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# Foreword

The way the council manages its land and property assets can have a significant impact both on the quality of services delivered to the public and the local environment.

The council's Change Programme aims to deliver a range of improvements and outcomes via a continued focus on putting customers at the heart of everything we do; four key themes have been agreed as the way to achieving improvements in service delivery:

- customer access;
- seamless services;
- local delivery of services in response to local need;
- shared services and resources.

The above themes have an impact on the council's assets and the way we use them. Effective asset management planning is therefore essential in bringing 'agility' to land and property assets so that the delivery of the council's goals and objectives are realised in a sustainable manner, at the right time and on budget. Property is a key resource in common with the other headline key resources (e.g. finance, staff, and information technology) – they are all interrelated and property has close relationships with each of the other resources.

The ongoing test that the council faces is to demonstrate that improved asset management leads directly to improved service delivery and outcomes for our customers. Within our priorities, the new administration has made a number of pledges, many of which will be influenced in some way by asset management:

- free use of leisure centres for the over 65s and free swimming sessions for those who are 16 and under;
- new children's centres for every community;
- new investment into our parks;
- new investment in crime reduction;
- improved recycling across the whole borough;
- delivery of a town centre skatepark;
- delivery of a town centre swimming pool.

The 2007 Asset Management Plan highlights our key successes and performance improvements in asset management terms over the last year, and looks ahead to what further improvements the council aims to achieve, in conjunction with its partners, over the next twelve months and beyond.



**Councillor Cliff Morris**  
**Leader of Bolton Council**

# 1. Introduction and Context

## 1.1 Executive Summary

The 2007 Asset Management Plan sets out how the council's land and property assets are being managed to anticipate and respond to the changing requirements of customers, staff, legislation and best practice. The council owns a diverse land and property portfolio that contributes in many ways to its objectives. Only by careful planning and constant monitoring of performance, legislation and customer requirements will the council's portfolio continue to meet the challenges ahead. The 2007 AMP sets the strategic direction for the management of this portfolio underpinned by our focus on continuing to put the customer at the heart of everything we do.

## 1.2 Introduction

This Corporate Asset Management Plan (AMP) highlights the current position of Bolton Council in relation to the management of its land and property assets. Its purpose is to provide a dynamic tool for aligning property requirements with council aims and objectives in the most effective, efficient and economical way. This document should be read in conjunction with:

- the Local Strategic Partnership's Sustainable Community Strategy 'Bolton: Our Vision 2007-2017';
- the Bolton Plan 2007-2010;
- the Medium Term Financial Strategy 2007-2010;
- the Capital Investment Strategy 2006;
- the Neighbourhood Renewal Strategy;
- Bolton's Local Area Agreement April 2006–March 2009;
- the Community Engagement Framework;
- the council's Change Programme;
- the Blueprint for the council's Access Points Programme;
- Bolton's Older People's Strategy: A Better Bolton for Older People;
- the Town Centre Action Framework 2005-2008;
- Bolton Economic Strategy 2004-2008;
- the Environmental Strategy 2006-2011;
- the council's Corporate Business Planning Process (CBPP) and rolling three year strategies;
- Bolton's Unitary Development Plan;
- the emerging Local Development Framework;
- the Local Transport Plan;

- the Town Centre Transport Strategy;
- the Staff Travel Strategy;
- Area Based Plans for Town Centres;
- Office Accommodation Corporate Standard;
- the Schools Development Plan;
- the Children and Young Persons Plan;
- the 2005 and 2006 Corporate Asset Management Plans.

The aims and objectives of the council for the next three years are documented in the Bolton Plan 2007-2010, which also sets out the present position in respect of those aims and objectives, the next steps towards achieving them and the outputs to be achieved. The council's Corporate Asset Objectives were first introduced in the 2005 Corporate AMP. They have been reviewed in light of the new Sustainable Community Strategy 2007-2017 and are highlighted in **Appendix 1**.

## 1.3 Context

The context in respect of general information regarding the council such as its Corporate Planning Framework, Corporate Business Planning Process, partnership working, Local Strategic Partnership (LSP), Organisational Framework, Asset Policy, local economy, labour market issues etc. is articulated in the documents listed in Section 1.2 above.

