

## ASSET MANAGEMENT PLAN AND CAPITAL STRATEGY

### 1. INTRODUCTION

- 1.1 In late March this year, the Government issued its guidance for the Single Capital Pot 2003; this relates to the allocation of resources for 2004/05 financial year.
- 1.2 The objective of the single capital pot is to enable the government to encourage a clear and transparent process in the allocation of resources, that promotes strategic planning and good performance, whilst striking a balance between local decision making and national priorities. The intention behind this approach is to permit local authorities to make some decisions about their own priorities.
- 1.3 The guidance indicates that the total resources to be distributed through the 'pot' will increase from 60% for 2003/04 to 66.6% by the end of the spending review period. There will be no ring-fencing of resources for those authorities assessed as excellent under the CPA framework.
- 1.4 Single capital pot allocations will be made in December 2003 for 2004/05; there will be no discretionary element for this or future years (for 2003/04 the discretionary element was 5%).
- 1.5 The resources allocated to the Council for the current financial year 2003/04 are:

Basic Credit Approvals (all services)	£1.437m
Basic Credit Approvals (5% discretionary element)	<u>£0.175m</u>
Total	<u>£1.612m</u>

The discretionary element includes £0.100m awarded for a good assessment for the Asset Management Plan and Capital Strategy for 2003/04; it is unlikely that this element will be available for 2004/05.

### 2. ASSET MANAGEMENT PLAN AND CAPITAL STRATEGY - 2003

- 2.1 As part of a broader initiative to ease the plan burden on local authorities, the requirement to submit capital strategies and asset management plans to GOSE have been relaxed for those authorities whose submissions in 2002 were assessed as 'good'.
- 2.2 However, the guidance indicates that local authorities are expected to continue to produce these strategic documents for their own purpose, and particularly as an integral part of the new prudential system of capital finance.
- 2.3 As this Council received a 'good' assessment from GOSE for last year's plan, it is not required to submit the full strategy and plan this year; however it will be necessary to submit key statistical information on asset numbers, value and condition, and local property performance indicators, by 31<sup>st</sup> July 2003.. This information is contained within both strategic documents.

- 2.4 This data will be used to inform and support decisions about local authority investment needs and priorities in future spending reviews.
- 2.5 Once the new prudential system for capital finance is introduced, the capital strategy will need to become an integral part of the annual expenditure planning process.
- 2.6 The Council's updated Asset Management Plan and Capital Strategy for 2003/04 are attached as appendix 1 and 2 respectively to this report. The Government's guidelines have been adopted in the preparation of these strategic documents.

### **3. CRIME AND DISORDER AND ENVIRONMENTAL IMPLICATIONS**

- 3.1 Future available capital resources may be utilised to undertake projects of a cross cutting nature, as part of partnership working within the wider community. Part of the consideration of any such projects will include the assessment of crime and disorder and environmental implications.

### **4. RECOMMENDATIONS**

The Council are recommended to:

- 4.1 Note the basis for allocation of resources through the single capital pot for 2004/05;
- 4.2 Adopt the Asset Management Plan and Capital Strategy for 2003;
- 4.3 Approve the performance indicators included within the Asset Management Plan for submission to GOSE.

#### **For further information contact:**

Pat Higgins,  
Assistant Director Resources and  
Corporate Property Officer

Tel: 023 8028 5821

E-Mail: [pat.higgins@nfdc.gov.uk](mailto:pat.higgins@nfdc.gov.uk)

#### **Background Information:**

Single Capital Pot Guidelines  
2003

# Capital Strategy & Asset Management Plan

## 2003/2004



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***This document was produced by the Asset Management Group of New Forest District Council — July 2003. For further information contact either:***

***Philip Butterworth  
Town Hall  
Avenue Road  
Lymington  
Hants  
S041 9ZG  
Telephone 02380 285723***

***Mrs Patricia Higgins  
Assistant Director (Financial Services)  
and Corporate Property Officer  
Town Hall  
Avenue Road  
Lymington  
Hants  
S041 9ZG  
Telephone 02380 285821***

## NEW FOREST DISTRICT COUNCIL Statistical and Financial Information – 2003/4

	£M
• Gross Revenue Budget (including Housing Revenue A/c)	75.9
• Net Revenue Budget (including Housing Revenue A/c)	20.1
• Housing Revenue Account expenditure	22.6

### Fixed Assets per Consolidated Balance Sheet as at 31 March 2001

1. TYPE - Operational Assets		
(a) Council Dwellings		278.6
(b) Other Land & Buildings		37.1
(c) Vehicles Plant & Equipment		1.4
(d) Infrastructure Assets (Coast Prot'n., Land Drainage & Public Lighting)		16.5
(e) Community Assets (Open space at New Milton & Bartley)		0.4
2. TYPE - Non-Operational Assets		
(a) Investment Assets		3.7
(b) Other (Open Space)		4.7

Service Area	Type <small>See Type above</small>	Number	Gross Internal Area	Value £M
Environment	1 (b)	34	1389.21m <sup>2</sup>	2.017
Corporate & Finance	1(b)	8	13122.00m <sup>2</sup>	4.873
Corporate & Finance	2 (a)	3	N/A	3.664
Leisure	1 (b)	8	16563.15m <sup>2</sup>	22.248
Housing	1 (a)	5171	N/A	278.620

Maintenance Backlog – Housing £20.181m but no backlog exists on other services.

	2003/4	2004/5	2005/6	2006/7
<b>Capital Programme</b>	£'000	£'000	£'000	£'000
Corp. & Finance	782	240	10	-
Crime & Disorder	11	-	-	-
Environment	1704	1249	3552	6189
Econ. & Planning	449	65	-	-
Leisure	2204	1019	182	85
<b>TOTAL</b>	<b>5150</b>	<b>2573</b>	<b>3744</b>	<b>6274</b>
<b>Proposed Financing</b>				
BCA/SCA (Loan)	630	607	806	1305
Grants & Other Contrs	1328	842	2729	4867
Electronic Governance	200	-	-	-
Developers' Contris	1482	9	9	9
Revenue Provision	-	-	250	250
Usable Capital Receipts	-	-	-	-
Capital Reserve	1510	1115	-50	-157
<b>TOTAL</b>	<b>5150</b>	<b>2573</b>	<b>3744</b>	<b>6274</b>

It is not possible to forecast whether the Authority will be taking on “unsupported borrowing” as this is dependent on a number of other factors.

## District Profile

New Forest District lies in the southwestern corner of Hampshire between the conurbations of Southampton and Bournemouth. With a population of 169,331 (2001 Census) 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 covers 75% of the District and has been recommended for National Park status) and its 64 km of coastline, much of it undeveloped and of landscape and nature conservation importance.

The majority of the District's residents live in good quality housing in towns and villages on the periphery of the forest. House prices generally exceed the National Average by nearly 30%. The large population growth since World War 2 has been concentrated on the eastern margin (Totton, Hythe, Dibden, Marchwood, Fawley) and the south (Lymington, Barton, Milford, New Milton). This has been partly due to 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 23% over pensionable age and only 19% under the age of 16. The only other towns of significance in the District are Ringwood to the west and Fordingbridge in the northwest.

The District has a robust economy, which is not dependent upon any particular employment sector. This has tended to shelter the District 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 and 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 with some 1600 full and part-time employees. The forest is well used by the local population as a recreational area with local residents estimated to account for up to 12 million days visited to the forest each year. Tourism accounts for 6.5 million days visited and is a major component of the local economy directly accounting for some 7% of jobs in the District.

With the high proportion of pensioners in the District, only 45% 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 about 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. At 1.1%, unemployment is well below the national rate of 2.6%.

The District is wholly parished and the Council has established a good working relationship with the 37 Town and Parish Councils within its area. The New Forest is currently represented by two Members of Parliament.

### Asset Management Planning

The Authority has an Asset Management Group, chaired by the Corporate Property Officer, and including the portfolio holder, representing all internal stakeholders and acting 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 Authority has a relatively small asset base of approximately 150 assets, more detail of which can be found in the Asset Management Plan.

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 of the asset when compared with the Building Maintenance Information Service categories. There are currently no maintenance backlogs relating to assets used on Other Services, although there is a backlog on Housing.

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.

# CAPITAL STRATEGY ASSESSMENT CRITERIA CHECK LIST

## Primary Requirements

Item	Requirement	Evidence
1.	Provides clear strategic guidance about the Council's capital objectives, priorities and spending plans and demonstrates that these are directly linked to and consistent with key corporate and service objectives as outlined in the authority's corporate documents. Identifies Council wide cross-cutting activity and initiatives.	Section 2  3.1, 3.2, 3.3, 3.8 6.1, 6.3, 6.4, 6.7  Section 5
2.	Describes the framework that the authority has put in place to ensure that the capital strategy is a corporate document	2.4
3.	Identifies all key aspects of capital expenditure within the authority and those areas where the authority is able to apply significant influence on others through the use of its capital resources.	3.2, 3.3 4.8 Section 6
4.	Explains the approach implemented in the prioritisation of capital project proposals	6.7, 6.8
5.	Explains how the revenue implications of capital investment are taken into account.	6.5
6.	Is informed by the outcomes of Best Value reviews, and of other relevant reviews and improvement/ development plans.	3.9 5.1 6.5
7.	Identifies how relevant stakeholders' and partners' views are sought and inform the working and development of the capital strategy.	2.1, 2.4, 3.1, 3.6 4.1, 4.9 6.5 (Appendix B)
8.	Identifies key partners and describes partnership working.	3.4, Section 4

## Secondary Requirements

	General Content	
1.	The Strategy sets out sufficient information to inform all bidding for capital resources.	3.2, 3.3, 3.8 Section 6
2.	The Strategy outlines the Council's approach to PPP/PFI and to other means of alternative capital funding.	6.11, 4.2, 3.7, 4.8
3.	The Strategy addresses corporate policies on procurement strategies as envisaged in Best Value guidance.	6.12, 6.13
4.	The Strategy identifies how partnership working is being further progressed by steps being taken to work with other councils and relevant organisations.	Section 4

	Performance Measuring and Monitoring	
5.	There is evidence that performance measures and benchmarking are being used to describe and evaluate how the deployment of capital resources contributes to the achievement of corporate and service objectives.	6.7 6.10
6.	There is evidence that the results of performance measurement and benchmarking are being communicated to Stakeholders where relevant.	3.9 4.9 5.2
7.	There is evidence that the results of performance	

	measurement and benchmarking are being used to seek service improvements and target service delivery.	4.9
8.	There is evidence that performance measurement activities relate to capital projects and to the influence of grants and partnerships.	3.8, 3.9 4.9, 6.10
9.	There is evidence that there is a corporately agreed 3-year strategy explaining the council's approach regarding the effective management, measurement and monitoring of the council's capital programme.	3.3 Section 6

	<b>Cross-cutting activity</b>	
10.	There is evidence of the development and/or delivery of key priorities and targets to achieve cross-cutting objectives such as regeneration and sustainable development.	Section 5
11.	There is evidence of cross-cutting activity leading to improved outcomes, including consideration of and, where appropriate, adoption of innovative solutions.	4.8



# CAPITAL STRATEGY 2003-2008

## 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 producing a Community Strategy in consultation with its stakeholders and its Local Strategic Partnership. It is developing a number of Community Action Networks (CAN's) to tackle significant cross-cutting issues as well as continuing to address them both corporately and in partnership with others.
- 1.3 The development of partnerships and consultation with existing partners is embedded in the Council's culture and is a fundamental part of any scheme or initiative undertaken by the Council. The Council is sometimes able to influence others through the use of its capital resources.
- 1.4 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 overarching aim is to maintain, improve and seek to fully utilise the existing asset base.
- 1.5 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.
- 1.6 Funding for the capital programme is sought from the source most beneficial to the Council and the Community: the Council seeks to obtain value for money through all its procurement arrangements.

