



CABINET – 1 AUGUST 2001

CAPITAL STRATEGY AND ASSET MANAGEMENT PLAN 2001

1. INTRODUCTION

- 1.1 The need to submit a Capital Strategy and Asset Management Plan for consideration and approval by the Government, has arisen out of their proposals for allocating the “single capital pot”. It is also very closely linked with the Best Value initiative and the importance of best practice in the management of assets.
- 1.2 The drive towards efficiency, effectiveness and economy is accelerating the pace of change in the way that Authorities organise service delivery and this is creating new demands on accommodation and the use of assets. The development of the Capital Strategy and Asset Management Plan is seen as good management practice.
- 1.3 In allocating the “single capital pot”, the Government has indicated that a percentage of the funds will be discretionary and will be distributed according to an assessment of the quality of each Council’s Capital Strategy and Asset Management Plan.

2. DEVELOPMENT OF THE STRATEGY AND PLAN

- 2.1 The Capital Strategy and Asset Management Plan have been completed in accordance with the guidelines laid down by the Department for Transport, Local Government and the Regions (DTLR, formerly the DETR). The Strategy and Plan have been incorporated in one document for assessment by the Government Office for the South East (GOSE), at the end of July.
- 2.2 The deadline for submission to GOSE does not coincide with the timetable for approval by Cabinet and Council. Because of this the document will be sent with a covering letter advising that it may be subject to amendment after further consultation.
- 2.3 The document has been developed corporately through the Asset Management Group involving full participation and consultation with Directorate representatives.
- 2.4 The feedback received from GOSE as a result of last year’s “dry run” has also been considered. Whilst this was generally very favourable, any scope for improvement has been utilised where possible and new criteria issued by the DTLR has been incorporated.
- 2.5 If GOSE consider the Strategy and Plan to be “Good” then the Authority stands to receive an extra £50,000 in Basic Credit Approvals (BCA’s). If it is assessed to be “Satisfactory” then the Authority should receive £25,000 but a “Poor” assessment will receive nothing.

2.6 The assessment will be based on a number of criteria which the Government has laid down. It is believed that the Strategy and Plan incorporate the majority of the criteria required and therefore it is considered that the Authority should get a "Good" assessment.

3. SUMMARY

- 3.1 The Capital Strategy and Asset Management Plan have been compiled as a result of the Government's requirements for the "single capital pot.
- 3.2 They have been completed in accordance with the criteria laid down by the DTLR in their "Good Practice Guidelines" and have been submitted to GOSE for assessment.
- 3.3 A good assessment should result in an additional £50,000 of basic credit approvals for the Authority.

4. ENVIRONMENTAL IMPLICATIONS

- 4.1 There are no environmental implications arising directly from this report.

5. CRIME AND DISORDER IMPLICATIONS

- 5.1 There are no crime and disorder implications arising directly from this report.

6. FINANCIAL IMPLICATIONS

- 6.1 The Authority could receive up to an additional £50,000 in basic credit approvals as a result of submission of the Capital Strategy and Asset Management Plan.

7. RECOMMENDATION

- 7.1 Members are recommended to approve the proposed Capital Strategy and Asset Management Plan as attached to this report.

For Further Information contact:	Background Papers
Phil Butterworth Project Accountant Tel: 023 80 285976	Asset Management of Local Authority Land and Buildings – Good Practice Guidelines – DETR March 2000 Hot Property: Getting the Best from Local Authority Assets – Audit Commission April 2000. Beginning and Developing a Corporate Asset Management Process – DETR August 2000.

	<p>Single Capital Pot Guidance: Consultation Document (Part 1) – DETR February 2001</p> <p>Single Capital Pot Guidance-2001 Assessment and Allocation of Discretionary Element: Consultation Document – DETR March 2001</p>
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NEW FOREST DISTRICT COUNCIL

District Profile

New Forest District lies in the south-western corner of Hampshire between the conurbations of Southampton and Bournemouth. With a population of 171,000 (mid 2001) it is the second largest District Council in the country and covers an area of 75,000 hectares. Two features dominate the district, they are the New Forest itself (which has recently been granted National Park status) and its 64 km of coastline, much of it undeveloped and of special scientific interest.

The majority of the District's residents live in good quality housing in towns and villages on the periphery of the forest. The large population growth seen in the District since the Second World War has been concentrated on the eastern margin (Totton and the Waterside) and the south (Lymington, Barton, Milford and New Milton). This has been as a result of regional growth policies although the south coast towns have been particularly attractive for the retired. Compared nationally, the district has a relatively elderly population with 25% over pensionable age and only 18% under the age of 16.

The District has a robust local economy, which is not dependent on any particular employment sector. This has tended to shelter the District's economy from the worst effects of periods of recession. The Esso oil refinery at Fawley, the largest in the United Kingdom, is the biggest employer in the District. The refinery has attracted a number of ancillary petro-chemical industries to the area. However, the District has also lost some large industrial employers and the local economy has moved increasingly towards the service sector. The District Council is the second largest employer in the area with some 1600 full and part-time employees.

With the high proportion of pensioners in the district, only 57% of the population are economically active which is the lowest rate in Hampshire. The unemployment rate for the district is similarly lower than that of Hampshire and less than half that nationally. There are a few small pockets of socially disadvantaged people within the district but there is a fairly low incidence of crime and social disorder.

The Authority has a relatively small asset base of approximately 150 assets, more detail of which can be found at appendix 2 of the Asset Management Plan. The Council received £1.5m in Basic Credit Approvals (BCA's) this year and £0.5m in Supplementary Credit Approvals (SCA's). It has access to £3.3m revenue and £7.4m from other forms of funding.

Asset Management Planning

The Authority has an Asset Management Group, chaired by the Corporate Property Officer, which represents all internal stakeholders and acts as the strategic review body for all property and land transactions. Each asset has been given a unique property reference number and details are maintained on the Authority's computerised Asset Register.

The recommendations of the 1988 Audit Commission Report have been followed, but this has caused a problem in that land assets with low or nil value have not been included in the register. Many of these assets are strategically very important and have significant social and/or environmental value. These omissions will be incorporated into the Asset Register in the coming months.

Condition surveys have been conducted on the majority of the Authority's assets. Where a full condition survey has not been completed, a simple check has been undertaken to establish the broad condition category the asset falls into when compared to the Building Maintenance Information Service categories. There are currently no maintenance backlogs.

Systems have been put in place to ensure that all relevant data is captured and retained, but information on sufficiency and suitability is being ascertained by Service Heads during their consultation and review process for Best Value.

NEW FOREST DISTRICT COUNCIL CAPITAL STRATEGY 2001-2005

1. EXECUTIVE SUMMARY

- 1.1 The Council's aims and key targets are currently set out in its corporate plan "**The Heart of the Forest**" and supported by its best value performance plan "**Performance Matters**".
- 1.2 The Authority is in the process of developing a Community Strategy in consultation with its stakeholders.
- 1.3 Cross cutting issues are being and will continue to be addressed both corporately and in partnership with others.
- 1.4 The development of partnerships and consultation with existing partners is now embedded in the Council's culture and is a fundamental part of any scheme or initiative undertaken by the Council.
- 1.5 The Council's Capital strategy consists of a number of service related strategies which underpin service provision and contribute to the achievement of the Council's corporate aims. The over-arching aim is to maintain and improve the existing asset base.
- 1.6 The development of the Capital Programme is carried out in consultation with the Council's stakeholders and utilises the Authority's resources to the optimum.
- 1.7 A framework for the consideration, approval and monitoring of capital schemes exists and operates successfully and a formal process of post project evaluation has been implemented.
- 1.8 Funding for the capital programme is sought from the most appropriate source.
- 1.9 The Council seeks to obtain value for money through all its procurement arrangements.