### 1.3.1 The Local Economy

A strong economy sits at the heart of a sustainable community. Over the past few years, Bolton has established itself as a place of growth and opportunity, challenging outdated perceptions. Since the early 1990s, Bolton's partnerships have played a key role in strengthening the economy of the town. This strong track record has enabled us to deliver some big improvements in economic wellbeing in our most deprived neighbourhoods over the past few years. We have:

- begun our 'working together' initiative, to get more long-term incapacity benefit claimants into sustained employment;
- raised the overall employment rate to 75.4% by 2004/05, above the England average. Bolton is one of only ten Neighbourhood Renewal Fund (NRF) boroughs nationwide that has increased employment levels;

- increased employment levels by 3.1% between 2004 and 2005.  
Employment is growing at a faster rate than anywhere in Greater Manchester.

The council's approach is articulated in the borough's Economic Strategy, launched in 2004. Whilst robust, it is being refreshed in light of our successful repositioning within the City Region, regional policy and investment frameworks and the LSP's new Vision 2007-2017.

Bolton is at the heart of the City Region's economy and is using these opportunities in partnership with all sectors to drive the wider economic renaissance of the borough. Key to our prosperity is investment in our key asset of Bolton Town Centre. The other spatial focus for economic development is the M61 corridor based on top class developments at Middlebrook and Wingates, and future opportunities to be provided at Cutacre. The council has identified prime development sites to begin the physical and economic transformation of the borough and we will invest our own property assets wisely to achieve our strategic investment and development vision.

Current projections are that over the next decade, Bolton will gain an extra 10,000 new jobs and over £600 million of private investment. The bulk of these additional jobs will require further or higher education qualifications – our jobs growth will not be based on low skills and low incomes. Therefore it is important that the residents of Bolton achieve a higher level of skills, so that they are in a position to benefit from the planned economic prosperity.

The council is supporting these initiatives by using its land and property assets to stimulate economic growth, for example:

- a strategic review of Bolton Enterprise Centre (refer to Section 3.1.5) – the asset has been providing business start-up/seed bed units since the late 1980s;
- the council's portfolio of industrial starter units (that fall within the non-operational category linked to council objectives) at locations across the borough;
- the Market Hall redevelopment by Warner/Agora developments;
- the agreed £110m development of Central Street, Bolton which plans to deliver a mix of homes, leisure and over 32,500 m2 of retail space by a council partner.

## 1.4 Corporate Goals and Objectives

### 1.4.1 Sustainable Community Strategy 2007-2017

Bolton's Community Strategy – Clear Vision, Bright Future – was published at the end of 2002 and Bolton Vision partners agreed targets to improve the borough throughout 2003-2012. The emergence of a number of developments, including the introduction of Bolton's Local Area Agreement (an agreement between Bolton partners and the Government incorporating our key indicators and targets for 3 years from 2006/7), changes in government legislation, exciting development opportunities and improved partnership working have necessitated a refresh of the community strategy.

The refreshed strategy, **Bolton: Our Vision 2007-2017**, looks to the future and acknowledges that much has been achieved already, for example key crimes are down by a quarter and burglary has halved, street cleanliness in the worst affected areas has sharply improved, and the number of jobs in knowledge-based industries has grown by almost a half. These achievements from Clear Vision, Bright Future provide a solid foundation for the next decade.

Our vision for Bolton in 2017 is for it **'to be a place where everyone has an improved quality of life and the confidence to achieve their ambitions'**. This will be focused through **twin aims to narrow the gap between the most and the least well off and to ensure economic prosperity**.

The aims will be supported through six priority themes:

**Healthy Bolton** – narrowing the health gap by improving the health of those living in the least well off areas, addressing the causes of ill health, tackling drug and alcohol misuse, promoting independence and increasing physical activity and sports participation. CPS contributes to this priority through for example, the proactive management of health and safety in council buildings. Also front line services need to be provided from property that is in the right location and condition to serve the needs of staff and customers. Close links with Bolton NHS Primary Care Trust (PCT) allow for front line services to be delivered from buildings in co-occupation.