## 2. INTRODUCTION

- 2.1 The Council's Corporate Plan sets out its statement of intent for the future of the New Forest District over the next four years. "The Heart of the Forest", identifies how the Council intends to work with the public and partners to place itself at the heart of community life within the Forest. After a period of consultation with key stakeholders the Council has recently approved a package of measures that reviews the Corporate Plan; its approach to sustainability and its performance management and service planning framework. This package is designed to create a focus on the Quality of Life and gear services to deliver across a wide range of aims. It is intended to improve the economic, social and environmental well-being of the district through working with the public and partners, whilst the Council aims to become, and remain, an Organisation of Excellence.
- 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. 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.
- 2.4 This strategy has not been produced in isolation from other policy areas but has been drawn up after consultation with all service providers within 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 (1000 local residents).

### 3. LOOKING FORWARD – TARGETS

- 3.1 Over the past 3 years the Council has been working with its partners in developing a process that will result in the production of the District's first Community Strategy in December 2003. A key part of that process was the establishment of a Local Strategic Partnership (LSP) to oversee the development of the strategy. This is supported by a Community Action Team which is a multi-agency group meeting more frequently than the LSP. The LSP has, or is in the process of developing, a number of CAN's, each one of which will tackle a specific emerging issue for the community. The CAN for Crime and Disorder is already operating and one for Health is substantially in place.
- 3.2 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 result in new schemes being identified as a result of consultation with partners or other stakeholders.
- 3.3 The Council's capital programme (Appendix A) is based on bids put forward by individual services and does not currently exceed the limited resources available to complete it.
- 3.4 The District has quite a large coastline, 85% of which is included within areas of Special Scientific Interest requiring constant monitoring and protection. The Council is the lead Authority for strategic regional monitoring of the South East, covering all coastal authorities from Portland to the north Kent coast including the Isle of Wight.
- 3.5 For local housing, grants are available for Disabled Facilities, Home Repairs Assistance and Private Sector Renewal. Payments are made to Housing Associations to enable the provision of social housing within the District as the New Forest has a growing homelessness problem and 2861 households were registered as in need of affordable housing at 31<sup>st</sup> March 2003.
- 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 Tenants' Compact demonstrates levels of tenant involvement in ways that go further than ever before, addressing effectively tenants' issues and representation. 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 was considered in depth 3 years ago, when a decision was made for stock retention. As a result of the Government's initiatives to provide decent homes for all and other recently announced plans, all local authorities are now required to consider a range of options for the future provision of social housing by 2005. The Council's latest Housing strategy and HRA business plan have identified a number of issues, including its ability to resource the future provision of new homes. A second review has recently been undertaken which will consider the options of LSVT, arms-length management organisation (ALMO) and private finance initiatives.
- 3.8 Some of the Council's key targets which are, or may require 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***

- To implement the Local Land and Property Gazetteer.
- Implement a revised Improvement Grant policy.
- Review and implement an improved quality system with Environmental Health.
- Develop a framework for workforce planning as part of service plans.

- Ensure full expenditure of the major repairs allowance and reduce the repairs backlog on Housing.

### ***Working with Public and Partners***

- Publish the first Community Strategy for the District.
- Establish a panel of young people to increase opportunities for consultation.
- Create better opportunities for communities to input into decisions.
- Develop partnership working with contractors involved in both reactive and planned maintenance projects.

### ***Economic Well-being***

- Complete an Asset Management review.
- Continue to develop relationships with the Tourism Industry and related agencies so as to help achieve the objectives of the Tourism and Visitor Management Strategy.
- Secure finance for partner Housing Associations to provide 100 homes in the district, subject to funding through the Housing Corporation and Government.

### ***Social Well-being***

- Ensure a portfolio of at least 240 properties is made available by Registered Social Landlords for use as temporary accommodation.
- Identify key areas for NFDC on the integrated Health Strategy and create an action plan to develop and contribute to them.
- Continue to support the Waterside Credit Union and help it develop its potential to reduce social exclusion within its community.
- Extend CCTV with partner organisations and evaluate the success of the scheme.
- Complete for review Acceptable Behaviour Contracts and Anti-Social Behaviour Orders including reviewing the existing arrangements of dealing with Neighbourhood Nuisance through the “Divided we fall” partnership.

### ***Environmental Well-being***

- Introduce Traffic Management measures in response to consultation.
- Complete the environmental improvements of Hythe promenade.
- Implement Phase 1 of the environmental improvements for Totton town centre.
- Achieve a 33% target for the recovery or recycling of household waste.
- Work with partners to implement the strategy for dealing with contaminated land.
- Review and assess the sulphur dioxide levels at Fawley and the nitrogen oxide levels at Lyndhurst High Street and Junction Road, Totton.

3.9 Performance against these and other targets will be published next June in the Council’s Best Value Performance Plan “Performance Matters”, this will include new targets set for the following financial year. Performance against last year’s targets can be checked in this year’s Performance Plan, a summary version of which is delivered to every household in the District.

## **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 and Community Focus Groups
- Employees and Members
- Key Employers/Business/ Industry/Local Interest Groups/NF Business Partnership
- Hampshire County Council (incl. Social Services and Education)
- Town & Parish Councils/Other District Councils

- English Nature/Local Landowners/Countryside Agency/Forestry Commission
- Police, Fire & Health Services/Voluntary Sector
- Housing Corporation/Regional Housing Forum/Housing Associations/Private Landlords and other Registered Social Landlords.
- Regional Government (GOSE)/Environment & Transport Agencies
- South East Economic and Development Agency (SEEDA)
- District Audit
- 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 that it might not otherwise be able to.
- Where funding is applied for from other sources, the scheme is likely to be rigorously vetted by that agency and therefore consideration has to be given to their requirements if the application is to be successful.

4.3 The District Council will soon be meeting again with town and parishes having had some success in encouraging them to explore the opportunities provided by such initiatives as Vital Villages. This is a scheme developed by the Countryside Agency that helps advance better understanding of our communities and provides a basis for delivery against their needs. There are also regular meetings between the Association of Town & Parish Councils, the Corporate Management Team and the Cabinet.

4.4 The Council works in partnership with other coastal authorities on aspects of coastal protection in the South East and is developing a single scheme of management for the Solent European Marine sites. The Authority also works in partnership with a neighbouring Authority to provide frontline services with its Direct Service Organisation.

4.5 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.

4.6 Leisure Services works very closely with the Education Authority and schools in the management and utilisation of its recreation centres. All recreation centres are dual use and therefore working in partnership with the school is a daily issue.

4.7 Consultation is a key element in the development of any strategy and has become part of the Council's culture. The extent of the Council's commitment to consultation is set out in its corporate plan.

4.8 There is 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. The development of the CAN's with their multi-agency format will help to produce these benefits. The Council is also able to influence its partners in some instances by the use of its capital resources. An example of this is the building of a local information office at New Milton. Here the Council has succeeded in delivering joined-up Government by involving the local Town Council, County Council and other agencies as well as involving a Housing Association to provide funding for several flats. Another example is the Closed Circuit Television project that has prompted local businesses to help support it financially and has attracted significant Home Office funding.

4.9 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 or adopted 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.

## 5. ACHIEVING KEY CROSS CUTTING OUTCOMES

- 5.1 The Council is continuing to lead the development of the LSP and the production of the Community Strategy, which will deliver cross-cutting outcomes based on priority issues. The Community Strategy will be the outcome from a major exercise to identify what the priority issues are for the district, achieving a better understanding of who is doing what towards those issues and identifying ideas for greater achievement. The publication of the Changing Lives Draft Issues Report by the LSP attracted almost 50 responses from different organisations following the Changing Lives Conference held in 2002.
- 5.2 The CANs continue to be developed to provide the infrastructure to deliver the Community Strategy and to help ensure the best use of resources between partners. The Council's own Best Value review programme includes one cross-cutting theme each year, Community Safety and Health and Sustainability have already been addressed. This year's theme is Children and Young People which was nominated by the LSP after being identified as an issue of major importance by the Changing Lives report. From 2003/04 key community issues raised by the LSP and shown below, will drive all themed (cross-cutting) reviews.
- Families
  - Community Planning
  - Older People
  - Poverty
  - Life Long Learning
  - Voluntary Sector
  - Communications
  - Children and Young People
  - Economic Regeneration and Development
  - Customer Interface/Electronic Governance
  - Community Involvement

More information regarding these cross-cutting activities, outcomes and performance measurement can be found in the Council's Best Value Performance Plan.

- 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 how it linked with cross cutting issues. As a result of the responses and a subsequent strategy development day held with LSP partners and others, the development of a Social Inclusion CAN is targeted for the next few months.

## 6. STRATEGIC DEVELOPMENT OF THE CAPITAL PROGRAMME

- 6.1 Each Service area has developed policies that underpin the service delivery and supports the need for any capital expenditure bids. These policies are identified in a number of documents approved by the Council. All policies either implicitly or explicitly contribute to achieving the Council's strategic 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. Any capital receipts and revenue contributions to capital (RCC) supplement the remaining "general" resources. More information on the Council's financial position can be found on page 2 at the beginning of this document.
- 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 some funding available for new build when opportunities occur.
- 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 that considers all options (including a 'do-nothing' option). Some of these may arise from Best Value Reviews and the resultant continuous improvement action plans. An example of this is the Catering Best Value Review that identified better utilisation of space and income generation within the Recreation Centres. 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 that state that each scheme bid must be supported by a business case. This must include a proper project appraisal considering all options, a forecast of revenue implications for each year during implementation and future years and, where appropriate, the incidence of expenditure.
- 6.7 The Council's methodology for prioritisation of capital schemes has changed recently. The Corporate Plan sets out the Council's strategic aims and indicates how these will be achieved through its service provision. Service plans are produced annually which cover the development of each service, the resourcing requirements, the strategy for the service and how this will support the overall achievement of the corporate plan. These plans identify capital schemes associated with the service development and the Service Head prioritises these with that in mind.
- 6.8 The Corporate Management Team (CMT) then considers the list of service schemes where some may subsequently be removed. The remaining schemes are brought together into one schedule before being sent to the Cabinet for the Members to make the final decision on prioritisation before approval. The Cabinet considers all the schemes submitted to them and ensures that the prioritisation of schemes from different service areas is in accordance with their strategic aims and those of the Corporate Plan.
- 6.9 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.
- 6.10 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.
- 6.11 The Contract Monitoring Officer scrutinises all contracts 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. In addition a number of corporate measures are in place to establish performance against key targets and also to provide data for the Asset Management Plan.
- 6.12 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, e.g. the new combined public convenience and café/bar at Calshot; Private Finance Initiatives will similarly be considered in appropriate circumstances.
- 6.13 The Authority's procurement strategy is designed to achieve value for money. Where capital schemes are concerned, the specification used in the tendering process and the selection of contractors is critical to ensure that quality is not sacrificed for cost.
- 6.14 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.