2. INTRODUCTION

- 2.1 The Council has recently revised its corporate plan and set out its statement of intent for the future of the New Forest District. A new document called "**The Heart of the Forest**", (copy attached) sets out how the Council intends to work with the public and partners to place itself at the heart of community life within the Forest. This document will form the basis of consultation with key stakeholders over the next nine months.
- 2.2 The plan is divided into sections, which refer to significant issues for the Council, and outlines its aims for improvement in those areas. The sections are :-

- An Organisation of Excellence
- Working with Public and Partners
- Economic Well-being
- Social Well-being
- Environmental Well-being

- 2.3 The challenge for the Council is how best to achieve the right balance between the three areas of well-being through working with others and being an organisation of excellence.
- 2.4 The Capital Strategy is designed to support and help achieve progressively the aims of the Authority by developing a capital programme that addresses these issues where appropriate.

- 2.5 This strategy has not been produced in isolation from other policy areas but has been drawn up after consultation with all sections of the Authority and its Members ensuring a cross-service, corporate approach to its production. Some issues have also been out to public consultation or have been considered by the Citizens' Panel.

3. LOOKING FORWARD – TARGETS

- 3.1 The Council has set itself a number of key targets that relate to the priority areas mentioned in the introduction. Some of these targets will require capital investment in order to achieve them. Others may well result in new schemes being identified as a result of consultation with partners.
- 3.2 The Council's capital programme (**Appendix A**), is based on bids put forward by individual services and does not currently exceed the resources available to complete it.
- 3.3 Over the past 12 months the Council has been working with its partners towards the development of a process that will result in the production of the District's first Community Strategy in April 2002. A key part of that process is the establishment of a Local Strategic Partnership (LSP) to oversee the development of the strategy. This is likely to be in place by the autumn.
- 3.4 The District has quite a large coastline, including areas of Special Scientific Interest, which requires constant monitoring and protection. Hurst Spit is a significant coastal feature which has already had £6.5M spent on stabilising it and a further £4.8M is being spent on a Beach Management Scheme. Fortunately, this will be substantially funded by grant from the Department for Environment, Food and Rural Affairs (formerly MAFF).
- 3.5 For local housing, grants are available for Disabled Facilities, Home Repairs Assistance and Private Sector Renewal. The Social Housing Grant is allocated to Housing Associations to enable the provision of more affordable accommodation within the District as the New Forest has a significant homelessness problem.
- 3.6 The Council has been deemed a high performing Housing Authority over recent successive years. It will continue to maintain a high quality of stock and provide new homes for people in greatest need. The development of a Tenants Compact will be an expression of intent to work closely with tenants and further involve them in housing decisions. For more information about these issues reference should be made to the Council's Housing Strategy and Housing Business Plan.
- 3.7 A large-scale voluntary transfer (LSVT) of the Council's housing stock is currently not seen as being in the best interests of the tenants or the Council. Whilst the potential capital receipts should be large for the Authority, the loss of future income would be more significant. The decision not to transfer the stock will be reviewed regularly in case changes in legislation, funding or other circumstances make it a worthwhile option for both tenants and the Council. The Council is confident that the housing stock can be maintained using existing resources and the major repairs allowance.
- 3.8 The Council's key targets which are, or might need to be, supported by the Capital Strategy have been shown below. Because of the nature of some of the targets they might easily apply to more than one of the areas of strategic importance :-

Organisation of excellence

- Review the implementation of the new decision making structures.
- Enhance service provision and communications for partners and the public using Information and Communications Technology.
- Achieve continuous improvement through implementation of Best Value improvement plans.
- Create and promote a diversity strategy.
- Introduce an Electoral Rolling Register

Working with Public and Partners

- Consult with key partners to develop the Community Strategy.
- Consult with Housing tenants on participation arrangements.
- Work with partners on new scrutiny arrangements for the NHS.

- Establish joint working with the local Primary Care Trust.
- Consult with youth on community safety.
- Work with Hampshire County Council to address road safety.
- Develop the year 3 Community Safety Plan with key partners.
- Implement a multi-agency approach for Anti Social Behaviour orders.

Economic Well-being

- Following consultation, adopt a new economic strategy.
- Establish a business forum/economic partnership.
- Progress the review of the District Local Plan.
- Sustain the work of the Community Tourism Groups and support the industry.
- Implement the Tourism Service Improvement Plan.

Social Well-being

- Implement the Council's CCTV programme.
- Improve transport links for young people including concessionary fare schemes.
- To work with partners to provide a strategic target of 200 homes.
- Invest £3 million in improvements to Council homes.
- Prepare a Social Exclusion Strategy in consultation with partners.
- Review issues which affect the health of local communities.
- Implement the Council's Child Protection policy.
- Build Phase 2 of Lymington Recreation Centre.
- Support the provision of a youth centre at Marchwood.

Environmental Well-being

- Implement the Air Quality strategy.
- Prepare a Contaminated Land strategy and a Food Safety plan.
- Review developments in alternative fuel technology.
- Review the Land Drainage and Coastal Defence policies.
- Develop a Coastal strategy and review Grounds Maintenance.
- Develop a formal management structure for Project Integra - the integrated waste management system.
- Respond to consultation on arrangements for the National Park.
- Assess Associated British Ports' applications for port development.
- Recruit a further 30 businesses to the LA21 Tourism Kit.

3.9 Performance against these and other targets will be published next March in the Council's Best Value Performance Plan "**Performance Matters**", this will include new targets set for the following financial year.

4. KEY PARTNERS IN THE PROCESS

4.1 The Council actively encourages input from the community and the following are the main consultation groups:-

- Citizens Panel
- Employees
- Key Employers/Business/Local Industry
- Hampshire County Council (incl. Social Services and Education)
- Town & Parish Councils/Other District Councils
- Local Interest Groups
- English Nature/Local Landowners/Countryside Agency
- Forestry Commission
- Police, Fire & Health Services
- Housing Associations/Private Landlords
- Housing Corporation/Regional Housing Forum
- Voluntary Sector
- Regional Government (GOSE)

- South East Economic and Development Agency (SEEDA)
- District Audit
- Environment & Transport Agencies
- Local Media
- Primary Care Trusts

4.2 Other key partners to be considered are Developers and other funding agencies e.g. The National Lottery:-

- Developers often make significant contributions towards schemes within the District which enables the Authority to achieve some targets which it might not otherwise be able to.
- Where funding is applied for from other sources, the scheme is likely to be rigorously vetted and therefore consideration has to be given to the requirements of the funding agency if the application is to be successful.

4.3 The District Council will soon be meeting again with town and parishes and will encourage them to explore the opportunities provided by such initiatives as Vital Villages, the Countryside Agency scheme that will help advance better understanding of our communities and provide a basis for delivery against their needs.

4.4 Much is achieved in housing through partnership (Housing Associations, Social Services etc.) and the Authority prides itself in the Housing Service making its own contribution towards the Council developing as an organisation of excellence.

4.5 Leisure Services works very closely with the Education Authority and Schools in the management and utilisation of its recreation centres.

4.6 There is scope for improving existing partnerships and for creating new ones where they are needed. Improved research and better sharing of existing and proposed research is required if the needs of communities are to be fully understood. There is also a need to make better use of resources across agencies, to avoid duplication of effort and to use knowledge and expertise to the advantage of all parties.

4.7 The expertise of other local authorities and the private sector is being utilised to help improve service delivery through a number of benchmarking exercises. This networking confirms that, in many cases, the Authority has already developed best practice. However, it does enable a thorough review of alternative methodologies, an opportunity to challenge the status quo and also assist partners to improve their service provision.

4.8 Consultation is a key element in the development of any strategy and has become part of the Council's culture. The views of its stakeholders are essential to take the Council and the District forward. The extent of the Council's commitment to consultation is set out in a recently approved strategy and is clearly illustrated by looking at its targets for this year. However, the involvement of so many brings with it its own set of resource implications. A great deal of effort is spent on avoiding duplication and sharing the results of consultation both within and outside the Council.

5 ACHIEVING KEY CROSS CUTTING OUTCOMES

5.1 The Council is already working both corporately and with other stakeholders to tackle many cross cutting issues. Examples of these are Health and Community Safety which are projects well advanced in their development. Both of these have formed the basis of the Council's Best Value cross cutting reviews in years 1 and 2.