**Achieving Bolton** – improving educational attainment to ensure better life opportunities for our children and young people, provide everyone with the chance to learn, improve skills and most importantly raise aspirations. CPS works closely with the council's Children's Services Department Asset Management Unit to deliver physical

improvements to the schools portfolio, thereby improving the learning environment. There are also close links with the University and we are actively promoting joint development initiatives to drive forward this agenda.

**Prosperous Bolton** – ensuring Bolton has accessible, quality employment opportunities and further economic growth, that we match jobs and investment to those most in need, we build a transformed and vibrant town centre, and raise and improve the profile of Bolton. CPS' Asset Management and Estates Sections are making a positive contribution to this priority by identifying/exploring options for the acquisition of strategic sites in support of the regeneration of Bolton Town Centre. Furthermore starter industrial units provide a platform for fledgling businesses to grow and develop.

**Safe Bolton** – continuing to work to ensure crime levels fall still further, preventing antisocial behaviour, and making our roads safer. CPS employs a 'Secured by Design' approach in conjunction with advisors from the Greater Manchester Police service for relevant new and refurbishment schemes, with a view to ensuring 'crime' is designed out wherever possible. The council's approach to 'Risk Management' is evidenced through the risk assessments that CPS undertakes in council buildings in relation to asbestos, fire and water hygiene.

**Cleaner and Greener Bolton** – making our streets cleaner, improving our parks and open spaces, living within environmental limits. Examples of how CPS is contributing to this priority are through the management of fly tipping on council land and the procurement of 'Green Energy' and implementation of CO2 reducing technologies across our building stock (eg installing renewable energy in a number of buildings).

**Strong and Confident Bolton** – creating more affordable and decent housing, further reducing homelessness, encouraging more community activity, continuing to strengthen relations in our communities, and supporting more people to enjoy cultural activities. The council's land assets are used to influence development across the borough and allow the council to influence how the town is developed.

Within the strategy are high level outcomes over the 10 year period that the partnership has agreed to work towards, with milestones at 3 and 5 year intervals. To make sure that this 10 year plan delivers real and lasting benefits that are not at the expense of future generations, the Bolton Vision partnership has adopted sustainable development guidelines.

The council has a crucial role to play in achieving better outcomes for the people of Bolton and inspiring residents to take up the new opportunities that will be created in the town.

As one of the key Vision partners, the council will work to bring improved education and training opportunities to the town, better housing, more jobs and the opportunities for people to improve their own health – but the crucial element will be local people raising their aspirations, plan for the future, and benefit from the opportunities that are coming to Bolton over the next ten years.

It is also important to note that the Bolton Plan 2007-2010 shares the six priority themes of the Sustainable Community Strategy 2007-2017 and its two main aims, in addition to a third aim of 'Transforming Services'.





## 2. Corporate Asset Policy

### 2.1 The Asset Management Function

The way that the council manages its land and property assets has a direct impact both on the quality of services delivered to the public and the quality of the local environment. It is therefore important that efficient and effective use is made of these assets to support corporate and service objectives. By way of example, Corporate Property Services is currently supporting the council's Access Points Programme Board in a phased approach to the strategic review of Access Points within the borough, with a view to exploring the joint use of facilities/accommodation and more integrated service delivery across the council's partners.

The asset management programmes within Section 8 show how this is being achieved in practice. The AMP also highlights the progress made against the key performance targets and property improvements implemented over the last year and also reports on the National Property Performance Indicators. Looking ahead, the AMP sets out the key asset management tasks and targets for the forthcoming year. The document is published via the council's website.

The asset management function involves all council departments and the role of the council's Corporate Asset Management Group (CAMG) is key to ensuring there is an effective dialogue on asset management issues across the council and with our partners. CAMG is chaired by the Deputy Chief Executive/Director of Corporate Resources in his capacity as Corporate Property Officer, with the balance of the Group made up of senior representatives at director, assistant director or section head level from all council departments. The CAMG ensures there is an insight into individual council services, together with a clear understanding of corporate goals and objectives. The Group has a dual role and also acts as the chief officer group for consultation on the Capital Investment Strategy.

The Corporate AMP and the associated asset management processes that the council has in place helps us to deliver the corporate asset objectives as described in Section 2.2.