**CORPORATE AND FINANCE PORTFOLIO CAPITAL EXPENDITURE PLANS  
2003/2004 TO 2007/2008**

PROJECT	Est Total	Actual	Forecast Capital Expenditure					Post
	Cost	Est to 31.3.03	2003/04	2004/05	2005/06	2006/07	2007/08	2007/08
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b><u>APPLETREE COURT</u></b>								
Refurbishment of Heating System	594	366	43	185				
Pedestrian / Veh. Alts. Gosport Lane	12	13						
Resurface Lower Car Park	30	27	3					
Electrical Testing Remedial Works	27	13	13					
Rain Water Recycling Scheme	4	0	4					
Refurbishment of Main Reception	1	1						
Renewal of Electrical Supply	46	58						
Guillotine for Copying Service	4	4						
<b>TOTAL - Appletree Court</b>	<b>718</b>	<b>482</b>	<b>63</b>	<b>185</b>	<b>0</b>	<b>0</b>		<b>0</b>
<b><u>TOWN HALL</u></b>								
Photovoltaic Scheme	0	0	0					
Electrical Testing Remedial Works	27	4	23					
Racking and Shelving - ICT	3	3						
Refurbish gents GF toilets/add Showers	11	0	11					
Carpet Replacement Programme	3	2	1					
<b>TOTAL - Town Hall</b>	<b>44</b>	<b>9</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b><u>NEW MILTON OFFICES</u></b>								
Provision of New Offices	615	228	377	10				
<b>TOTAL - New Milton Offices</b>	<b>615</b>	<b>228</b>	<b>377</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b><u>INFORMATION OFFICES</u></b>								
Refurbishments	60	29	11	10	10			
<b>TOTAL - Information Offices</b>	<b>60</b>	<b>29</b>	<b>11</b>	<b>10</b>	<b>10</b>	<b>0</b>	<b>0</b>	
<b><u>CLAYMEADOW DEPOT</u></b>								
Grounds Maintenance	2	0	2					
Drainage	20	20						
Resurfacing Works	20	0	20					
<b>TOTAL - Claymeadow Depot</b>	<b>42</b>	<b>20</b>	<b>22</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b><u>MARSH LANE DEPOT</u></b>								
Repairs to Drains	5	0						
Replace Asbestos Guttering	3	0						
Electrical Testing Works	3	0						
Grounds Maintenance	3	0						
Improvements and Redecorations	3	0						
Fuel Tank Wall Repairs	7	3	4					
Upgrade CCTV System	5	0	5					
<b>TOTAL - Marsh Lane Depot</b>	<b>29</b>	<b>3</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>OFFICES &amp; DEPOTS</u></b>								
Improved Facilities for Disabled	25	24	1					
Disabled Discrimination Act Legislation	65	21	44					
<b>TOTAL - Offices &amp; Depots</b>	<b>90</b>	<b>45</b>	<b>45</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

PROJECT	Est Total Cost	Actual Est to 31.3.03	Forecast Capital Expenditure					Post 2007/08
	£'000	£'000	2003/04 £'000	2004/05 £'000	2005/06 £'000	2006/07 £'000	2007/08 £'000	£'000
<b>CATERING</b>								
Applemore R. C. Kitchen Ventilation	0	0						
Lymington R.C. Ph. 2 - Catering Area	60	0	25	35				
New Milton R. C. Bar Served	0	0						
Totton R. C. - Café/Bar Conversion	0	0						
Dibden Kitchen Enlargement	35	32	3					
Appletree Pantry - Kitchen Extension	15	16						
Appletree Pantry - Kitchen Ventilation	5	5						
Equipment Replacement Programme	2	2						
Ringwood R.C.- Kitchen/Served Area	15	0	15					
Lymington R.C. - Customer Social Area	14	0	14					
<b>TOTAL - Catering</b>	<b>146</b>	<b>55</b>	<b>57</b>	<b>35</b>	<b>0</b>	<b>0</b>		<b>0</b>
<b>INFORMATION TECHNOLOGY</b>	<b>471</b>	<b>198</b>	<b>271</b>		<b>0</b>			
<b>TOTAL GROSS COST</b>	<b>2,215</b>	<b>1,069</b>	<b>890</b>	<b>240</b>	<b>10</b>	<b>0</b>		<b>0</b>
<b>Less Grants</b>	<b>200</b>	<b>0</b>	<b>200</b>					
<b>NET COST</b>	<b>2,015</b>	<b>1,069</b>	<b>690</b>	<b>240</b>	<b>10</b>	<b>0</b>		<b>0</b>

<b>MEMORANDUM ITEMS</b>								
Information Technology	2,192		865	432	895			
Equipment Machinery	40		28	9	3			
Vehicles	2,586		956	714	916			
<b>Corporate and Finance Portfolio Memorandum Items</b>	<b>4,818</b>	<b>0</b>	<b>1,849</b>	<b>1,155</b>	<b>1,814</b>			<b>0</b>



<b>CRIME &amp; DISORDER PORTFOLIO CAPITAL ESTIMATES 2003/2004 TO 2007/2008</b>								
<b>PROJECT</b>	<b>Est Total Cost</b>	<b>Actual Est to 31.3.03</b>	<b>Forecast Capital Expenditure</b>					<b>Post 2007/08</b>
	<b>£'000</b>	<b>£'000</b>	<b>2003/04 £'000</b>	<b>2004/05 £'000</b>	<b>2005/06 £'000</b>	<b>2006/07 £'000</b>	<b>2007/08 £'000</b>	<b>£'000</b>
<b><u>CCTV</u></b>								
CCTV Programme	1,139	1,106	11	-	-	-	-	-
Lyndhurst Cat Park CCTV	23	23	-	-	-	-	-	-
<b><u>OTHER</u></b>								
Community Radio	10	10	-	-	-	-	-	-
<b>TOTAL GROSS COST</b>	<b>1,172</b>	<b>1,139</b>	<b>11</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Less grants from:								
Home Office (CCTV)	985	950	-	-	-	-	-	-
Town & Parish Councils	91	57	43	-	-	-	-	-
Home Office (CCTV Lyndhurst)	-	23	-	-	-	-	-	-
<b>NET COST</b>	<b>96</b>	<b>109</b>	<b>-32</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>ECONOMY &amp; PLANNING PORTFOLIO CAPITAL ESTIMATES</b>								
<b>2003/2004 TO 2007/2008</b>								
<b>PROJECT</b>	<b>Est</b>	<b>Actual</b>	<b>Forecast Capital Expenditure</b>					<b>Post</b>
	<b>Total</b>	<b>Est to</b>	<b>2003/04</b>	<b>2004/05</b>	<b>2005/06</b>	<b>2006/07</b>	<b>2007/08</b>	<b>2007/08</b>
	<b>Cost</b>	<b>31.3.03</b>						
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b><u>CAR PARKS</u></b>								
Special Improvements - Beaulieu	3	-	3	-				
Special Improvements	50	50	-	-				
St John's Car Park - Hythe	130	-	65	65				
<b>TOTAL</b>	<b>183</b>	<b>50</b>	<b>68</b>	<b>65</b>				
<b><u>ENVIRONMENTAL INITIATIVES</u></b>								
Fawley Village Centre	112	5	107					-
Fordingbridge Town Centre	186	172	14					-
Milford Sea Front *	200	-	200					-
Totton Town Centre	110	10	100					-
<b>TOTAL</b>	<b>608</b>	<b>187</b>	<b>421</b>					<b>-</b>
<b><u>HIGHWAYS AGENCY</u></b>								
Highways Agency Works	627	341	-					-
<b>TOTAL</b>	<b>627</b>	<b>341</b>	<b>-</b>					<b>-</b>
<b><u>MEASURES TO ENCOURAGE CYCLING</u></b>								
Cycle Route Stopples Lane Hordle	48	3	44					-
<b>TOTAL</b>	<b>48</b>	<b>3</b>	<b>44</b>					<b>-</b>
<b><u>PUBLIC LIGHTING</u></b>								
Footway Lighting Col. Replace Prog.	39	37	-					-
Footway Lighting Improvements	33	39	-					-
<b>TOTAL</b>	<b>72</b>	<b>76</b>	<b>-</b>					<b>-</b>
<b>TOTAL GROSS COST</b>	<b>1,538</b>	<b>657</b>	<b>533</b>					<b>-</b>
Less developers' contributions #	14	-	14					-
Less grants and other contributions*	150	-	150					-
Less reimbursement HCC (Highways Agcy)	627	341	-					-
<b>NET COST</b>	<b>747</b>	<b>316</b>	<b>369</b>					<b>-</b>

**ENVIRONMENT PORTFOLIO CAPITAL ESTIMATES  
2003/2004 TO 2007/2008**

PROJECT	Est	Actual	Forecast Capital Expenditure					Post
	Total Cost	Est to 31.3.03	2003/04	2004/05	2005/06	2006/07	2007/08	2007/08
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>COAST PROTECTION</b>								
Barton on Sea*	5,125	0	0	65	60	5,000		
Coastal Strategy Plans*								
Christchurch Bay	243	140	103					
Saltmarshes	55	0	0	55				
Western Solent	241	13	104	124				
Hurst Spit Beach Management*	4,808	454	67	47	47	47	47	4,069
Lymington Quay Wall & Surfaces*	513	520						
Milford on Sea*	3,029	95	94	60	2,760	20		
Regional Monitoring (Study)*	3,439	331	1,083	558	515	952		
<b>TOTAL – Coastal Protection</b>	<b>17,453</b>	<b>1,553</b>	<b>1,451</b>	<b>909</b>	<b>3,382</b>	<b>6,019</b>	<b>47</b>	<b>4,069</b>
<b>LAND DRAINAGE</b>								
Ashurst Flood Relief	73	72						
Fordingbridge Preliminary Study	25	0	25					
Great Ballard Lake#	87	87						
Lyndhurst Flood Relief*	115	20	95					
Lyndhurst Investigations	13	14						
Portmore Flood Relief*	104	5	99					
Ripley Flood Relief	99	93	6					
S.E.Ringwood Invest and Flood Relief#	82	77	5					
Watercourse Imp. Friars Wk/Farm Ln*	49	10	39					
Normandy Ln/Gore Rd Prelim Studies	29	1	28					
Normandy Ln/Gore Rd Flood Alleviation	100	0	28	72				
Fordingbridge Flood Alleviation*	100	0	100					
Calmore Preliminary Flood Investig'ns	25	0	25					
Calmore Flood Relief*	100	0	0	100				
<b>TOTAL - Land Drainage</b>	<b>1,001</b>	<b>379</b>	<b>450</b>	<b>172</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>LYMINGTON QUAY PROJECT</b>								
Fees and Contingencies	156	172						
Principal Environmental Enhancements	378	352	26					
Public Conveniences	138	126	12					
<b>TOTAL – Lymington Quay Project</b>	<b>672</b>	<b>650</b>	<b>38</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PUBLIC CONVENIENCES</b>								
Feasibility Study	3	1	2					
Rebuilding:								
New Street Lymington	168	61	107					
Brockenhurst	175	34	141					
Calshot (see external funding)	330	0	330					
Milford	170	0	0	170				
Keyhaven	170	0	0	0	170			
Fordingbridge	170	0	0	0		170		
<b>TOTAL – Public Conveniences</b>	<b>1,186</b>	<b>96</b>	<b>580</b>	<b>170</b>	<b>170</b>	<b>170</b>	<b>0</b>	<b>0</b>
<b>WASTE M'GMENT AND RECYCLING</b>								
Recycling Extension	170	0	170					
<b>GROSS TOTAL</b>	<b>20,482</b>	<b>2,678</b>	<b>2,689</b>	<b>1,251</b>	<b>3,552</b>	<b>6,189</b>	<b>47</b>	<b>4,069</b>