5.2 The next three years Best Value cross cutting reviews will feature Sustainability, Communications and Community Planning. Much of the Council's work is cross cutting in its nature and the following

list is indicative of some of the bigger issues being tackled across the Authority and by working with its partners:-

- Young People
 - The Elderly
 - Poverty
 - Economic Regeneration and Development
 - Sustainability / LA21
 - Social Inclusion/Helping Disadvantaged
 - Life Long Learning
 - Customer Interface/Electronic Governance

5.3 A cross-service approach is taken to producing and implementing the Housing Strategy in order to ensure that it underpins the over-arching objective of promoting and improving the economic, social and environmental well-being of the area.

5.4 In 2000 the Council published its Social Exclusion Issues Paper following consultation with stakeholders which identified a number of cross cutting issues. The responses will inform a Social Exclusion Strategy that will be developed during 2001/2002.

6. STRATEGIC DEVELOPMENT OF THE CAPITAL PROGRAMME

6.1 Each Service area has developed its own strategy which underpins the service delivery and supports the need for any capital expenditure bids. These strategies are identified in a number of documents within the authority but primarily within Committee minutes. All strategies either implicitly or explicitly contribute to achieving the Council's aims although they may need revising following the production of the new corporate plan.

6.2 Prioritisation of the Council's limited resources for Capital investment is carefully undertaken to achieve optimisation as far as possible. Specific funding is identified through the competitive bidding process for Housing. The remaining "general" resources are supplemented by any capital receipts and revenue contributions to capital outlay (RCCO). For 2001/02 this amounts to £24,000 plus an RCCO of about £250,000 making a total of £274,000. Further pressure on the revenue budget may result in the RCCO element reducing in future years.

6.3 Because of planning and environmental constraints, demographic issues and a number of other factors, the Authority has developed a strategy of maintaining or improving its existing asset base with little funding or opportunity available for new build. Some new building is undertaken but this is usually to replace an existing asset.

6.4 The importance that is placed on strategic development of the capital programme is such that it is enshrined in the Authority's Financial Regulations. These state that "The strategic objectives and priorities for capital expenditure and asset utilisation will be identified annually in the Council's Capital Strategy and Asset Management Plans."

6.5 New Capital schemes are put forward in the Council's Expenditure Plan process with a covering report which considers all options (including a "do-nothing" option). A proforma (**Appendix B**) is utilised to ensure standardisation and avoid omissions. As part of the business case supporting the schemes, the likely ongoing revenue implications of each option are also identified to ensure that any decision is based on a comprehensive financial evaluation.

6.6 This is also supported by Financial Regulations which state that "Each scheme bid must be supported by a business case. This must include a proper project appraisal, all options considered, forecast of revenue implications for each year during implementation, and for future years and, where appropriate, the incidence of expenditure."

6.7 Officers submit schemes for prioritisation to the Asset Management Group using the Council's own system. This considers whether the scheme is for a mandatory or discretionary service and, if discretionary, a weighted score is given for a number of categories under five main factors:-

- Need for level of service/benefit
- Financial Issues
- Service Issues
- Working with others
- Achievement of Corporate Aims

Schemes are then ranked into High, Medium or Low priority.

6.8 The prioritised list of schemes is then considered by the Chief Officers Management Team (CMT) where some schemes may subsequently be removed. The amended schedule is then sent to the Cabinet for approval. Having been approved by Cabinet the schemes are then sent to the relevant Review Panels. Should the Review Panel be unhappy with any capital bid they will return it for further consideration to the Cabinet/Portfolio Holder.

6.9 Once schemes are approved and commenced they are monitored on a regular basis both for progress with construction and expenditure against budget. Monitoring is conducted by the Project Officer responsible for the scheme and also by the Service Accountants who report to the Cabinet/Portfolio Holder and to Senior Management.

6.10 A new post of Contract Monitoring Officer has recently been introduced to ensure consistency of contract protocols across the organisation. This officer also selects schemes for inspection a) during construction to ensure compliance with good practice guidelines and b) post completion to establish that the Authority has acquired the asset that it specified and that it meets user requirements.

6.11 Funding of schemes has always been a significant factor and when considering sources of finance each scheme is looked at individually. Lottery funding has been successfully applied for in the past and, if a suitable scheme occurs, will be applied for again. If the opportunity for a public/private partnership occurs it will be considered on its merits and Private Finance Initiatives will similarly be considered in appropriate circumstances.

6.12 The Authority's procurement strategy is designed to ensure the achievement of value for money. Where capital schemes are concerned, the specification used in the tendering process and the selection of contractors is critical to ensuring that quality is not sacrificed for cost.

6.13 The Authority operates a central purchasing unit which negotiates the Council's major supply contracts and utilises local consortia linked to the Southern Region Central Buying Consortium.

PB/CAC/ACC/REP/CAPSTRAT

NEW FOREST DISTRICT COUNCIL
OTHER SERVICES CAPITAL EXPENDITURE ESTIMATES 2001/02 AND EXPENDITURE PLANS
2002/2003 TO 2005/2006

PROJECT	Est Total Cost	Actual To 31.3.01	Forecast Capital Expenditure					Future Years
			2001/02	2002/03	2003/04	2004/05	2005/06	
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
<u>CORPORATE & FINANCE PORTFOLIO</u>								
<u>APPLETREE COURT</u>								
Resurface South Wing Car Park (upper)	7		7					
Upgrade Fire Alarm System	1		1					
Pedestrian/Vehicular Alterations Gosport Lane Entrance	10		10					
Install Stairlift North Wing Stairs	6		6					
Improvements Housing & Main Reception	2		2					
Refurbishment of Heating System	516		236	270	10			
Rain Water Recycling Scheme	4		4					
Electrical Testing Remedial Works	27		27					
Replace External Lighting Lanterns	4		4					
Resurface Parking and Access Road	12		12					
Refurbishment of Council Chamber	18		18					
Refurbishment of Main Reception	6		6					
Refurbishment of Garage Block	4		4					
Provision of Platform Lift	11		11					
TOTAL - APPLETREE COURT	628	0	348	270	10	0	0	0
<u>TOWN HALL</u>								
Racking & Shelving - Info. Tech. & Comm.	10		10					
Electrical Testing Remedial Works	25		25					
Provision of New Cycle Rack	3		3					
Refurbish Gents G.F. Toilets/add Showers	11		11					
Replace Heating Pipes	8		8					
Replace Fire Extinguisher System	7		7					
Fire Precaution Works	2		2					
New Path for Generator	3		3					
Renew Boundary Fence	3		3					
Carpet Replacement Programme	3		3					
TOTAL - TOWN HALL	75	0	75	0	0	0	0	0
<u>NEW MILTON OFFICES</u>								
Provision of New Offices	143		133	10				
TOTAL - NEW MILTON OFFICES	143	0	133	10	0	0	0	0
<u>FORDINGBRIDGE OFFICES</u>								
Relocation to New Offices	22		22					
TOTAL - FORDINGBRIDGE OFFICES	22	0	22	0	0	0	0	0
<u>RINGWOOD OFFICES</u>								
Refurbishment of Toilet	5		5					
TOTAL - RINGWOOD OFFICES	5	0	5	0	0	0	0	0