Since the last AMP was published, elected member responsibility for the council's land and property portfolio has transferred from the Executive Member for Development to the Executive Member for Corporate Strategy and Finance. The Executive Member is

also the Leader of the Council. The council's Executive has the responsibility for the formal approval of the annual Corporate Asset Management Plan.

### 2.2 Corporate Asset Objectives

The council first introduced a set of formal Corporate Asset Objectives as part of its 2005 AMP, which linked to its wider corporate objectives and the key themes/priorities within the 2003-2012 Community Strategy. The Local Strategic Partnership has since developed a new Sustainable Community Strategy 2007-2017 (refer to Section 1.4.1) - the council's Corporate Asset Objectives and their associated performance indicators have been reviewed and re-aligned to the main aims/priority themes of the new Sustainable Community Strategy (refer to **Appendix 1**).

### 2.3 Performance Management

This is critical to achieving 'successful asset management' and can be evidenced by the reporting of National and Local Key Performance Indicators (KPIs). A review of assets has been carried out providing information on Condition, Access, Legionella, Asbestos and Fire Risk Assessments. This is in response to the growth in the number of statutory obligations pertaining to asset management in recent years. Data is being assembled to present a profile of the current state of building assets and is being used to complete and reinforce asset reviews (refer to Section 7.) and formulate improvement programmes.

The Executive Member for Corporate Strategy and Finance and the Corporate Asset Management Group (CAMG) are responsible for ensuring the delivery of the performance targets set in the 2007 AMP. A key part of the performance management process is to identify any areas of under-performance and agree action plans to deliver improvements. CPS reports performance in respect of its Service Improvement Action Plan on a quarterly basis. In addition Elected Members and CAMG are being engaged by the formal reporting of property performance on a six monthly basis.

### 2.4 Stakeholders' Views

The Change Programme, a major council wide initiative to realign and reshape services to help it meet Children's Act legislation, streamline to maximise process efficiencies (Gershon), the regeneration agenda, improvements in and new ways of working, two way interaction with clients, customers and partners, continues. Property is a component of each project within the Change Programme and in conjunction with work with Service Departments in developing Service Asset Strategies (Section 6); this information serves to develop and modify the council's Property Strategy.



Work continues in advancing the development and implementation of the Change Programme projects and some wide scale accommodation projects have been completed to accommodate the new departmental structures to corporate standards. Ongoing service reviews identify opportunities for changes in how services are accommodated and desk sharing/hot desks and remote working are all options being tested. Greater flexibility in how accommodation is used will result in reductions in office space requirements.

Partner organisations (e.g. PCT and Greater Manchester Police) already share our accommodation to provide seamless services and further opportunities to share are being exploited.

## **2.5 Government Policy and Statutory Responsibilities**

### **2.5.1 Service Transformation: A better service for citizens and businesses, a better deal for the taxpayer (Sir David Varney report December 2006)**

In the 2006 budget the Chancellor of the Exchequer asked for advice on the opportunities for transforming the delivery of public services by looking at the channels through which services are delivered can be made more responsive to the needs of citizens and businesses. Sir David Varney reported that the leading edge of the new service economy that has emerged is much slicker, more immediate, more convenient to the citizen and less intrusive on the busy citizen's time. The focus is increasingly on the 'totality of the relationship' with the citizen. Public sector entities are encouraged to deliver citizens and businesses a better service.

More fundamental and widespread change is necessary if the public sector service economy is to match the performance of the best service providers. Sir David Varney has presented the case that if the public service is not transformed then we can anticipate much less effective and more expensive delivery and more citizens put off by the indifference to their needs. It is often the most vulnerable citizens who have to do the most joining-up between the public service islands and much of it could be avoided with more collaborative service delivery.

The council is able to clearly demonstrate that it has been proactive in its approach to these challenges via its Access Channels and Access Points Programmes (within the Change Programme), which is transforming services for Bolton's citizens and businesses. The Access Points programme will deliver more joined up services across council departments and with key partners (e.g. Bolton at Home and Bolton NHS PCT).