**ENVIRONMENT PORTFOLIO CAPITAL ESTIMATES  
2003/2004 TO 2007/2008**

PROJECT	Est Total Cost	Actual Est to 31.3.03	Forecast Capital Expenditure					Post
	£'000	£'000	2003/04	2004/05	2005/06	2006/07	2007/08	2007/08
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>LESS:</b>								
Developers' Contributions#	-178	-74						
from Harbour Com (Lym Quay Project)	-11	-11						
from HCC (Lyndhurst Investigations)	-6	-6						
from HCC (Principal Env Enh)	-170	-170						
from NMTC (Great Ballard Lake)	-26	-26						
Grant (Coast Protection)*	-14,002	-808	-768	-792	-2,729	-4,867	-2,984	
Grant (Land Drainage)*	-164	-2	-112	-50				
Possible external funding for PC at Calshot	-150	0	-150					
Grant (DEFRA) Waste Mgmt & Recycling^	-170	0	-170					
<b>NET TOTAL</b>	<b>5,605</b>	<b>1,581</b>	<b>1,489</b>	<b>409</b>	<b>823</b>	<b>1,322</b>	<b>-2,937</b>	<b>4,069</b>

**LEISURE PORTFOLIO CAPITAL ESTIMATES  
2003/2004 TO 2007/2008**

PROJECT	Est Total Cost	Actual Est to 31.3.03	Forecast Capital Expenditure					Post 2007/08
	£'000	£'000	2003/04 £'000	2004/05 £'000	2005/06 £'000	2006/07 £'000	2007/08 £'000	2007/08 £'000
<b>ALL CENTRES</b>								
Electrical Testing Remedial Works	82	79	3					
Replacement of Covers to Swimming Pool Bi-Flow Channel	13	5	-					
Underwater Repairs	13	-	13					
Works to Comply with DDA	21	-	21					
<b>TOTAL – All centres</b>	<b>129</b>	<b>84</b>	<b>37</b>					
<b>APPLEMORE REC CENTRE</b>								
Alteration to Balance Tanks	3	3	-					
Works comply Statutory Disability Act	14	17	-					
Extension to Health and Fitness Suite	167	172	-					
External Wall Repairs	9	10	-					
Soft Play Conversion	47	27	8					
Children's Play Area	4	6	-					
CCTV	6	-	6					
Reflections Sauna Refurbishment	56	28	26					
Office Renovation	20	12	20					
Lift Replacement	22	-	22					
Extension to CCTV System	14	-	14					
Ultra Violet Pool Disinfectant Scheme	24	-	24					
Air Conditioning Heat Pump	18	-	18					
Replacement of Pool Sand Media	16	-	-			16		
<b>TOTAL – Applemore Rec Centre</b>	<b>420</b>	<b>275</b>	<b>138</b>			<b>16</b>		
<b>NEW MILTON REC CENTRE</b>								
Pool Hall Roof	33	40	-	-	-			
Squash Court Refurbishment	-	-	-	-	-			
Installation of Automatic Doors	11	11	-	-	-			
Extension to Contours	160	113	51	-	-			
Access Control	9	9	-	-	-			
Refurb of Workshop / Storage Area	15	-	15	-	-			
Refurb of Contours Extension Toilet	14	-	14	-	-			
External Barrier Control	12	-	12	-	-			
Refurbishment of Centre Filters	16	-	16	-	-			
Replacement of Wetside Tiling	18	-	-	18	-			
Refurbishment of Poolside Tiling	17	-	-	17	-			
Recover Main Pool Hall Roof	55	-	-	-	55			
<b>TOTAL – New Milton Rec Centre</b>	<b>360</b>	<b>173</b>	<b>108</b>	<b>35</b>	<b>55</b>			
<b>RINGWOOD REC CENTRE</b>								
Extension of Car Park, Lighting & CCTV	16	15	-	-	-			
Installation of Automatic Doors	15	1	14	-	-			
Pool Hall Stanchion Repair	7	7	-	-	-			
Replace Emergency Lighting	18	9	-	-	-			
Refurbish Main Reception	30	-	30	-	-			
Conversion of Bar Area into Soft Play	50	-	50	-	-			
Refurbishment of Sand Pool Filter	10	-	10	-	-			
Replacement of Lift	30	-	-	30	-			

PROJECT	Est	Actual	Forecast Capital Expenditure					Post
	Total	Est to	2003/04	2004/05	2005/06	2006/07	2007/08	2007/08
	Cost	31.3.03						
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Wet Change Refurbishment	72	-	-	72	-	-	-	-
Dry Change Refurbishment	90	4	-	86	-	-	-	-
Refurbishment of Poolside Tiling	40	-	-	-	-	40	-	-
Refurbishment of Pool Surround	30	-	-	30	-	-	-	-
Replace Swim Pool Ozone Generator	80	-	-	80	-	-	-	-
Pool Water Recycling Scheme	12	-	-	12	-	-	-	-
<b>TOTAL – Ringwood Rec Centre</b>	<b>500</b>	<b>36</b>	<b>104</b>	<b>310</b>		<b>40</b>		
<b><u>LYMINGTON REC CENTRE</u></b>								
Installation of Automatic Doors	1	-	-	-	-	-	-	-
Contrib to Refurb School SH Floor	7	8	-	-	-	-	-	-
Netball Crt Fencing and Resurfacing	11	13	-	-	-	-	-	-
Extension to Sports Hall Store	-	-	-	-	-	-	-	-
Café Conversion to Fitness Suite	20	17	-	-	-	-	-	-
Install Ultra Violet Pool Disinfectant	17	13	-	-	-	-	-	-
Pool Heat Pump & Heat Transfer Coil	23	-	23	-	-	-	-	-
Refurb of Sand Pool Filters (x2)	20	-	20	-	-	-	-	-
Replacement of STP Carpet	100	-	-	-	-	-	100	-
Phase 2	420	-	-	420	-	-	-	-
<b>TOTAL – Lymington Rec Centre</b>	<b>619</b>	<b>51</b>	<b>43</b>	<b>420</b>			<b>100</b>	
<b><u>TOTTON REC CENTRE</u></b>								
Fitness Suite Extension	192	210	-	-	-	-	-	-
Resurface Flat Roof		4	-	-	-	-	-	-
Wet Change Refurbishment	96	109	-	-	-	-	-	-
Car Park Barrier	-	-	-	-	-	-	-	-
Re-Tiling of Poolside Plinths	10	-	10	-	-	-	-	-
Refurbishment of Sand Pool Filters (x2)	20	-	20	-	-	-	-	-
Filtration System	16	-	16	-	-	-	-	-
Car Parking Spaces in Water Lane	10	-	-	10	-	-	-	-
Toilet Refurbishments	10	-	-	10	-	-	-	-
Ozone Filtration System Refurbishment	10	-	-	10	-	-	-	-
<b>TOTAL – Totton Rec Centre</b>	<b>364</b>	<b>315</b>	<b>46</b>	<b>30</b>				
<b><u>DIBDEN GOLF COURSE</u></b>								
Resurface 9-Hole Car Park	-	-	-	-	-	-	-	-
Bunker Refurbishment	2	1	-	-	-	-	-	-
Tee Renovation	4	3	-	-	-	-	-	-
Construction of New Practice Area	10	7	-	-	-	-	-	-
Electrical Remedial Works	15	-	15	-	-	-	-	-
Extension to CCTV	23	21	12	-	-	-	-	-
Course Drainage	23	8	14	-	-	-	-	-
Course Steps	10	-	10	-	-	-	-	-
Course Enhancements	70	-	15	17	18	20	-	-
Repl of Electrics in Irrigation System	53	-	-	53	-	-	-	-
Pipework to 9 Hole Irrigation System	35	-	-	35	-	-	-	-
Renovation of / Drainage to Pond	10	-	-	10	-	-	-	-
<b>TOTAL – Dibden Golf Course</b>	<b>255</b>	<b>40</b>	<b>66</b>	<b>115</b>	<b>18</b>	<b>20</b>		

PROJECT	Est	Actual	Forecast Capital Expenditure					Post
	Total	Est to	2003/04	2004/05	2005/06	2006/07	2007/08	2007/08
	Cost	31.3.03						
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b><u>COAST</u></b>								
Lymington Quay	32	26	-					
Coast Amenities PPM	127	104	23					
Milford Promenade	20	-	20					
Keyhaven Quay	34	-	34					
<b>TOTAL - Coast</b>	<b>213</b>	<b>130</b>	<b>77</b>					
<b><u>TOURISM</u></b>								
Information & Interpretation Strategy	55	56						
Remote Areas Management	8	-	7					
<b>TOTAL - Tourism</b>	<b>63</b>	<b>56</b>	<b>7</b>					
<b><u>DUAL USE/JOINT PROVISION</u></b>								
Ninth Centenary Trust	25	50						
Marchwood Youth Centre	85	-						
Forest Arts Extension to Building	17	17						
Eling Tide Mill	116	-						
Hanger Farm	170	-	170					
<b>TOTAL - Dual Use/Joint Provision</b>	<b>413</b>	<b>67</b>	<b>170</b>					
<b><u>OPEN SPACE</u></b>								
Jubilee Field, Sway - Partner Dev	111	111						
Parish Partnership Programme	300	-	100	100				
<b>TOTAL - Open Space</b>	<b>411</b>	<b>111</b>	<b>100</b>	<b>100</b>				
<b>GROSS COSTS</b>								
	3,747	1,338	896	1,010	173	76	100	
<b><u>DEVELOPERS CONTRIBUTIONS</u></b>								
<b>Open Space</b>								
Totton - Bartley Park (Neil Williamson)	828	799	-					
New Milton - Fernhill Lane	711	511	-					
Fordingbridge - Marl Lane/Allen Water Drive Cycleway	10	5	-					
Marchwood - Corkfield, Marchwood	21	-	21					
Marchwood - Corkfield, Skatepark	48	48	-					
New Milton - Land Acquisition	100	-	100					
Ringwood - Land at Poulner Lakes	21	1	20					
Totton - Rushington Amenity Land	15	8	-					
Hythe & Dibden - Play Development at Forest Front	75	75	-					
Lymington-Legal Fees		4						
Hythe & Dibden - Boardwalk/Platform Repairs		5						
Hythe & Dibden - Hythe Promenade		-7						
Totton - Hangar Farm, Open Space	1,346	6	1,280					
<b>Environmental Improvements</b>								
Other - Parish Paths Project	63	18	9					
<b>Community Facilities</b>								
Totton - West Totton Centre	71	36	35					
Totton - Hangar Farm, Community Use	114	5	109					
	3,423	1,574	1,556					

PROJECT	Est Total Cost	Actual Est to 31.3.03	Forecast Capital Expenditure					Post 2007/08
	£'000	£'000	2003/04 £'000	2004/05 £'000	2005/06 £'000	2006/07 £'000	2007/08 £'000	£'000
<b>TOTAL – Incl Developers Contribs</b>	7,170	2,912	2,452	1,037	173	76	100	
<b>MEMORANDUM ITEMS</b>								
Applemore Recreation Centre	166		17	82				
New Milton Recreation Centre	138		16	21				
Ringwood Recreation Centre	149		57	58				
Lymington Recreation Centre	24		10	7				
Totton Recreation Centre	58		4	13				
All Centres	6		-	-				
Dibden Golf Centre	80		48	22				
	621		152	203				



**EXPENDITURE PLANS 2004/05 – 2007/08  
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 dependant on other factors?** (eg. Land assembly, external financing, permissions required etc)
- .....
- .....