CORPORATE & FINANCE PORTFOLIO

6

INFORMATION OFFICES							
Refurbishments	60	20	20	10	10		
TOTAL - INFORMATION OFFICES	60	0	20	20	10	10	0
CLAYMEADOW TOTTON DEPOT							
Concrete Hardstandings	20	20					
Install CCTV and Signs	2	2					
Remove and relocate store	2	2					
Grounds Maintenance	2	2					
TOTAL - CLAYMEADOW TOTTON DEPOT	26	0	26	0	0	0	0
MARSH LANE DEPOT							
Draught Proofing	3	3					
Repairs to Drains	5	5					
Replace Asbestos Guttering	3	3					
Electrical Testing Remedial Works	3	3					
Grounds Maintenance	3	3					
Improvements and Redecorations	3	3					
Fuel Tank Wall Repairs	7	7					
Replacement Windows	9	9					
Upgrade CCTV System	5	5					
TOTAL - MARSH LANE DEPOT	41	0	41	0	0	0	0
OFFICES & DEPOTS							
Improved Facilities for Disabled	13	13					
Disabled Discrimination Act Legislation	61	21	20	20			
TOTAL - OFFICES	74	0	34	20	20	0	0
CATERING							
Applemore Rec. Centre - Kitchen Ventilation	4	4					
Applemore Rec. Centre - Bar Furniture	7	7					
Appletree Pantry - Kitchen Extension	15	15					
Appletree Pantry - Kitchen Ventilation	5	5					
Equipment Replacement Programme	25	25					
Lymington Rec. Centre Ph. 2 - Catering Area	60	25	35				
New Milton Rec. Centre - Bar Servery	7	7					
Totton Rec. Centre - Café/Bar Conversion	20	20					
TOTAL - CATERING	143	0	108	35	0	0	0
INFORMATION TECHNOLOGY	103	59	32	12	0		
ENERGY MANAGEMENT	105	35	35	35	0		
GROSS TOTAL - EXISTING PROGRAMME	1,351	0	906	422	87	10	0
Less Grants							
NET TOTAL - EXISTING PROGRAMME	1,351	0	906	422	87	10	0

CRIME & DISORDER PORTFOLIO

COMMUNITY SAFETY							
CCTV Programme	1,167		1,167 *				
TOTAL - COMMUNITY SAFETY	1,167	0	1,167	0	0	0	0
CRIME & DISORDER PORTFOLIO							
EMERGENCY PLANNING							
Community Radio	10		10				
TOTAL - EMERGENCY PLANNING	10	0	10	0	0	0	0
GROSS TOTAL - EXISTING PROGRAMME	1,177	0	1,177	0	0	0	0
Less Grants and Other Contributions (CCTV)	-992		-992				
NET TOTAL - EXISTING PROGRAMME	185	0	185	0	0	0	0

* Note -Reduced expenditure for 2001/02 as New Milton's and Hythe's bids were not accepted.

ECONOMY & PLANNING PORTFOLIO

CAR PARKS							
Special Improvements - Beaulieu	3		3				
Special Improvements	50		50				
St John's Car Park Hythe*	130		130				
TOTAL - CAR PARKS	183	0	183	0	0	0	0
ECONOMIC DEVELOPMENT							
Feasibility Study	1		1				
TOTAL - ECONOMIC DEVELOPMENT	1	0	1	0	0	0	0
ENVIRONMENTAL INITIATIVES							
Fordingbridge Town Centre	186	171	15				
Totton Town Centre	102		5	97			
Fawley Village Centre	112		112				
TOTAL - ENVIRONMENTAL INITIATIVES	400	171	132	97	0	0	0
MEASURES TO ENCOURAGE CYCLING							
Cycle Route Stopples Lane, Hordle	45		43	2			
Cycle Parking Facilities*	2		2				
TOTAL - MEASURES TO ENCOURAGE CYCLING	47	0	45	2	0	0	0
PUBLIC LIGHTING							
Footway Lighting Col. Replace Prog.	39		39				

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TOTAL - PUBLIC LIGHTING	39	0	39	0	0	0	0	0
GROSS TOTAL EXISTING PROGRAMME	670	171	400	99	0	0	0	0
Less Developers' Contributions*	-16		-16					
Less Contributions From Parish Councils(Public Lighting)	-3		-3					
NET TOTAL EXISTING PROGRAMME	651	171	381	99	0	0	0	0

ENVIRONMENT PORTFOLIO

COAST PROTECTION

Hurst Spit Beach Management	4,836	322	106	72	72	72		4,192
Milford on Sea	3,029	86	0	103	60	2,760	20	
Coastal Strategy Plans : Christchurch Bay	243	6	150	87				
: Western Solent	93	5	8	53	27			
: Calshot	80	0	0	25	25	30		
: Saltmarshes	55	0	30	25				
Lymington Quay Wall & Surfaces	486	432	54					
Barton on Sea	5,125	0	0	0	65	60		5,000
Regional Monitoring	2,800	0	700	700	700	700		
TOTAL - COAST PROTECTION	16,747	851	1,048	1,065	949	3,622	20	9,192

LAND DRAINAGE

Bartley Flood Relief	93	92	1					
Ashurst Flood Relief	74	68	6					
Ripley Flood Relief Scheme	91	83	8					
South East Ringwood Investigations	12	10	2					
Great Ballard Lake New Milton	85	83	2					
Watercourse Imp. Friars Walk to Farm Lane	32	5	26	1				
Critical Ordinary Watercourses	56	0	56					
Lyndhurst Investigations	13	0	13					
TOTAL - LAND DRAINAGE	456	341	114	1	0	0	0	0

LYMINGTON QUAY PROJECT

Public Conveniences	150	90	60					
Principal Environmental Enhancements	341	320	21					
Fees and Contingencies	137	108	29					
TOTAL - LYMINGTON QUAY PROJECT	628	518	110	0	0	0	0	0

PUBLIC CONVENIENCES

Asbestos Survey Works	3	2	1					
Feasibility Study	11	6	5					
Handwash Machines	31	21	10					
Refurbishment of Toilets	75	50	25					
Rebuilding	800	0	150	200	150	150	150	
TOTAL - PUBLIC CONVENIENCES	920	79	191	200	150	150	150	0

GROSS TOTAL EXISTING PROGRAMME

	18,751	1,789	1,463	1,266	1,099	3,772	170	9,192
Less developers' contributions (Land Drainage)	-71	-67	-4					
Less grant (coast protection)	-13,374	-671	-850	-861	-773	-2,845		-7,374
Less grant (land drainage)	-22	-1	-21					
Less HCC contribution (Lyndhurst Investigation)	-6		-6					
Less contribution from NM Town Council (Ballard Lake)	-26	-26	0					
Less HCC contribution (Principal Env. Enhance.)	-170	-70	-100					

NET TOTAL - EXISTING PROGRAMME	5,082	954	482	405	326	927	170	1,818
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LEISURE SERVICES PORTFOLIO

ALL CENTRES

Plant Maintenance & Replacement	254	32	44		100		78	
Electrical Testing Remedial Works	82	48	34					
Energy Management	53	3	25	25				
TOTAL - ALL CENTRES	389	83	103	25	100	0	78	0

APPLEMORE

Extension-Reception & Treatment Room	24	16	8					
Pool & Changing Room Grilles	4		4					
Sports Hall Ramps	3		3					
Heating/Cooling System in General Activity Room	9		9					
Replacement Gym Carpet	6		6					
Pool Water Recycling Scheme	12		0	12				
Alteration To Balance Tanks	3		3					
Reflections Sauna Refurbishment	25		25					
Works To Comply With Statutory Disability Act	20		20					
TOTAL - APPLEMORE	106	16	78	12	0	0	0	0

NEW MILTON

Dryside Change Refurbishment	50	46	4					
Pool Hall Roof	33	9	24					
Replacement of Covers to Swimming Pool Bi-flow Channel	5		5					
Squash Court Refurbishment	5		5					
Installation of Automatic Doors	9		9					
Activity Hall Wall Panneling	3		3					
New Build of Sports Hall Store Floor	9		9					
Pool Water Recycling Scheme	12		12					
Solar Hot Water Scheme	8		0	8				
Wet Changing Room Floor Tiles	10	1	9					
Pool Hall Ceiling	12		0					12
TOTAL - NEW MILTON	156	56	80	8	0	0	0	12

RINGWOOD

Replace Emergency Lighting	22		0	22				
Replacement of Flooring in General Activity Room	7		7					
Replacement of Spectator Seating	10		10					
Extension of Car Park, Lighting, & CCTV	16		16					
Replacement of Swimming Pool Ozone Generator	80		0		80			
New Car Park Exit	10		10					
Installation of Automatic Doors	15		15					
Solar Hot Water Scheme	8		8					
Filter Modification	7		7					
Ventilation To Changing Room	35		18	17				
Replacement of Lift	50		0					50
Wet Change Refurbishment	68		68					
Dry Change Refurbishment	90		0	90				
Refurbish Main Reception	30		0					30