There will be a reduction in the number of single purpose facilities and a move to more multi-purpose venues, better equipped for the future. These will improve the customer interface and experience, will deliver property rationalisation opportunities and more effective services for customers (e.g. the proposed Orchards Development and the recently completed new High Street Library building) and real and lasting service improvements/efficiencies. The council is also working closely with the PCT in the formulation and delivery of their estates strategy (e.g. BRAHM LIFT), which forms a key part of the Access Points Programme. Information management across partners is also being considered as part of the programme to enable improvements in service delivery and as a minimum 'Bronze Level' Access Channel facilities will be provided at each Access Point.

The council's One-Stop-Shop within Bolton Town Hall is another example of how the council has utilised its accommodation proactively in recent years to deliver its customer interface improvement agenda.


### **2.5.2 The Quirke Review: Community Ownership and Management of Public Assets (May 2007)**

In September 2006 the Government announced there was to be a review of community management and ownership of public assets, to be chaired by Barry Quirke, the Chief Executive of Lewisham LBC. The Review's terms of reference were to identify ways of overcoming barriers to the community management of assets. The theme was taken up in the Local Government White Paper 'Strong and Prosperous Communities' in October 2006 in the context and overall statement that *"the aim is to give local people and local communities more influence and power to improve their lives"*.

The Quirke Review was published as 'Making Assets Work' in May 2007 and the Government's response 'Opening the Transfer Window' published the following week. The principal findings of the Review were that:

- asset transfer should take place where it can realise social or community benefits without risking wider public interest concerns;
- in appropriate circumstances, the benefits of asset transfer can outweigh the risks involved;
- risks can be managed by drawing on the experience of others.





The Government's response was to accept the Quirke Review in full and included five main actions:

- I. publication of new guidance to Local Authorities on corporate asset management, with specific reference to guidance on the transfer of assets (likely to be published in April 2008);
- II. preparation of a toolkit on risk management involved in the transfer process;
- III. provision of greater access to expert advice and organisational development on the management of assets to community organisations, through local providers. The council could be such a provider, or agent;
- IV. smaller investment of public funds through specialist financial intermediaries with the ability to achieve high leverage ratios. A demonstration programme is to be launched in selected areas as models for others to follow;
- V. a major campaign to spread the word especially to community groups, taking a bottom up approach such as the proposed 'Community Call for Action'.

Bolton's Access Points Programme has commenced a phased approach to the strategic review of the council's and its partners' Access Points across the borough and is developing approaches to integrate relevant services, where beneficial, across partners. The categories of 'Community Assets' referred to in the Quirke Review are in many instances the same categories of assets that the council has designated as its existing Access Points (e.g. Leisure Centres, Libraries and Community Centres). Accordingly, Corporate Property Services and the Access Points Programme Board, in developing asset strategies for the future provision of Access Points, are giving full consideration to the issues and recommendations raised in the Quirke Review and the Government's response.

### **2.5.3 Asset Management Guidance for Local Authorities**

In August 2005, the Government in association with the Royal Institution of Chartered Surveyors published an asset management guidance document for local authorities. Following the publication of the Quirke Review Report 'Making Assets Work' in May 2007 (refer to Section 2.5.2), which focussed on the issues associated with the community management and ownership of public assets, the Government is now reviewing the above asset management guidance document and it is expected that a refreshed version will be published in April 2008, the contents of which will be considered as part of the council's 2008 AMP.

In April 2000 the Audit Commission published a document titled 'Hot Property – getting the best from Local Authority Assets'. A new document titled 'Hot Property 2' is currently being drafted. This will have the aim of highlighting the importance of the proactive use of public sector property assets in driving improvement in service delivery and value for money.

### **2.5.4 Energy Performance of Buildings Directive (March 2007)**


With the inclusion of an appropriate focus on climate change into the Local Authority's performance framework, there are enhanced opportunities to access resources from local action, from national public bodies and private sector sources such as The Low Carbon Buildings Fund, The Clear Skies Programme, Warmfront and other fuel poverty programmes.

The public and private sectors are coming under increasing Government pressure to reduce their CO2 emissions in order to meet national environmental targets. But more significantly organisations are realising the very real financial advantages of reducing their energy costs. Far from being a threat, energy efficiency is a huge opportunity for the council.

Emissions Trading Schemes are putting a monetary value on low emissions. Local Authorities that significantly reduce their emissions can trade the extra emissions credits with other organisations, giving them a financial return from reducing their environmental impact. On the other hand there will be large financial penalties for those that don't.