**11. Project Appraisal for next 4 years**

11.1 Project Costs (and basis of calculation)

Gross cost per year	2004/05 £000	2005/06 £000	2006/07 £000	2008/09 £000
Land				
Works				
Fees				
Equipment				
Less any				
Capital Income				
External Funding				
(Source)	.....			

11.2 Projected Net Revenue Costs

Gross cost per year	2004/05 £000	2005/06 £000	2006/07 £000	2007/08 £000
Income				
(Part or Full Year)				
Expenditure				
(Part or Full Year)				
Net Position				

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

## DETR AMP CHECK LIST

### Primary Requirements

Item	Primary Requirement	Evidence
1.	<b><i>Organisational arrangements for corporate asset management</i></b>	
1.1	Corporate Property Officer (CPO) has been identified with authority to undertake all required developments in asset management.	3.2 3.3, 3.7 3.4
1.2	Roles and responsibilities for CPO clearly set out, explicit and have been communicated to all those concerned, in property management and use, throughout the authority.	3.3, 3.4, 3.5 3.7, 3.10, 3.11, 6.6, 6.9
1.3	The CPO reports and is accountable to a strategic, decision-making group both at officer and member levels	3.3
1.4	Clear evidence has been provided that a cross-service, senior management forum has been set up which includes the CPO and representatives from major services and the finance directorate, and officers involved in the development of the Capital Strategy and the Community Plan.	3.2 3.8 3.9 3.10
1.5	The forum has formal terms of reference, which includes the strategic management of the council's assets.	3.7
1.6	Evidence that the forum: <ul style="list-style-type: none"> <li>a. Progresses the corporate Asset Management Plan and ensures that it is approved by senior officers and the Council;</li> <li>b. Ensures that the AMP is informed by and supports other key corporate and service plans and objectives;</li> <li>c. Meets regularly.</li> </ul>	3.10 2.8 3.7, 2.3, 2.4 3.8 3.9
2.	<b><i>Data Management</i></b>	
2.1	CPO has ensured that a record is held and maintained of basic, core data on all the Council's property	6.6 3.5
2.2	The validity of this information has been tested	6.6
2.3	CPO can demonstrate a clear understanding of the data required to manage the performance of the property portfolio	6.6
2.4	Statistical information on the overall condition of the portfolio (condition categories: A-D/1-4) and the maintenance backlogs are included in the AMP.	7.15 Appendix 3.1
4.	<b><i>Programme and Plan Development and Implementation</i></b>	
4.1	The AMP outlines the council's property related requirements and outlines the proposed programme, which is intended to meet these requirements. <ul style="list-style-type: none"> <li>a. Acquisition, disposal, investment, development;</li> <li>b. Maintenance;</li> <li>c. Programmes related to surplus and/or under-performing assets;</li> <li>d. Plans enabling shared use and/or co-location.</li> </ul>	5.1, 5.2, 7.3, 7.11, 7.14, 9.6, Section 10 5.5, 5.9, 7.8, 7.15,9.6 10.1, 10.2 7.7, 7.10, 4.3
4.2	CPO has demonstrated that there is a methodology for option appraisal and corporate prioritising between projects.	9.10
4.3	A 3-year capital programme is developed including a forecast of the planned capital receipts.	9.7, 9.8, 11.1
4.4	Output/outcome targets are set for programmes and plans requiring capital investment.	9.8, 9.9

## Secondary Requirements

<b>1.</b>	<b><i>Organisational arrangements for corporate asset management</i></b>	
1.1	Evidence that the CPO/Asset Management Forum routinely challenges and reviews the use, provision and performance of the council's assets and its related property services, in order to achieve the most effective management, planning and use of these assets and reports. Key findings and outcomes to Chief Officers and the Council. For example: <ul style="list-style-type: none"> <li>a. The identification and rationalisation of surplus or under performing property;</li> <li>b. The promotion of shared use or co-location;</li> <li>c. The systematic review and challenge of property use, provision and management; and</li> <li>d. Identification of the property implications arising from relevant plans, audits and reviews.</li> </ul>	2.7 3.9 4.1  Section 10 5.8, 5.9, 7.3, 7.11, 7.14 4.3, 5.8, 7.7, 7.10, 7.12 4.1, 5.4, 5.8, 2.4, 3.9, 5.4, 7.3, 7.12
1.2	Evidence that the CPO/Asset Management Forum takes into account stakeholder satisfaction information relating to property and property services.	3.3 3.12 3.14, 8.10, 8.11
1.3	A cabinet member (or lead committee member) holds explicit responsibilities for the authorities property resource on behalf of the council.	3.3 3.9
1.4	The CPO is involved in the preparation of the Capital Strategy and is a member of other key corporate and business planning groups.	3.4 3.10
1.5	There are explicit references to the property asset implications in corporate policies and strategies such as the Best Value Performance Plan, Best Value Reviews, the Capital Strategy, the Community Plan and LPSAs	2.4 3.9 9.3 5.9, 5.10
1.6	There is evidence of cross service use, shared use and/or co-location of property resources within the authority and with other organisations.	5.8 7.7 7.10, 7.12
<b>2.</b>	<b><i>Consultation</i></b>	
2.1	Evidence that processes and procedures are being developed to obtain feedback from service users and occupiers.	3.3 3.12, 3.14, 4.10, 8.10, 8.11
2.2	Evidence that consultation findings are used to influence the continuous improvement of property and property service performance.	3.12, 3.14 4.5, 7.1, 7.2, 7.3 7.5, 7.7, 8.10, 8.11
<b>3.</b>	<b><i>Data Management</i></b>	
3.1	CPO has undertaken a full survey of future data requirements for the property portfolio.	3.5
3.2	CPO has identified a programme of necessary improvements.	3.5, 6.3, 6.4
3.3	CPO has commenced development of a data system for "intermediate" data (i.e. property data which requires updating from time to time such as condition, rents and user details).	6.7
3.4	CPO has implemented Unique Property Reference number (UPRN) system.	6.5, 6.3

## Secondary Requirements continued

3.5	CPO has developed an approach for the centralised co-ordination of property management information and its integration with relevant council financial information.	3.5 Section 6 8.1, 8.2, 8.3
3.6	CPO has undertaken a review of training needs for users of the data and set in place a system for satisfying those needs.	6.9

<b>4.</b>	<b><i>Performance Management, Monitoring and Information</i></b>	
4.1	Clear evidence that the CPO is using a set of local performance measures in relation to assets that link asset use to corporate objectives.	8.1 8.3, 8.4, 5.5
4.2	Clear evidence that the CPO is developing a process to enable the comparison of the performance and competitiveness of property and property services with other similar organisations and other providers.	3.3, 5.5 8.2, 8.4 8.5
4.3	Clear evidence that the development of performance measures and monitoring takes into account stakeholder consultation and user satisfaction findings.	3.3 8.10 9.8
4.4	Clear evidence that performance measurement feeds into a process of continuous improvement.	8.2 8.4, Appendix 2
4.5	Local Performance Indicators are in place and being used for measuring and monitoring the amount of surplus property and space utilisation.	10.2
4.6	A written report is produced for Member and Chief Officers on any maintenance backlog recommending appropriate action.	7.15
4.7	The CPO is collecting information on the 'suitability' of the various categories of the portfolio for their current and future use.	2.7, 5.1, 7.1 7.5, 7.7

<b>5.</b>	<b><i>Programme and Plan Development and Implementation</i></b>	
5.1	The AMP demonstrates that the Council has identified the implications for property, which arise from the Council's objectives.	2.3, 2.4 3.7, 3.8
5.2	The AMP demonstrates service wide understanding of corporate ownership of assets.	2.3, 2.4 3.3, 3.8
5.3	The AMP demonstrates the Council has undertaken a thorough investigation and analysis of the gaps between future requirements and the current provision and performance of the authority's present property assets.	2.7, Section 4 5.1, 5.4 5.5, 5.9, 7.1, 7.5 7.7, 7.10
5.4	The Council has identified and appraised the options for closing these gaps.	Ditto
5.5	The AMP outlines the Council's approved 3-5 year strategic action plan based on this analysis	Section 9

# 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. The Asset Management Group under the Chairmanship of the Corporate Property Officer acts 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 further review of the aims and objectives for holding property will be conducted in the next twelve months.
- 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 that is currently being reviewed and improved, although performance indicators are not in place in all service areas.

## 2. INTRODUCTION

- 2.1 The New Forest District Council was created in 1974 by the amalgamation of three 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 some of 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 that 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 continue to review our asset holdings to ensure we get the most from our physical assets and do not hold property or land unnecessarily or wastefully. We will also ensure that we apply environmentally sustainable practices, e.g. on energy and water use, to our own operations as part of our contribution to environmental management."
- 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
  - the means by which progress will be measured
- 2.7 The Authority does not have a significant asset base and, excluding its Housing stock, has just over 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 that the Council owns or leases.
- 2.8 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 Council has fully embraced the modernising agenda and operates with a cabinet and leader structure. Land and Property come under the Corporate and Finance portfolio.
- 3.2 The Authority has always been aware of the importance of its land and property assets and, prior to the White Paper in 1998 on Modern Local Government and the single capital pot, 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 corporate Asset Management Group (AMG) representing all internal stakeholders.
- 3.3 The role of the Corporate Property Officer (CPO) is to ensure that requirements as set out in 'Asset Management of Local Authority Land & Buildings – Good Practice Guidelines' are complied with. The CPO chairs the Asset Management Group and reports to the Corporate Management Team (CMT), Corporate and Finance Portfolio Holder and Review Panel. The CPO consults with Service Heads as necessary to discuss their property requirements, utilisation of their existing assets, input from users, performance measures and targets etc.
- 3.4 The Authority does not operate many corporate decision making groups, most direction coming from Directorate Management Teams (DMT), CMT and the Cabinet. Apart from DMT, the CPO is a member of a group working in partnership with another Authority and also a Housing Working Group looking at strategic issues for the stock. In addition the CPO advises the Corporate and Finance Review Panel, is a member of the group working with Councillors and Directors on the Authority's expenditure plan process and its financial strategy, and the group looking at the Comprehensive Performance Assessment of the Authority.
- 3.5 The CPO is also responsible for ensuring that all existing data on the property portfolio is drawn together and that the most appropriate and cost effective form of data management is used in relation to the relatively few assets to be managed. In this respect, the CPO together with the Head of Estates and Valuation considered a number of proprietary packages last year and the Asset

Management software was subsequently upgraded using the existing supplier.