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TOTAL - RINGWOOD	448	0	159	129	0	80	0	80
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LEISURE SERVICES PORTFOLIO

LYMINGTON

Phase 2	300		272	28				
Replacement of Centre Internal Doors	7		7					
Installation of Automatic Doors	16		16					
Replacement of Covers to Swimming Pool Bi-flow Channel	6		6					
Contribution to Refurbishment of School Sports Hall Floor	7		7					
Replacement of STP Carpet	100		0					100
TOTAL - LYMINGTON	436	0	308	28	0	0	0	100

TOTTEN REC CENTRE

Replacement of Covers to Swimming Pool Bi-flow Channel	6		6					
Solar Hot Water Scheme	8		8					
Fitness Suite Extension	125	8	117					
Installation of Automatic Doors	13		13					
Resurface Flat Roof	10		10					
Additional Car Parking	7		7					
Wet Change Refurbishment	76		76					
Recover Flat Roof	20		20					
TOTAL - TOTTEN	265	8	257	0	0	0	0	0

DIBDEN GOLF CENTRE

Path Construction	4	2	2					
Replacement of Pipework & Electrics in Irrigation System	53		0			53		
Renovation of Both Cottages	4		4					
Construction of New Practice Area	10		10					
Bunker Refurbishment	4	2	2					
Tee Renovation	6	3	3					
Temporary Green Construction	4		4					
Electrical Remedial Works	15		15					
Clubhouse Balcony	62		0					62
Electrics & Pipework to Irrigation System	51		0					51
TOTAL - DIBDEN GOLF CENTRE	213	7	40	0	0	53	0	113

COAST

Coast Amenities P.P.M.	73	14	59					
Milford Promenade	20		20					
Sailability Pontoon	5		5					
Lymington Quay	32	26	6					
Milford Promenade Feasibility Study	5	1	4					
Barton Cliff Steps	80		0					80
TOTAL - COAST	215	41	94	0	0	0	0	80

TOURISM

Information & Interpretation Strategy	58	52	6					
Remote Areas Management	8		8					
TOTAL - TOURIST INFORMATION	66	52	14	0	0	0	0	0

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LEISURE SERVICES PORTFOLIO

DUAL USE/JOINT PROVISION

Marchwood Village Hall	10		10					
Ninth Centenary Trust	25		25					
Marchwood Youth Centre	85		85					
Bransgore Parish Council	70		70					
Waterside Heritage Centre	35		35					
Forest Arts Extension to Building	17		17					
TOTAL - DUAL USE/JOINT PROVISION	242	0	242	0	0	0	0	0

OPEN SPACE

Jubilee Field, Sway - Partner Development	110	55	55					
Fernhill Lane	300		300					
TOTAL - OPEN SPACES	410	55	355	0	0	0	0	0

OTHER SCHEMES

Purlieu House	67	66	1					
TOTAL - OTHER SCHEMES	67	66	1	0	0	0	0	0

SUB TOTAL EXCLUDING DEV. CONTRIB. SCHEMES

3,013	384	1,731	202	100	133	78	385
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DEVELOPERS CONTRIBUTION SCHEMES

Bartley Park Totton	70		70					
Corkfield, Marchwood	21		21					
West Totton Centre	35		35					
Land at Poulner Lakes	20		20					
Fernhill Lane	400		200	200				
Land Acquisition - New Milton	100		100					
Marl Lane/Allen Water Drive Cycleway	5		5					
Hythe & Dibden P.C. Feasibility Work	10		10					
Totton & Eling T.C. Feasibility Work	15		15					
Hangar Farm Totton Community Use	114		114					
Hangar Farm Totton Open Space	30		30					
Land at Ashley, Ringwood	2		2					
Skateboard Provision, Pennington	18		18					
TOTAL DEVELOPERS CONTRIBUTION SCHEMES	840	0	640	200	0	0	0	0

GROSS TOTAL EXISTING PROGRAMME

3,853	384	2,371	402	100	133	78	385
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**LESS: DEVELOPERS CONTRIBUTIONS
: GRANTS AND OTHER CONTRIBUTIONS**

-840	0	-640	-200	0	0	0	0
0							

NET TOTAL - EXISTING PROGRAMME

3,013	384	1,731	202	100	133	78	385
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SUMMARY ALL COMMITTEES

EXISTING PROGRAMME

GROSS EXPENDITURE	25,802	2,344	6,317	2,189	1,286	3,915	248	9,577
DEDUCT: DEVELOPERS CONTRIBUTIONS	-927	-67	-660	-200	0	0	0	0
: GRANTS AND OTHER CONTRIBUTIONS	-14,593	-768	-1,972	-861	-773	-2,845	0	-7,374
NET EXPENDITURE EXISTING PROGRAMME	10,282	1,509	3,685	1,128	513	1,070	248	2,203

EXPENDITURE PLANS 2002/03 – 2005/06 CAPITAL PROJECT ASSESSMENT

PROJECT TITLE.....
Estimated Year for start of Project (incl. feasibility).....

1. Description of Project.....
.....
.....
2. Project Rationale
2.1. Legislative Requirement (Mandatory).....
.....
2.2. Identified Need (Discretionary).....
.....
2.3. Replacement/Renewal.....
.....
3. Project Objectives
3.1. Service.....
.....
3.2 Business.....
.....
3.3 Community.....
.....
3.4 Environment.....
.....
3.5 Other.....
.....
4. Which Corporate objectives does this Project link to?.....
.....
5. What are the implications of NOT proceeding with the project?
.....
.....

6. Who are the main stakeholders?.....

7. What consultation has been conducted?.....

8. What Partners have been identified to provide this project?.....

9. What other options (including costings) have been considered?.....

10. Is the project dependent on other factors (eg. Land assembly, external financing, permissions required etc.).....

11. Financial Appraisal for next 4 years

11.1 Project Cost (and basis of calculation).....

Gross cost per year	2002/03 £(000)	2003/04 £(000)	2004/05 £(000)	2005/06 £(000)
Land.....				
Works.....				
Fees.....				
Equipment.....				
Less any				
Capital Income.....				
External Funding.....				
(Source).....				

11.2 Projected Net Revenue Costs.....

Income).....				
(Part or Full Year).....				
Expenditure).....				
(Part or Full Year).....				
Net Position.....				

12. Performance/Output Measures and Targets.....

NEW FOREST DISTRICT COUNCIL

- ASSET MANAGEMENT PLAN

1. EXECUTIVE SUMMARY

- 1.1 The asset base of New Forest District Council is not substantial and primarily supports direct service provision with only a few assets being owned for investment purposes.
- 1.2 Because of the unique nature of the District some sites are strategically very sensitive and not open for further development or alternative use. An Asset Management Group has been formed to act as a strategic review body for all land and property transactions.
- 1.3 The Council maintains an Asset Register which holds Core and Intermediate data on all assets owned by the Authority. Each asset has been allocated a unique property reference number.
- 1.4 A review of the aims and objectives for holding property has been conducted.
- 1.5 The Authority's current strategy is to keep its existing asset base well maintained and to undertake major refurbishment when necessary to help support and improve service provision.
- 1.6 The Authority has an established performance management framework although performance indicators are not in place in all service areas.
- 1.7 An action programme has been developed to address shortfalls where identified.