The objective of The Energy Performance of Buildings Directive (EPBD) 2002/91/EC is to promote the improvement of the energy performance of buildings within the European Community. Implementing the EPBD will encourage owners and tenants to choose energy efficient buildings when seeking new accommodation and to improve the performance of buildings they occupy. Implementation of the Directive is seen as an important contribution to reducing carbon dioxide emissions as part of the UK climate change programme.

From 6 April 2008 public sector occupiers of larger buildings will need to display an Energy Performance Certificate (EPC) in a prominent place clearly visible to the public. The EPC shows the energy performance of a building based on actual energy consumption.



The EPC must show the “asset rating” of the building, which is a numerical indicator of the amount of energy estimated to meet the different needs associated with a standardised use of the building. On EPCs for dwellings, the asset rating will be expressed in two ways: (i) showing the energy efficiency of the building and (ii) showing the environmental impact of the building in terms of carbon dioxide emissions. These are expressed graphically on an A-G scale.

With in excess of 180 buildings with a useable floor area of 1000m<sup>2</sup> or more, the impact on the council in financial terms has yet to be determined. It would be likely that the initial outlay of using an Accredited Energy Assessor to produce the Certificates will be far out weighed by the greater level of awareness of energy use in the council's buildings and any investment opportunities identified if taken up would recover the cost in most cases. The impact on human resources though could be quite considerable since the council will need to manually read meters in every building affected by the legislation at least once a year. To speed up that process and to be able to accurately monitor use, smart meters are being fitted to our main buildings. These are combined with building management systems to allow building condition to be monitored remotely and adjustments made remotely if necessary. Around 104 buildings have been fitted with SMART meters to date with further meters planned for this year.

#### **2.5.5 Sustainable Development – The Audit Commission's approach**

The above document outlines how the Audit Commission will build sustainable development principles into all its regulatory work. The Commission aims to include measures on sustainable development in its new Comprehensive Area Assessments and future CPA Use of Resources Assessments.

#### **2.5.6 Health and Safety Legislation**

Great emphasis is placed on the safety and security of clients and employees of the council. The council introduced a no-smoking policy in line with the new legislation, in January 2007 in advance of the mandatory introduction on 1 July 2007, and removed all smoking facilities promptly.

Policies and procedures are in place that meet the requirements of legionella prevention, asbestos identification and management, fire regulation and DDA compliance. Risk assessments and surveys of all buildings have now been carried out and are used to progress schemes of management and reduction of risks and where schemes are carried out to remove or reduce risks as far as is practicable and economic. Ongoing management and review of risk assessments is built into regular work programmes.

#### **2.5.7 Biodiversity Duty**

Section 40 Natural Environment & Rural Communities Act 2006 came into effect on the 1st October 2006 and requires that “every public authority must, in exercising its functions, have regard, so far as is consistent with the proper exercise of those functions, to the purpose of conserving biodiversity”.

#### **2.5.8 Summary**

Corporate Property Services' Asset Management Section keeps up to date with legislation and guidance on Government practice issued by a wide range of government and partner organisations. By doing so the use of the council's assets can be planned in such a way as to anticipate and quickly react to best practice for the benefit of Bolton.

#### **2.6 The Resource Context**

The council has a track record of robust financial management and a strong finance function. Value for Money (VFM) has been long embedded in service and resource planning. Today the council's VFM Strategy builds on these successes. It identifies two areas as priorities for VFM savings and efficiencies over the next three years:

- property: an ambitious 20% saving in office space is being targeted by 2009/10; and
- procurement: driving out further benefits by increasing joint commissioning and contracting and exploring further opportunities for outsourcing to deal with peaks in workload.

The strategy is integrated into the council's approach to improvement:

- the councils Change Programme includes a number of projects that will deliver increased VFM – home/mobile working, process improvement, shared services and property management;
- service benchmarking with other councils and sectors and integrated financial and performance management arrangements are undertaken to drive out efficiencies and savings.

The council operates a three year Corporate Business Planning Process. This is supported by a Medium Term Financial Strategy (MTFS) which considers resources over a three year period. The MTFS is based upon:

- the Bolton Plan;
- Service 3 year Strategic Plans and the financial impact of these strategies;
- financial factors that will affect the council over the next three years;
- cost of capital investment, in line with the Investment Strategy;
- anticipated levels of Government support;
- the council's response to the Gershon efficiency initiative;
- overall availability of resources;
- levels of Council Tax.