- 3.6 Plans of the location of all the Authority's land and property have been digitised and transferred onto the upgraded system which links to the geographic information system (GIS).
- 3.7 A review of the Council's corporate aims and objectives was undertaken by the CPO to ensure that its reasons for holding land and property are in line with, and help achieve, those objectives. A further review will be undertaken this year to establish if those reasons for holding property are still valid. The CPO is instrumental in ensuring that the necessary actions required to develop and maintain proper asset management within the Authority are planned and implemented. The role of the CPO has been communicated to all officers and Members with an interest in the effective and efficient use of the Authority's property portfolio. Members and senior officers have had reports from the CPO on progress with asset management since the inception of the requirements for the single capital pot in 1998.
- 3.8 The AMG 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.
- 3.9 The AMG comprises of the CPO (Assistant Director of Resources (Financial Services)), Assistant Directors from Leisure Services, Planning and Housing or their representatives. The Head of Estates & Valuation, the Property Services Manager, together with the Corporate Planning Co-ordinator make up the rest of the team, ensuring a mix of skills and cross-directorate representation to give comprehensive consideration to all property matters. In addition, the Corporate and Finance Portfolio Holder attends the 4 to 6 annual meetings of the group.
- 3.10 Involvement of the Corporate Planning Co-ordinator ensures a corporate overview linking all the Authority's plans. This enables a regular update on other strategic issues that might impinge on the uses of the Authority's property portfolio. The Co-ordinator is also aware of, and can input to the Community Plan, any issues relating to the Authority's assets.
- 3.11 Most AMG members sit on their respective Directorate Management Teams. All asset management issues, together with options, are discussed at this level prior to consideration by CMT and approval by Cabinet. DMT minutes are circulated via e-mail to all directorate staff and Cabinet decisions are available on the Intranet. The Group has successfully raised the profile of Land and Property issues since its inception although with such a small asset base, consideration of strategic issues is fairly infrequent. The group is responsible for compiling the Capital Strategy and Asset Management Plan with the CPO acting as the lead officer for its progress and development.
- 3.12 The Asset Management Plan and Capital Strategy are submitted to CMT for consideration and Cabinet for approval. The CPO reports on other strategic issues as they arise. Because of the relatively low number of assets, reporting by exception is seen as the most appropriate and efficient use of Members and Officers time. The Head of Estates and Valuation and the Property Services Manager also take reports on land and property issues to CMT and the Cabinet after they have been considered by the AMG.
- 3.13 Consultation on the use and suitability of assets has been undertaken with stakeholders e.g. customer surveys, client feedback, etc., independently of any Best Value reviews. Much 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 and improvement plans will reflect this. Changes in the timetable of Best Value reviews may mean that some of this consultation may not take place as quickly as was originally envisaged.

- 3.14 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, as yet, but only where they might impact on service delivery.
- 3.15 Consultation with users is carried out prior to the implementation of any capital scheme that might impact on service delivery. This consultation is identified in the business case considered by Members before the scheme is approved. An example of the pro-forma used in preparing the business case can be seen at Appendix B to the Capital Strategy.

#### **4. AIMS AND OBJECTIVES**

- 4.1 The review conducted by the CPO established the aims and objectives of holding assets. Where those reasons were not seen as being clear or sufficiently strong, the CPO challenged the need to retain the land or property with a view to change of use or disposal. The CPO will be conducting a further review this year to identify any assets which no longer adequately fulfil the function they were intended for.
- 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 3 years and, where of no strategic importance, have been disposed of if a purchaser has been found.
- 4.3 There are four properties in 'Operational – Other Land and Buildings' which are the administrative buildings owned by the Council, 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 need for large administrative centres is now debatable. The Authority is undertaking a pilot study of home-working and identifying areas where this would be most appropriate. Work is nearing completion on providing a purpose built office at New Milton where the Town Council, District Council, Citizen’s Advice Bureau and other agencies such as the Police, Social Services etc, will all have a presence. The Council has undertaken the project in partnership with a Housing Association which has built the offices whilst incorporating a number of flats for social housing purposes.
- 4.4 The long-term viability of the Ringwood offices has been considered along with the option of providing services from a location nearer the town centre. The disposal of the Public Offices is now a medium-term objective but is linked to the future provision of a local presence within the town centre. A proposal for a substantial development by a private sector developer is currently being considered and this may provide an opportunity for the Council to consider the suitability of alternative accommodation for the provision of a local presence.
- 4.5 Following a review of service provision at the Public Information Office in Fordingbridge the lease has been renewed on the existing offices. A programme of alterations has also been completed aimed at improving service delivery to the public in line with feedback from users after a consultation exercise.

- 4.6 A variety of options have been considered in relation to the Authority's Depots with a view to reducing overheads or bringing about economies of scale. The Council has formed a partnership with Test Valley Borough Council to merge the provision of some direct services to their respective communities. This innovative scheme provides an opportunity to rationalise the utilisation of existing assets, although disposal of a depot may not occur in this district.
- 4.7 The main depot at Lymington is built on an old landfill site and might, therefore, be limited in its potential for redevelopment should it become surplus to requirements at some stage in the future. The site at Claymeadow, Totton is increasingly being utilised by both New Forest and Test Valley Councils for service provision and requires some refurbishment to upgrade the facilities provided. Within the next year it is proposed to undertake a review of the costs and benefits of a partial or complete redevelopment of the existing depot against relocation to another site. The depot site is considered suitable for the provision of social housing should the opportunity arise.
- 4.8 The Hurst Spit Depot is in an environmentally sensitive area and could not be redeveloped; alternative uses are also extremely limited because of its environmentally sensitive location.
- 4.9 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 being 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. Whilst the rate of return might be low, realistically it is the best that can be achieved from a site which the authority, on behalf of the local community, does not want to be developed. All the non-operational investment properties are let on long full repairing leases.
- 4.10 There are a few non-operational 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 to provide 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. Both these sites now provide a valuable income stream whilst also continuing to encourage economic activity and employment within the District.
- 4.11 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 also provides a valuable income stream to the Council. Consultants were employed last year to undertake a thorough review of the estate, including consultation with all the tenants. Their report, received recently, indicates a change in strategy for this site and suggests a much more proactive management role.
- 4.12 Originally when the Council made the site available, tenants had to provide their own buildings, consequently the Council only received a ground rent that is a fraction of the prospective rental value. As sites become available, new tenants purchase the buildings from the previous tenants and continue to pay a small ground rent to the Council. The consultants have recommended that the Authority make opportunity purchases of such sites, so that when re-let the Council benefits from the full economic rental. The Council is aware of the potential impact on this site from the development of Dibden Bay by Associated British Ports. The AMG will consider these findings and Members will be asked to

approve the revised strategy in the near future.

- 4.13 One large plot of land has been identified as non-operational – surplus, that is Top Camp, Calshot that could represent a potentially substantial capital receipt. However, there are significant planning issues about the potential development of this site and its impact on the existing community. As part of the Local Plan Review, the Council has carried out extensive public consultation including an exhibition in a local hall to show the proposals for regenerating Calshot. The initial feedback from the local population shows substantial opposition to the amount of housing development proposed.

## 5. STRATEGIC DIRECTION

- 5.1 Because of funding limitations and few land purchase opportunities, the Authority is not looking for significant acquisitions. Exceptions would be in the acquisition of land for social housing, for strategic reasons where it might enable the disposal of an existing asset for a more suitable or sufficient one, or, as in the case of Hardley Industrial Estate, to improve income generation. 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 an e-governance strategy which recognises this and ensures the optimum utilisation of its existing land and property assets, making them fit for purpose and helping to promote the Council's image.
- 5.2 It has not previously been the Council's policy to buy property for investment purposes, neither are the resources readily available to do so. During 2002/03 no land or property was acquired and currently there are no schemes in the future capital programme, other than Housing, which will involve land purchase. However, if the change of strategy is approved for the Hardley Industrial Estate, then a sum will have to be identified for such opportunity purchases.
- 5.3 BV reviews are well underway and it is expected that these will highlight some 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, their suitability and sufficiency.
- 5.4 The BV reviews that have been completed so far, have not, for the most part, suggested any significant changes in the use of the assets. The one exception to this has been the Catering BV Review where the option to replace the catering facilities in Recreation Centres, with vending machines, freed up valuable space for alternative uses. The challenge process during future reviews may stimulate more ideas which will impact on the use of existing assets, although it is unlikely due to the small asset base and the service specific nature of many of them, e.g. public conveniences, cemeteries, etc.
- 5.5 The Authority's five recreation centres were included in a fundamental review undertaken in the first year of the BV 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. A national benchmarking exercise identified the recreation centres as being in the top quartile of performers for energy management. Compliance with the Disability Discrimination Act was also a key priority where some problems with access for the disabled had been discovered. Most of these have now been improved or are incorporated into the continuous improvement action programme.
- 5.6 It is also proposed to implement a policy of providing more suitable spaces in the Council's car parks for disabled people; these spaces will be wider and located near to the local amenities. It is proposed that 5% of total spaces should be allocated for use by the disabled.

- 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, but the legislation has increased the priority of these schemes when bidding for the limited capital resources. All the public offices have already had ramps and automatic doors installed and most other Council buildings have also been modified. However, work continues to ensure that access is suitable and users of the disabled ramp at Lymington Town Hall have indicated that it is too steep so it will be rebuilt in the near future.
- 5.8 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.
- 5.9 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 and to fund new build where strategically important. 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.
- 5.10 The authority has developed a Contaminated Land Strategy and is conducting a desktop survey of all the land in the district to establish any previous potentially contaminative use. A private company has supplied historic data and this is entered onto the Council's GIS. Contaminated sites are then risk rated and where necessary a site investigation is conducted to assess the level of contamination.
- 5.11 So far four sites have been earmarked for further investigation, three former garages and one old landfill site. This latter site now has a Council development built on it, but should the investigation reveal problems arising from this, the Authority could be faced with a significant outlay. The Council has no specific insurance cover for this particular situation.
- 5.12 The Authority will 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.
- 6.3 The Asset Register is maintained on a proprietary software system which has recently had a major upgrade to link with GIS. Location data has been digitised and this links with core data on all land and property. This system is British Standard compliant opening the way to the adoption of the British Standard Unique Property Reference Number (BSUPRN) in the future.
- 6.4 Other core data is not currently being stored in a BSUPRN compatible format and will need to be amended to become compliant. This process will be quite resource intensive and the Authority will make provision for this requirement. The Authority is well advanced in its preparations for developing a Local Land & Property Gazetteer (LLPG) which would then link to the national gazetteer.
- 6.5 Each of the Authority's assets has been given its own unique property reference

number (UPRN) and the Estates and Valuation Section are preparing to move over to the BSUPRN in a phased implementation. Existing address data for every property in the District will need to be verified by matching. The investigation of the anomalies thrown up will have significant resource implications in the short term, although efficiency savings should eventually accrue over time.