2. INTRODUCTION

- 2.1 The New Forest District Council was created in 1974 by the amalgamation of three small rural district and borough councils, inheriting their relatively few assets. Some assets have subsequently been disposed of to leave a base, the majority of which supports direct service provision.
- 2.2 The New Forest is a special place with a unique identity and a community with diverse needs. The Council has tried to recognise these aspects in the corporate plan which sets out its statement of intent. The aims are summarised along with the Council's key targets in the Capital Strategy that forms the first part of this document.
- 2.3 The purpose of the Asset Management Plan is to show how the Council is using its assets (land and property) in order to help achieve the aims and targets which it has set itself. It also considers how assets might be better used to improve service delivery or increase financial return.
- 2.4 The Council has a specific aim relating to the management of its physical assets which is set out in the Organisation of Excellence section of its corporate plan. This states " We will develop our Asset Management Plan to ensure that we get the most from the physical assets of the Council and do not hold property or land unnecessarily or wastefully. We will ensure that we apply environmentally sustainable practices, e.g. on energy and water use, to our own operation as well as seeking sustainability in the District as a whole."
- 2.5 The uniqueness of the Forest, however, does bring with it many constraints that also need to be considered in the Council's strategy, National Park status for planning purposes, sites of special scientific interest (SSSI's), heritage areas etc., all add to the complexity of developing a comprehensive plan.
- 2.6 The plan sets out in more detail those aims and objectives which underpin the Authority's asset base, the reasons why the Authority holds land and property. It also provides information about: -
 - the current portfolio
 - the Council's strategy for the future

- the areas where reviews may lead to change
 - the options to be considered
 - an action plan
 - quantifiable targets against which progress can be measured
- 2.7 The Authority does not have a significant asset base and, excluding its Housing stock, has less than 150 entries on its Asset Register. The majority of these are service specific e.g. Cemeteries, Public Conveniences, Car Parks, etc. However, this has not precluded the consideration of possible alternative uses for any of the land or buildings which the Council owns or leases.
- 2.7 The Asset Management Plan sets out the Authority's aspirations for the next five years and will be updated annually. The Capital Strategy supports the plan and should be read in conjunction with it.

3. PLANNING AND CONSULTATION

- 3.1 The Authority has always been aware of the importance of its land and property assets and, prior to the legislation, a corporate Property Management Team already existed, chaired by the Property Services Manager. However, it was felt that the criteria set down in the guidelines for Asset Management exceeded the remit of this team. A person with no operational ties to land and property, was chosen as Corporate Property Officer to head up a new corporate Asset Management Group representing all internal stakeholders.
- 3.2 This Group acts as the strategic review body for all property or land transactions ensuring an integrated approach between Directorates and the corporate aims and objectives of the Authority. Its remit is very broad and sets out to encompass all the requirements laid down in the good practice guidelines for Asset Management. The Terms of Reference of the Group are set out at **Appendix 1**
- 3.3 The Authority has fully embraced the modernising agenda and, after a major consultation exercise, has moved to a cabinet and leader structure. Land and Property come under the Finance and Support portfolio and the Group will report directly to the portfolio holder.
- 3.4 Consultation has been undertaken with stakeholders eg. customer surveys, client feedback, etc., independently of any Best Value reviews. Most of this consultation has been conducted utilising the Council's community newspaper which is delivered free of charge to every household in the district. As the Best Value programme "rolls out" then the views of a progressively larger cross section of stakeholders will be taken into account as they are more specifically targeted.
- 3.5 The Council has also set up a "Citizen's Panel" of over one thousand members of the public, which it regularly consults on a wide range of issues pertinent to the services of the Authority. Land and property have not been considered directly but only where they might impact on service delivery.

4. AIMS AND OBJECTIVES

- 4.1 An initial review has been conducted for all property to establish the aims and objectives of holding any particular asset.
- 4.2 The majority of properties and parcels of land have been acquired to support direct service provision. In some instances land has been obtained to provide a facility and a small plot remains after the scheme has been completed. All these plots have been reviewed in the last eighteen months and, where of no strategic importance, have been disposed of if a purchaser has been found. Currently purchasers are being sought for two plots which are not suitable for development.
- 4.3 There are four properties identified as Operational – Administration of which two are the main offices at Lyndhurst and Lymington. Because of the geographic spread of the Forest and the origins of the Council, no one centre supported the administration of the District. This situation is no longer so clear-cut and with the advances in communications and technology, the objective of keeping large administrative centres is being reviewed. There are proposals to provide a purpose built office at New Milton where the Town Council, District Council and Citizen's Advice Bureau

would all have a presence. The long-term viability of the Ringwood offices has also been considered along with options for providing services from a location nearer the town centre. There are no plans to pursue this further at present.

- 4.4 The need for Depots has been regularly reviewed especially when preparing in-house bids for the Direct Labour Organisation. These bids have prompted consideration of a variety of options to try and reduce overheads and bring economies of scale including combining with other organisations on their sites. The main depot at Lymington is built on an old landfill site and might therefore be limited in its potential for redevelopment if it were to become surplus to requirements. The site at Claymeadow, Totton has been identified as suitable for social housing if the Council no longer needs to utilise it as a depot facility. The Hurst Spit Depot is in an environmentally sensitive area and could not be redeveloped; alternative uses are also extremely limited because of its location.
- 4.5 For the most part, the properties that have been categorised as “Non-operational – investment” remain from those transferred to the Authority at its inception in 1974, the purchasing strategy of the predecessor Authority not always clear. In some cases offers to purchase these assets have subsequently been made by tenants or other interested parties but have been refused to avoid potential confrontations with the purchaser over development applications. The properties tend to be in very desirable but environmentally or strategically sensitive areas, for example cliff-top cafes, and whilst the rate of return might be low, realistically it is the best that can be achieved from a site which cannot be developed.
- 4.6 There are a few non-operational – investment sites which the Authority has either developed itself or in partnership. Two such examples are the New Forest Enterprise Centre at Totton and Hythe Marina. Totton was originally developed in partnership with the New Forest Industrial Association providing low cost industrial starter units for new businesses and employment for the local community. To this extent the outcome is as anticipated and the Council has achieved its objective. In the case of Hythe Marina the Authority owned a substantial length of foreshore and development occurred at a time when it had the resources to assist in the regeneration of a particular area in conjunction with a local developer.
- 4.7 A further industrial site at Hardley was originally purchased for economic development purposes prior to Local Government reorganisation in 1974. This site has achieved its original objective and now provides a valuable income stream to the Council. However, a fundamental review will be undertaken this year when other options will be considered.
- 4.8 There are currently only two pieces of land that have been identified as non-operational – surplus. The major site is Top Camp, Calshot which could represent a potentially substantial capital receipt. It is, however, subject to significant planning constraints and therefore its valuation and strategic importance are materially affected by these conditions. The other site at Beckly is very small with, again, significant planning constraints on its future use. The options for both these sites are being re-examined currently.

5. STRATEGIC DIRECTION

- 5.1 Because of funding limitations and few land purchase opportunities, the Authority is not looking for significant acquisitions. An exception would be made for strategic reasons where it might enable the disposal of an existing asset for a more suitable or sufficient one. With the advent of e-governance and the increasing impact of technology on all aspects of service provision, the Council may not need further acquisitions. The Authority is in the process of developing a corporate strategy which recognises this and ensures the optimum utilisation of its existing land and property assets, making it fit for purpose and helping to promote the Council's image.
- 5.2 Best Value reviews are well underway and it is expected that these will highlight many issues for the Authority as more innovative means of service provision are adopted, for example hot-desking, home working and call centres. This will mean a fundamental review of the way the Authority delivers its services, the way it uses its assets and their suitability and sufficiency.
- 5.3 As yet the relatively few Best Value reviews which have been completed have not been significant users of land or property in the provision of their services. However, it is expected that the challenge process during future reviews will stimulate ideas which will impact on the use of existing assets.

- 5.4 The Authority's five recreation centres were included in a fundamental review undertaken in the first year of the programme. This identified a number of points for action including the effectiveness of the refurbishment cycle, maintaining good performance in energy management and incorporating energy efficiency options into refurbishment and new build programmes. Compliance with the Disability Discrimination Act was also a key priority where some problems with access for the disabled had been discovered. These are now all incorporated into the current action programme.
- 5.5 The emphasis on joined-up Government and seamless service provision means that the Council, in conjunction with its partners, may be able to identify assets which are no longer required and can subsequently be disposed of. This need not necessarily mean a reduction in the Council's assets but better utilisation of them, the savings perhaps accruing to its partners. A list of the Authority's key partners can be found in the Capital Strategy.
- 5.6 The Authority's current intention is to maintain and refurbish the existing asset base where necessary, to support improvements in service delivery as set out in the Capital Strategy. The evidence of this can be seen in the Council's current capital programme with little funding being available for new projects. All assets will be subject to continual review and disposed of if they become surplus to requirement and no better alternative use can be found.
- 5.7 The Authority continues to review the access arrangements for all its assets to ensure that they are suitable for use by customers who may have disabilities. This policy was instigated by the Council before the introduction of the Disability Discrimination Act.
- 5.8 The Authority will also more closely monitor its small commercial portfolio with a view to maximising the rate of return on capital employed wherever possible. All its tenanted properties are subject to regular rent reviews.

