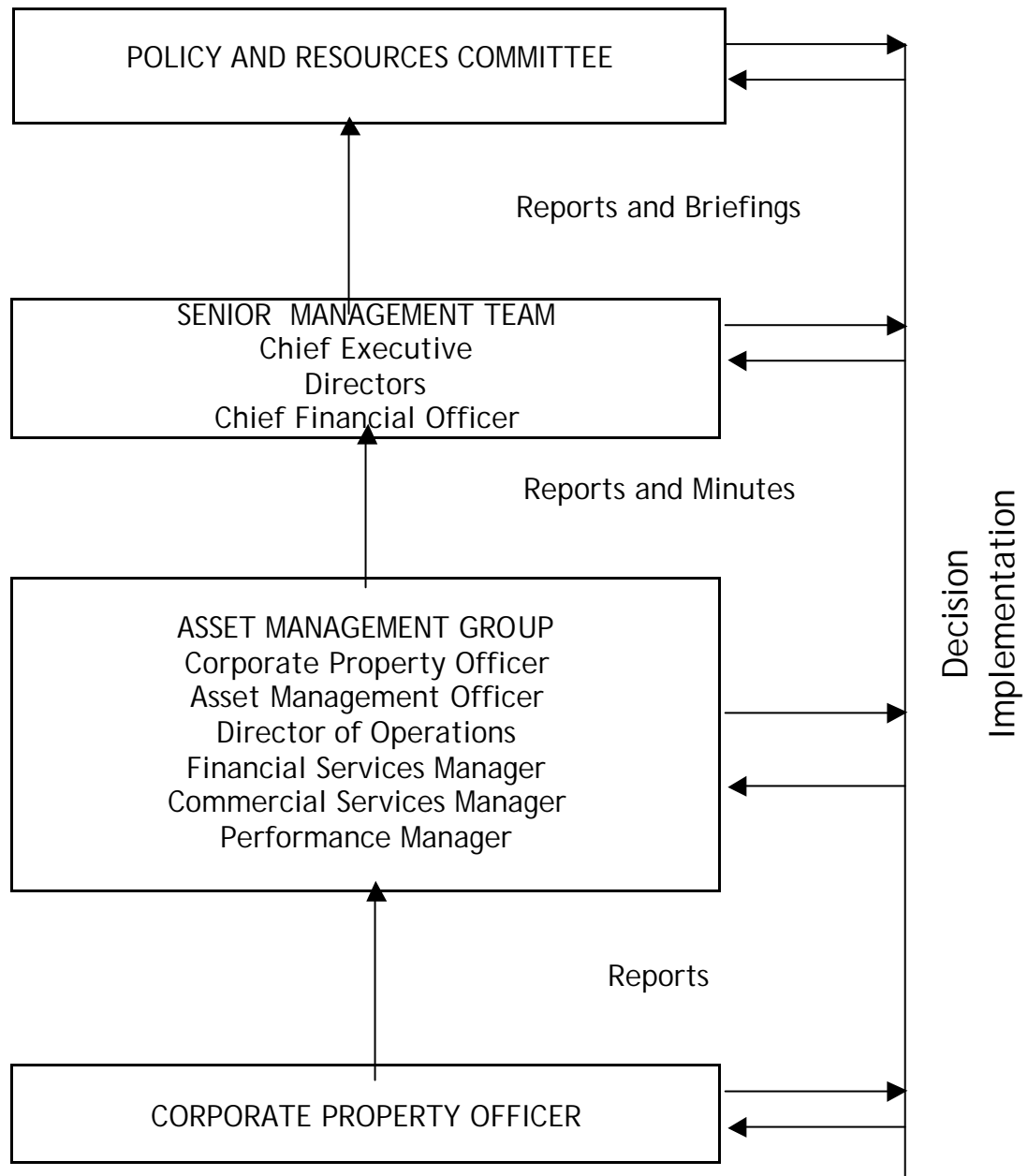
1. the identification of surplus assets which should be sold
2. the monitoring of space per employee
3. the monitoring of space per member
4. the monitoring of energy costs

5. the monitoring of returns on investment
6. the monitoring of the cost of repairs and insurance
7. the monitoring of rent arrears
8. consideration of the suitability of existing property in terms of size, condition etc
9. the updating of the Asset Management Plan which requires a yearly revision
10. consideration of changes to the Corporate Plan and Capital Strategy so far as they effect land and property
11. reviewing the Service Delivery Plans
12. consideration of the Community Plan as far as it affects land and property.

Much of the detail of the above will fall within the duties of the Property Management team but the Group will be able to consider any strategic issues requiring a wider view.

The group will meet on a bi-monthly basis.

The diagram below illustrates the reporting and decision making structure of the Asset Management Group.



Appendix B

Risk Assessment

Below is a summary of the Council's corporate risk strategy. The full version is available on request. An assessment of the Council's risk management arrangements forms part of the Statement of Internal Control that is published annually in June with the Statement of Accounts. More detail on this can be found at Appendix 7.

Ref	Links to Corporate Objectives	Risk	Residual Risk Score	Risk Management Strategy	Resources Required	Target Risk Score	Owner
1	1,2,3,5	Management of Partnerships	C1	Reduction	None Additional	D3	Individual Partnership Lead
2	2, 6	Delivery of major projects	D3	Reduction	None Additional	D3	Risk Management Group
3	1 to 6	Recruitment and Retention of Staff	D3	Acceptance	None Additional	D3	HR Manager
4	1, 2, 6	Capacity to deliver key projects	D3	Transfer	None	D3	Forward Planning Manager/ Director of Operations
5	1 to 6	Failure to maximise external funding opportunities	C3	Reduction	Grant Claim Resource	D3	Cultural Services Manager
6	1	Achieving affordable housing targets	B1	Reduction	Urban Capacity Study Housing Needs Study	C2	Forward Planning Manager/ Housing Manager
7	6	Procurement	C3	Reduction	NY Procurement Officer Review Strategy	D3	Scrutiny Manager
8	1 to 6	Health & Safety	D2	Reduction	Corporate Manslaughter Policy	D3	Director of Operations
9	1 to 6	Business Continuity & Failure to manage a major incident	B2	Reduction	Service Continuity Plan Off-site - IT Disaster Recovery Resource	D3	Director of Operations
10	1 to 6	Effective Internal Controls	C3	Reduction	Ensure Policies/Control reviewed annually	D3	Director of Policy
11	1 to 6	Management of Capital Programme	D3	Acceptance	None	D3	Chief Financial Officer