- 6.6 The Asset Register has been extracted from the Property Terrier which holds basic core data on all the assets currently owned by the Authority. This basic core data has been checked and verified by the CPO who has a clear understanding of the data required to manage the performance of the property portfolio.
- 6.7 The Asset Register holds core and intermediate data on each asset and is updated regularly by the Property Records Officer. 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. Unfortunately where information is needed on purchases made by predecessor authorities; knowing how the asset was acquired does not necessarily reveal why it was purchased.
- 6.10 A review of training needs was conducted by the CPO in conjunction with the Head of Estates & Valuation. All staff having a need to access the Asset Register were found to be proficient in its use and have also received training in the use of the system since its recent major upgrade. Although the system is only licensed for a small number of users there has been no demand to make access available to partners and others. Extending access would also have cost implications.

## **7. CURRENT PORTFOLIO**

- 7.1 Last year a condition survey was carried out with Members on all 34 Public Conveniences. Parish and Town Councils were 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, 8 conveniences were identified for rebuilding. A further 18, whilst built in the last twenty or thirty years and therefore relatively new, need lightwells constructed and refurbishment to bring them up to the standards expected of a modern convenience. The work is programmed to be achieved by 2011/12.
- 7.3 As part of the Expenditure Plans for 2002/03 the decision was made to close certain toilets. Currently one has been closed at Market Place, Ringwood and the Authority is negotiating the return of the site to Hampshire County Council. Marine Drive West, Barton-on-Sea, was earmarked for closure and has been demolished. Three more conveniences are to be closed/demolished and replaced by a new convenience and one that has been rebuilt. One of those to be closed is on the A337 at Brockenhurst and the other two are at Calshot.
- 7.4 The new convenience at Calshot is being built together with a new Café as part of a partnership project. A joint partnership with Fawley Parish Council to clean, maintain and share other running costs of a further two conveniences at Holbury and Blackfield has been working well. However, both conveniences are currently closed due to vandalism and consideration is being given to permanent closure as a survey reveals very little use. The convenience at New Street, Lymington has been demolished and rebuilt.
- 7.5 In addition to this, the whole service was subject to a fundamental Best Value review just over a year ago. At that time the self-assessment team considered all

aspects including the suitability, sufficiency and running costs of the assets and developed a continuous improvement action programme, part of which has been incorporated in the expenditure plan.

- 7.6 A similar survey was undertaken on the Authority's 50 car parks. This produced a schedule of maintenance work that 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 seven years ago as well as consultation with all stakeholder groups.
- 7.7 The information from this survey 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. Other uses are also being considered for another car park which also contains one of the under-utilised conveniences mentioned above.
- 7.8 The Car Parks represent significant capital investment and annual running costs to the Authority, as a result the Council policy to provide the majority of them free of charge has recently been reviewed. It is intended to introduce parking charges in all Town & Village car parks in the near future but the details of the charging regime have not yet been finalised. This is part of a wider traffic management scheme aimed at reducing long stay car parking but primarily producing an income stream.
- 7.9 The location of each of the Information Centres has been 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.
- 7.10 Location and suitability of the offices has sometimes proved to be less than ideal but the opportunities and cost benefit of moving have proved significant constraints. The opportunity to move from the Fordingbridge Information Office occurred recently but a more suitable alternative was not available. The lease has subsequently been renewed on the existing office and it has been refurbished as has the reception area at Appletree Court. For more information on partnership working and shared use please refer to Section 4 of the Capital Strategy.
- 7.11 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. Opportunities for major refurbishment or improvements to the buildings are co-ordinated with this programme.
- 7.12 The Property Services Section is undertaking a comprehensive condition survey of all remaining properties and the majority have now been completed with just a few remaining to be finished by March 2004. A summary of information on condition is shown at Appendix 2.1.
- 7.13 The future use of one of the Council's depots has been considered, its location is not ideal and a number of options are being investigated. It is being increasingly utilised by both New Forest and Test Valley Councils for service provision and requires refurbishment to upgrade the facilities provided. The depot site is considered suitable for the provision of social housing should the opportunity arise.
- 7.14 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. All remaining plots are reviewed periodically.

- 7.15 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 used for implementation of the Council's information and communication strategies because of the large public interface and was identified during the Recreation Centre Best Value review. Public information kiosks using touch screen technology have been installed at various sites enabling the public to access the Council's web site and links to the Internet to access partners.
- 7.16 One kiosk was placed in a Health Centre with the intention of extending this practice to other partner's sites. Unfortunately these trials have not proved to be very successful and appear to reflect the national trend of such public access being under utilised.
- 7.17 The Council's superb 18 hole golf course, 9 hole course and driving range provides first class leisure facilities for the public but options to develop the site for other uses 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.
- 7.18 After consideration of a number of options relating to the future ownership of the "Stillwater" mobile home park in Ringwood, the Council has recently taken a decision to retain ownership of the site in the long term interests of the residents. The potential for further development of the site to provide more spaces for residential use and to increase the revenue income stream, will now be considered.
- 7.19 The Council's housing stock currently has a maintenance backlog of just over £20m which is due to be reported to Members during July 2003. The backlog was last reported to Cabinet as part of the Housing Business Plan in July last year. More information about the housing stock can be found in the Housing Business Plan to be published this year. Other services have no maintenance backlog.

## **8. PERFORMANCE MEASUREMENT**

- 8.1 The Authority had a well-established performance management framework where services used to report on a regular basis to committees or performance review sub-committees. With the introduction of the cabinet system, services now report to the relevant portfolio holder and Review Panels. This system has been in place for twelve months and the opportunity was taken recently to review how well it has been operating. As a result a number of improvements have been identified and will be introduced this year ensuring a more integrated planning process and better and more effective involvement of Members in the decision making process. A flow diagram showing how all the system operates is shown at Appendix 2.
- 8.2 Members, senior officers and managers utilising the authority's assets in their service provision, have all been made aware of the need to provide property performance indicators (pPI's) through the progress reports which have been produced on the Single Capital Pot and Asset Management.
- 8.3 To demonstrate continuous improvement it has been necessary to measure and compare performance against set targets or benchmarks. This is a requirement of Best Value and the performance of property assets is a fundamental part of any review, linking directly to the Asset Management Plan.

- 8.4 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 in turn to the corporate aims and objectives, thus helping to show they are being achieved.
- 8.5 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. Some members of the AMG are currently involved in benchmarking clubs through regional groups utilising these performance indicators
- 8.6 Indicators should 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. A number of managers are using their performance indicators in benchmarking exercises with similar service providers outside the Council. Those in the early stages of this process are still developing a common data set on which to base their performance indicators.
- 8.7 The legislation requires several national property performance indicators (pPi's) to be produced, these are shown at Appendix 3 (1-5). Gross internal areas (GIA) have been calculated for all operational assets with the exception of Housing. The majority of Non-operational property is let on ground leases with the tenants providing the buildings in many cases. Information on GIAs is not readily available as it would have been of little benefit to the Authority. However, as the Authority purchases sites as part of its new strategy, then GIAs will be established
- 8.8 pPi2A shows the average internal rate of return (IRR) for properties deemed as non-operational investment as being approximately 12%. An asset rental charge is made for these assets and all other land and property, based on 3.5% of the valuation and charged to the service revenue account. In addition, a depreciation charge is made to services where appropriate.
- 8.9 The Council has signed up to 'green' electricity, that is to say they are climate charge levy (CCL) exempt (fuel tax). pPi4D in Appendix 3.4 shows CO<sup>2</sup> emissions in tonnes of carbon dioxide per sq m based on the GIA for all operational buildings.
- 8.10 The Review Panels will need to be 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 improved performance management process will provide an opportunity for them to be involved through scrutiny and portfolio activity.
- 8.11 Measurement of user satisfaction with assets is carried out periodically, but primarily in conjunction with Best Value reviews. This evidence has been significant when looking at the location and suitability of Information Offices, Visitor Information Centres, Public Conveniences and Car Parks. The Asset Management Group will consider this feedback when looking at business cases for capital schemes or post project evaluation.
- 8.12 The more difficult information to gather is from potential customers, i.e. those who would use a service but currently do not because of inadequate facilities. For this reason, the civic newspaper, focus groups and the 'citizens panel' are useful tools and help to inform the development of capital schemes.



## 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 The Asset Management Group reports through the CPO to CMT and the Cabinet, on the management and performance of the property portfolio. All policy, policy documents, plans and strategic decisions regarding land or property are first of all considered by officers then approved by Members. Last year's Capital Strategy and Asset Management Plan was seen by CMT on the 23<sup>rd</sup> July, approved by Cabinet, after consultation, on 1 August and seen by full Council on 8th August. Approval of this document will follow a similar process and timetable.
- 9.3 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 major resource which, like any other, needs to be managed effectively if the service which it supports is to potentially operate at its optimum.
- 9.4 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. Sums are assigned in their budgets for ordinary maintenance, but significant refurbishment or improvements need to be identified separately and put forward for inclusion in the Portfolio Holder's Expenditure Plan proposals.
- 9.5 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.
- 9.6 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. Individual schemes have to exceed £10,000 otherwise they are funded from revenue.
- 9.7 The Authority has a rolling 5 year capital programme where bids for new schemes are considered through the annual expenditure plan process before inclusion, the Asset Management group will review any schemes which relate to land or property. More information on this process can be found in Section 6 of the Capital Strategy.
- 9.8 The Capital Programme is a compilation of all portfolios' capital plans. These are made up of the individual service related capital schemes approved by Council after going through the expenditure plan process in preceding years. Each capital bid in the process is required to complete a Capital Project Assessment. This assessment forms the basis for the business case which supports the bid (see appendix B, Capital Strategy).
- 9.9 Part of the assessment includes performance/output measures and targets and any bid is expected to show anticipated payback period, targets for energy reduction, improvements to service provision, benefits to the community, the environment, etc. Such outcomes/outputs are measurable and become assessment criteria at the post-project evaluation stage.
- 9.10 All capital schemes put forward for inclusion in the expenditure plan process must include options for appraisal and, if approved, be prioritised. Details of this process, monitoring and reporting on progress and links to corporate aims and objectives are also found in Section 6 of the Capital Strategy.

- 9.11 Bids for financing of land or property capital schemes are in competition for the Authority's limited resources with other schemes such as environmental schemes, vehicles and plant, land drainage, coast protection and technology. The Government's targets for achieving e-governance and the ability to improve access to services make technology a priority currently.

## **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 not necessary or likely to be 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 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 as an asset that may be surplus to requirements in the long-term, once the strategy for provision of improved facilities for a local presence has been resolved.
- 10.4 The option to dispose of Ringwood Public Offices helped focus attention on the issue of storage space. Significant in-roads have been made into sorting and disposing of redundant files and this has helped reduce the demand for storage space across the Authority. More investment in Data Image Processing (DIP) has also helped reduce the need to keep prime documents, any documentation relating to payments is automatically "Dipped" but the process needs to be extended to all incoming mail.
- 10.5 The review of minor land holdings identified a number of plots surplus to requirement, which were subsequently sold. During 2002/03 no further land was disposed of.
- 10.6 Optimisation of the Council's depots will be considered as part of a medium-term review for the provision of joint facilities with Test Valley Borough Council.