6. ASSET REGISTER – DATA MANAGEMENT

- 6.1 The Authority maintains both a Property Terrier and an Asset Register.
- 6.2 The Property Terrier contains details of every land or property asset the Council has, or has ever had, an interest in. Unfortunately this makes it unsuitable for asset management as sorting by asset types or category is extremely difficult.
- 6.3 Each asset has been given its own unique property reference number (UPRN) and the Estates and Valuation Section are actively considering moving to the British Standard property number. Corporately this would require the creation of a local land and property gazetteer which could then link into the national gazetteer. Existing address data for every property in the District will need to be verified by matching. The investigation of the anomalies thrown up would have significant resource implications in the short term, although efficiency savings should eventually accrue over time. Further investment might also be required in replacing some existing systems which are not currently UPRN compatible.
- 6.4 The Asset Register has been extracted from the Property Terrier and should hold all the assets currently owned by the Authority. Preparation for the plan established that assets below a certain value have been excluded from the register in line with Local Government Association and Audit Commission guidelines. Clearly when considering strategic land or property issues, value is not always a prime consideration and these "missing" assets may be material to any decision. For this reason the deminimis items will also be entered into the Register to make a comprehensive record.
- 6.5 Some examples of land owned by the Authority but not currently showing in the register are Hythe Marshes and Lymington Marshes, large areas of land with little financial value but strategically very important because of their high environmental value to the district.
- 6.6 The Register is administered by the Estates and Valuation Section and held on a proprietary system which could benefit from being updated. The relatively small size of the portfolio makes such an investment a low priority although information on new software is being obtained.

- 6.7 The system holds core and intermediate data on each asset and is updated regularly by the Estates and Valuation section. Transient cost data is generally found on the Financial systems and is readily available to all Managers. Data relating to usage e.g. customers, energy meter readings, etc. is either held by, or available to, the manager utilising the particular asset for service provision.
- 6.8 Whilst the Asset Register does not make reference to the powers that a particular asset was acquired under, this information is available from the Property Terrier should it be required.
- 6.9 Further development of the Authority's Geographic Information System (GIS) may enable data from the property portfolio to be incorporated and stored. The full potential of this new medium for storing information from the Asset Register and the Property Terrier has still to be explored although it is hoped to develop links early next year if funding and resources permit.

7. CURRENT PORTFOLIO

- 7.1 A full condition survey was recently completed on all 34 Public Conveniences. Parish and Town Councils were also contacted to seek their views on the sufficiency, suitability of location and standard of maintenance of the conveniences within their boundaries.
- 7.2 From this, 3 conveniences have been identified for closure or transfer to another leaseholder and 7 have been targeted for demolition and rebuild. A further 18, whilst built in the last twenty or thirty years and therefore relatively new, need to have lightwells constructed and refurbishment to bring them up to the standards expected of a modern convenience. This work is programmed to be achieved over the next ten years.
- 7.3 In addition to this, the whole service is currently part of a fundamental Best Value review and the self-assessment team are considering all aspects including the suitability, sufficiency and running costs of the assets.
- 7.4 A similar survey has also just been completed on the Authority's 50 car parks. This produced a schedule of maintenance work which will be carried out over the next five years. A major survey into the frequency of use of all the Council's Town & Village car parks was carried out five years ago as well as consultation with all stakeholder groups. This information was gathered for a different purpose but a useful by-product was the identification of any under-utilised car parks. As a result, alternative options for these locations have been considered and one has been earmarked as a potential site for social housing with some of the land being retained for community use.
- 7.5 Whilst the Car Parks represent significant capital investment and annual running costs to the Authority, the current Council policy is to provide the majority of them free of charge to residents and visitors alike.
- 7.6 A consultant was commissioned earlier in the year to look at the suitability and sufficiency of the Council's information service centres. The location of each centre was considered in relation to the community it serves and the possibility of joint working with other partners sharing the same office. Consultation has been undertaken with stakeholders and partners to establish common criteria. Where location has been identified as a problem the Council is actively looking for a more suitable site and will consider options for the redundant sites when they become available.
- 7.7 The remaining property has been briefly checked by the Property Services Manager to establish a simple condition category as per the guidelines. A summary of this is attached at **Appendix 2**. A comprehensive condition survey of all remaining properties will be undertaken by the Property Services Section over the next 3 years.
- 7.8 All major assets (public offices and recreation centres) are inspected annually and a planned maintenance programme is drawn up to ensure that the fabric of the buildings is prevented from deteriorating.

- 7.9 The future use of one of the Council's depots is currently being considered. Its location is not ideal and a number of options are being investigated including shared facilities with neighbouring Authorities. The situation is further complicated as the depot is in condition category C and needs fairly significant refurbishment if it is to continue being used long term.
- 7.10 All minor land holdings have been the subject of review in the recent past and surplus plots with no strategic significance have been disposed of wherever possible.
- 7.11 Land which is deemed to be community land (open space) was not originally included in the asset register as it was given a nil value, this included land contributed by developers for community use. These plots of land will be included in future to ensure the Authority can more effectively exercise control over its land holdings. Because of pressure on resources, the difficulty of extracting the necessary information from the Land Terrier and it being a relatively low priority, this work is not expected to be completed for twelve months.
- 7.12 The Authority owns 5 recreation centres, which are built on land leased from Hampshire County Council, located next to schools to enable dual use. The leases are restrictive and therefore use of the buildings is to be primarily for Leisure and Recreation. However, there may be scope to provide other services as well as leisure and because of the longer opening hours it could be possible to provide better access to a whole range of different customers. This is one of the key areas being considered for implementation of the Council's information and communication strategies because of the large public interface.
- 7.13 The Council's superb 18 hole golf course, 9 hole course and driving range provides first class leisure facilities for the public and options to develop the site are extremely limited for planning reasons. Situated in the New Forest Heritage Area and strategic gap, the land can be used for little else and provides a valuable income stream.
- 7.14 The opportunity to dispose of the "Stillwater" mobile home park at North Poulner is currently being considered. Consultations are being undertaken with the residents on the site as to the best way forward.

8. PERFORMANCE MEASUREMENT

- 8.1 The Authority has a well established performance management framework where services used to report on a regular basis to a performance review sub-committee. With the introduction of the cabinet system, services now report to the relevant Review Panel.
- 8.2 To demonstrate continuous improvement it is necessary to measure and compare performance against set targets or benchmarks. This is requirement of Best Value and the performance of property assets is a fundamental part of any review, linking directly to the Asset Management Plan.
- 8.3 Evidence from early Best Value reviews indicates that some services are well advanced in the production and use of performance indicators. Work is currently underway to develop meaningful indicators and targets in all service areas for consideration by the Review Panels. Where possible these indicators will relate to the aims and objectives of the service being provided and thus help to show they are being achieved.
- 8.4 Where land or property is being used to assist in the provision of the service then indicators should be available to show the performance of the asset and whether changes or improvements to the asset help to improve service outcomes. In a number of cases these local performance indicators are in the early stages of development although they exist for the Council's major assets.
- 8.5 The legislation requires several national property performance indicators (pPI's) to be produced, only two of which are required for this year. One of them is dependent on data that is still in the process of being prepared for the Authority (gross internal floor areas). The other relates to the backlog of maintenance expressed as a % of cost in certain repair categories. This Authority currently has no maintenance backlogs (excluding Housing).

- 8.6 Indicators must not be created for their own sake but should provide information on performance with which Managers can take action to improve their service. They should be kept as simple and as few as possible and it is the responsibility of the Service Head to develop and monitor them.
- 8.7 The Review Panels will need to be far more aware of what are realistic but challenging targets for the services they are reviewing. This is an area where Members need to develop some expertise as the new political structures provide an opportunity for them to be involved through scrutiny and portfolio activity.

9. PROGRAMME DEVELOPMENT

- 9.1 The creation of a group of officers with the specific task of looking at strategic asset management has had the effect of raising the profile of land and property usage within the Authority. Day to day operational issues are still undertaken by the Property Services Section, but such things as sufficiency, suitability and performance are the responsibility of the service provider and are now monitored by the Asset Management Group.
- 9.2 As has been seen elsewhere in this document, the review of land and property assets is not neglected and neither is it restricted to Best Value reviews once every 5 years. Land and property is seen as a significant resource which, like any other, needs to be managed effectively if the service which it supports is to benefit.
- 9.3 Managers are aware of this and it is their responsibility to ensure that the assets being used by them are maintained to an acceptable standard. Significant refurbishment or improvements need to be identified and put forward for inclusion in the Portfolio Holder's Expenditure Plan proposals.
- 9.4 Currently, only expenditure bids over £10,000 are prioritised using the Council's corporate system, however, this limit can be changed if appropriate. A brief outline of the methodology is shown in the Capital Strategy.
- 9.5 Acquisition of land tends to be limited to opportunity purchases. The majority of capital schemes have been associated with maintenance or major refurbishment to ensure that facilities being used by customers and staff are of modern and satisfactory design. In future the financing of these schemes, if less than £10,000 each, will be funded from revenue.

10. UNDER USE AND DISPOSAL

- 10.1 The relatively small asset base that the Authority has means there is very little land and property which could be under-utilised, in fact the reverse is probably the case. In view of this, the preparation of a programme of disposals is unlikely to be necessary or useful. Those assets that might be considered for disposal have all been identified in the "Current Portfolio" section.
- 10.2 Performance indicators have been used very effectively at some locations for a number of years to monitor utilisation. Similar indicators are in the process of being introduced into other service areas to determine levels of utilisation for all properties. These will be monitored and compared on a regular basis and presented to the Review Panels for scrutiny.
- 10.3 The Authority has already identified Ringwood Offices and Stillwater mobile home park as assets that may be potentially surplus to requirements. Options for some of the depots have also been considered but these would be on purely financial grounds (it is unlikely that there would be any service improvement) and the cost benefit is not significant enough to make implementation viable at the moment.
- 10.4 The disposal of Ringwood offices could potentially leave the Authority with a storage problem. Currently several offices at Ringwood are being utilised for filing. Storage of prime documents is an ongoing problem for the Authority especially in respect of legal documents and planning matters where the use of data image processing (DIP) or other methods of information storage is still not seen as appropriate. The requirement for a space audit has become evident.
- 10.5 The review of minor land holdings identified a number of plots surplus to requirement which have subsequently been disposed of.

11. CAPITAL RECEIPTS

- 11.1 The main source of capital receipts for the Authority is the sale of its Council Houses with a fairly minor contribution coming from other services. A statement of the Authority's estimated General Reserve and Developers' contributions for the next five financial years can be found at **Appendix 3**.

12. ACTION PLAN

- 12.1 The Authority will ensure that its Asset Register contains all assets currently owned. This will be completed by September 2002.
- 12.2 The rate of return on capital employed will be reviewed for all "Non-operational – investment properties" to ensure that it is being maximised where possible before the end of March 2002.
- 12.3 The Asset Management Group will review and confirm those performance indicators that it sees as necessary for the long-term measurement of asset use and advise the Corporate Management Team by March 2002
- 12.4 Statutory performance indicators will be in place for all operational assets by the end of June 2002.
- 12.5 Internal and external benchmarking will commence in November 2001.
- 12.6 The Estates and Valuation Section will programme all remaining assets for a full condition survey to be completed over the next three years.
- 12.7 The Estates and Valuation Section will investigate the resource implications of introducing the British Standard unique property reference number for the District and develop a timetable for its implementation.

TERMS OF REFERENCE
ASSET MANAGEMENT GROUP

1. To act as a strategic review body for all property or land transactions ensuring an integrated approach between Directorates and the Corporate Strategy.
2. To identify and review corporate policy objectives relating to assets and set explicit objectives for holding property.
3. Monitor the progress and evaluate the results of the asset management review and produce a strategic asset management plan.
4. identify performance indicators linked to the objectives and specifically covering condition, sufficiency, suitability and cost.
5. Assess the performance of all assets against the identified indicators and ensure optimum utilisation.
6. Compare the performance of assets with those of other public bodies or outside organisations.
7. Set targets for the performance of the various categories of assets.
8. Produce a capital strategy and provide a forum for the evaluation of capital projects and their place in achieving corporate objectives.
9. Identify opportunities for innovation.
10. Identifying strategic opportunities to increase income generation or reduce expenditure.
11. Identifying assets suitable for investment or disposal.
12. Providing a forum for developing public, private partnerships and helping to prioritise local decisions on spending.
13. Co-ordination of property security and health and safety.
14. Advising on strategic land and building maintenance priorities.

ASSET CONDITION SURVEY - SUMMARY

Asset Description	Number	Condition
Depots	3	B
Depots	1	C
Public Offices	4	B
Cemetery Chapels	2	B
Car Parks	46	B
Car Parks	4	C
Public Conveniences	3	A
Public Conveniences	15	B
Public Conveniences	15	C
Public Conveniences	1	D
Caravan Park	1	B
Investment Properties	4	B
Recreation Centres	5	B
Visitor Information Centres	1	A
Visitor Information Centres	1	B
Museum	1	A

Key to Condition (BMIS Category 1981)

As new	A
Serviceable needing only minor repairs	B
Operational needing major repairs or upgrading	C
Inoperable, unsafe or at risk of immediate failure	D

NEW FOREST DISTRICT COUNCIL
OTHER SERVICES CAPITAL EXPENDITURE
FORECAST SUMMARY AND RESOURCES 2001/02 TO 2005/06

ESTIMATED EXPENDITURE	2001/02	2002/03	2003/04	2004/05	2005/06	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Corporate & Finance - existing	906	422	87	10	0	1425
Corporate & Finance - new						0
Environment (Other)-existing	415	201	150	150	150	1066
Environment (Other)-new						0
Environment (C.Prot)exist	1,048	1,065	949	3,622	20	6704
Environment (C.Prot) new						0
Leisure - existing	2,371	402	100	133	78	3084
Leisure - new						0
Economy & Planning - existing	433	99	0	0	0	532
Economy & Planning - new						0
Crime & Disorder - existing	1,177	0	0	0	0	1177
Crime & Disorder - new						0
TOTALS	6350	2189	1286	3915	248	13988

PROPOSED FINANCING

BCA(Loan)	170	160	150	150	150	780
SCA(Loan)	263	204	176	777	5	1425
Lottery/Grant	1872	861	773	2845	15	6366
Developers' Contributions	660	200	0	0	0	860
Revenue Provision(Gen. Fund.)	250	250	250	250	250	1250
Usable Capital Receipts	110	0	0	0	0	110
Contrib. from HCC (Lym Quay)	100	0	0	0	0	100
General Reserve	2925	514	-63	-107	-172	3097
TOTALS	6350	2189	1286	3915	248	13988

ESTIMATED BALANCES

	01/04/01	01/04/02	01/04/03	01/04/04	01/04/05	01/04/06
	£000	£000	£000	£000	£000	£000
GENERAL RESERVE	4180	1066	352	415	522	694
DEV. CONTRIBS.	6200	5790	5740	5740	5740	5740

Notes

1. The General Reserve balance assumes that there will be transfers to the General Fund of £189k for 2001/02 and £200k for 2002/03.
2. The Housing Capital Estimates are always based on the resources available each year. Forecasts are not produced in the same way as for Other Services capital schemes.
3. The Other Services capital programme for 2003/04 and 2004/05 is understated. No new bids have been made yet for 2005/06. £3.6 million of the 2003/04 programme is for Coast Protection schemes for which the Council will receive loan sanctions (Credit Approvals) and Government grant.
4. Most of the Other Services programme, excluding Coast Protection schemes, will be financed from the General Fund or the General Reserve, which, based on existing bids, is forecast to fall to £0.6 million by the end of 2004/05.