## **11. CAPITAL RECEIPTS**

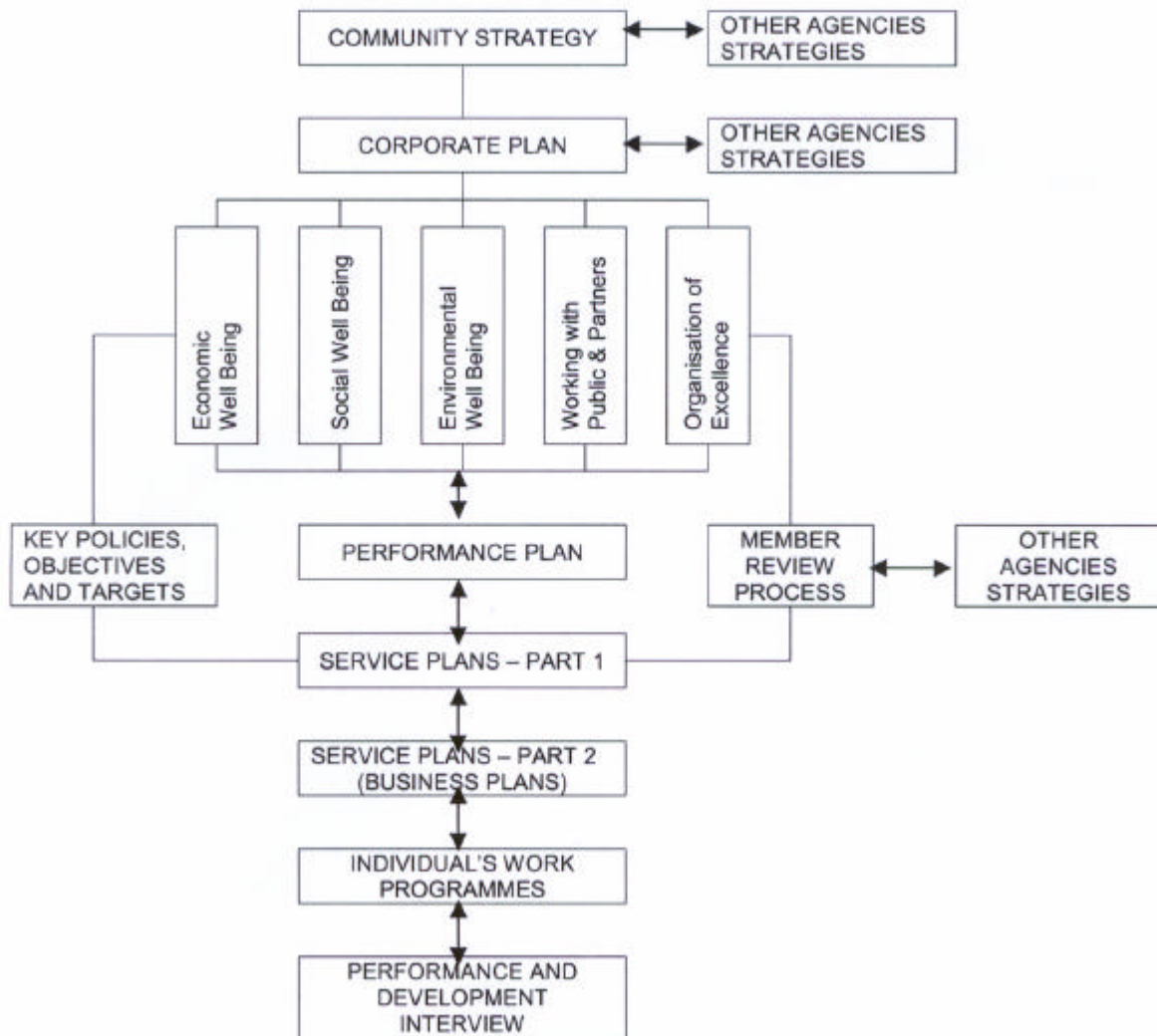
- 11.1 The main source of capital receipts for the Authority is the sale of its Council Houses with a fairly minor contribution coming from other services. A statement of the Authority's estimated General Reserve and Developers' contributions for the next five financial years can be found in the District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

## 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.

**MAKING THE CONNECTION –  
A PERFORMANCE MANAGEMENT SYSTEM FOR  
NEW FOREST DISTRICT COUNCIL**



## ASSET CONDITION SURVEY – SUMMARY

Asset Description	Number	Condition
Public Conveniences	6	A
Visitor Information Centre	1	A
Museum	1	A
Depots	3	B
Public Offices	4	B
Cemetery Chapels	2	B
Car Parks	46	B
Public Conveniences	14	B
Caravan Park	1	B
Golf Course Clubhouse	1	B
Golf Course Cottage	1	B
Investment Properties	4	B
Recreation Centres	5	B
Visitor Information Centres	1	B
Depots	1	C*
Car Parks	4	C*
Public Conveniences	12	C*

\* No major repairs required but require upgrading

## PROPERTY PERFORMANCE INDICATOR 1A & B

### A Gross Internal Areas (GIA) of Buildings in m<sup>2</sup> for categories A to D (For Operational Assets only)

Category	GIA m <sup>2</sup>	% 2003/4	%2002/3
A	996.06	3.1	2.7
B	29802.21	93.3	93.5
C	1137.03	3.6	3.8
		<b>100</b>	<b>100</b>

**B** Any Non-operational properties are leased. The Authority currently has no maintenance backlog except for Housing which amounts to £20M.

### Key to Condition (BMIS Category 1981)

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

## Property Performance Indicators 2A, B & C

Required: - The overall average internal rate of return (IRR) for each of the following non-operational investment portfolios.

- A Industrial**
- B Retail**
- C Agricultural**

±

<b><u>Property falling in category A</u></b>	<b>Valuation</b> £'000	<b>Current</b> <b>Income</b> £'000	<b>Notional</b> <b>Interest 3.5%</b> £'000
Hardley Ind. Estate - KN200	2,240	159.2	78.4
Rushington Business Park - KN100	438	50	15.3
*Hythe Marina - KM100	986	112.5	34.5
<b>Total</b>	<b>3,664</b>	<b>311.7</b>	<b>128.2</b>

Rent reviews occur every 3 to 7 years. Some agreements use the RPI.  
Assume 2% increase per annum for all.

<b>Year</b>	<b>Capital</b> £	<b>Credits</b> <b>Revenue</b> £	<b>Debits</b> <b>Capital</b> £	<b>Net</b> <b>Cashflow</b> £	<b>PV of £1</b> <b>12%</b> £	<b>NPV</b> £
1		311,700	3,664,000	-3,352,300	89%	-2993651.3
2		317,934		317,934	80%	253544
3		324,293		324,293	71%	230947
4		330,779		330,779	64%	210364
5		337,394		337,394	57%	191615
6		344,142		344,142	51%	174537
7		351,025		351,025	45%	158981
8		358,045		358,045	40%	144812
9		365,206		365,206	36%	131906
10		372,510		372,510	32%	120149
11	4,780,000			4,780,000	29%	1376796
<b>Internal Rate of Return (IRR) using Excel function</b>				<b>12%</b>		<b>0</b>

**The Authority currently has no property falling in categories B and C**

## Property Performance Indicators 3A & 3B

Required:- The total annual management costs per m<sup>2</sup> (GIA) for operational and non-operational property.

### Management Costs - 2001/02 Actual

EXPENDITURE	ACCOUNTANCY	VALUERS	PROPERTY SERVICES	TOTAL
	SD950 £	SG710 £	SG730 £	£
<b>Employees</b>				
Professional & Technical Staff	9874	19,710	2,276	31,860
Direct Administration				0
Training	18	110	23	151
All Other Employee Costs	1	216	18	235
<b>Sub Total</b>	<b>9,893</b>	<b>20,036</b>	<b>2,317</b>	<b>32,246</b>
<b>Other Costs</b>				
Transport & Travel	11	820	70	901
Direct IT Costs		198	28	226
Direct Consultants				0
Marketing				0
Other	41	3,261	49	3,351
<b>Sub Total</b>	<b>52</b>	<b>4,279</b>	<b>147</b>	<b>4,478</b>
<b>Departmental and Central Support</b>				
Support Services	336	3,916	349	4,601
Accommodation	133	806	48	987
<b>Sub Total</b>	<b>469</b>	<b>4,722</b>	<b>397</b>	<b>5,588</b>
<b>TOTAL EXPENDITURE</b>	<b>10,414</b>	<b>29,037</b>	<b>2,861</b>	<b>42,312</b>
<b>Amount allocated to management of the non-operational assets</b>		<b>2,904</b>	<b>0</b>	<b>2,904</b>

<b>Indicator: A</b>	
Sq. m (GIA) for Operational Property	31935.3
Management Cost per m <sup>2</sup>	<b>1.32</b>

<b>Indicator: B</b>	
Sq. m (GIA) for Non-Operational Property	n/a
Management cost per m <sup>2</sup>	n/a

## Property Performance Indicators 4A, 4B, 4C & 4D

Required:- To establish repair & maintenance costs, energy costs, water costs and CO<sub>2</sub> emissions per m<sup>2</sup>.

	4A		4B		4C		4D	
	Repairs and Maintenance		Energy Costs		Water Costs		Emissions	
	£	£	£	£	£	£	Tonnes	Tonnes
	2002/03	2001/02	2002/03	2001/02	2002/03	2001/02	2002/03	2001/02
P0XX Repairs and Maintenance	433,569	326,012						
E976 Property Services Fees	89,221	68,604						
	522,790	394,616						
P105 Gas			174,311	179,210				
P100 Electricity			336,036	385,657				
			510,347	564,867				
P150 Water Charges Metered					98,948	108,660		
P152 Water Charges Un-metered					8,353	14,613		
					107,301	123,273		
CO <sub>2</sub> from electricity							3,080	3,346
CO <sub>2</sub> from gas							2,415	2,481
							5,495	5,827
Per Square meter GIA	31935.3	31863	31935.3	31863	31935.3	31863	31935.3	31863
Repairs & Maintenance per M <sup>2</sup>	16.37	12.39						
Energy Costs per M <sup>2</sup>			15.98	17.73	3.36	3.87		
CO <sub>2</sub> Emissions in tonnes per M <sup>2</sup>							0.17	0.18



## Property Performance Indicators 5A & B

Capital Schemes completed in 2003/04 (end of defects liability period) over £25,000

<b>Environment</b>	<b>Budget £'000</b>	<b>Final Cost £'000</b>	<b>Variance %</b>	<b>On Time? yes/no</b>
Lymington Quay Wall & Surfaces	513	520	1.4	Yes
Ashurst Flood Relief Scheme	73	72	-1.4	Yes
Great Ballard Lake	87	87	0.0	Yes
<b>Crime &amp; Disorder</b>	0	0		
<b>Housing</b>	0	0		
<b>Economy &amp; Planning</b>	0	0		
<b>Corporate &amp; Finance</b>				
Electrical Supply	46	47	2.2	Yes
<b>Leisure</b>				
Ext to Health & Fitness Suite-Applemore	167	172	3.0	Yes
Pool Hall Roof-New Milton	33	40	21.2	Yes
Fitness Suite Ext- Totton	192	199	3.6	Yes*
Wet change refurbishment- Totton	96	101	5.2	Yes*
Lymington Quay	48	48	0.0	Yes
	<b>1255</b>	<b>1286</b>	<b>2.5</b>	

**A** % of projects falling within +/-5% of cost. 1131 **87.9%**

**B** % of projects completed within +/-5% of time. **100%**

\*Both of these schemes included additional client required work which did not form part of the original tender. These have been excluded from the final costs because they were not in the original budget also completion date was similarly amended.