Details of the capital programme can be found in the council's Capital Investment Strategy which should be read in conjunction with this AMP. The council has committed the following financial resources to its asset management priorities:

- £2m to address required maintenance;
- £106k has been allocated in 2007/08 to complete area reviews;
- £45k per annum for Property Reviews;
- £40k per annum for Health and Safety surveys;
- £25k per annum for Energy Schemes.

In addition to mainstream capital and revenue funds the council also bids for Challenge Funds (e.g. European Funds, Neighbourhood Renewal Funds etc). In the current year these amount to £24.3m. Alternative delivery mechanisms including partnerships with other public bodies have been used in the past and are pro-actively assessed as a means of achieving strategic objectives.



# 3. Changes in the External Environment and their Implications for Property

## 3.1 Regenerating our communities

Bolton is now recognised as the largest and fastest growing economic centre outside the conurbation core with investor confidence and momentum at unprecedented levels. The town centre alone is set to generate over 5,000 new jobs in key growth sectors and £600m in new investment by 2017. Interim targets for private investment in Bolton are £150m by 2010 and £350m by 2012. We are determined that this opportunity is used to improve the life chances of our disadvantaged residents. Bolton has a strong community engagement with a clear focus on achieving better outcomes in line with local needs and an improved quality of life for all Bolton's communities. Empowering local people to participate in their community is important to the council and its partners. Our approach is strong and underpinned by a Community Engagement Framework, a component of the Local Area Agreement that will shortly be rolled out across the Bolton Vision partners.

Our ambition is underpinned by a renewed confidence and opportunities for growth that have developed over the last five years. Investor interest in the borough has never been higher and relationships with developers are strong with a commitment to the delivery of shared priorities.

This strategic approach to the regeneration of people and place is led and driven by the council as part of the highly effective and inclusive Bolton Vision Partnership. This vision and leadership extends beyond the borough boundaries with Bolton taking a key role in the sub-region. This leadership involves Members and officers playing a significant part in a range of Association of Greater Manchester Authorities (AGMA) and North West issues including sub-regional governance, economic development, transport, housing, inward investment, tourism, leisure and organisational development.

### 3.1.1 The Strategic Economic Development Drivers

The council is actively using its land and property assets as tools and catalysts to secure complex and high quality, sustainable developments in partnership with commercial investors and public sector partners. Nowhere is this truer than in Bolton Town Centre. Over the last year, the key policy documents, evidence and action plans have been put in place, together with a massive developer engagement process culminating in a well attended Developers Forum and representation at the prestigious

annual property event MIPIM 2007. The market is extremely buoyant and the council is working effectively with public and private sector partners to deliver a Town Centre renaissance. The priority areas are outlined below.

### 3.1.2 Bolton Town Centre

Sustaining a successful, prosperous Town Centre as an economic, social and cultural asset for the whole borough and wider region remains a high priority for the council and the Local Strategic Partnership (LSP). The Town Centre Action Framework 2005-2008 is the council's strategic plan that sets out the priority actions identified to deliver this vision. It is the catalyst for a capital investment programme; potentially up to £600M over the next ten years through a range of private and public/private partnership developments.

The council's town centre land and property assets act as a catalyst to regeneration e.g. by providing sites for key developments, providing investment into joint mixed use schemes in partnership with private developers, and to ensure that the transport infrastructure, including car parking provision, is appropriate in quantity and location to serve the anticipated town centre growth. Achievement of the council's strategic development priorities in the town centre, and taking a long term view on the potential of town centre regeneration, will in turn contribute towards maximising return on financial investment and this helps us to achieve our strategic aims of 'Prosperous' and 'Strong' and 'Confident' Bolton.

The specific development priorities in the Town Centre for 2007-08 are:

- our Innovation Zone, linked closely with the University of Bolton, is planned to bring £300 million of new investment and over 4000 jobs by 2017. Bolton's Innovation Zone is now recognised as one of only three locations – alongside Salford's Media City and the Oxford Road corridor - in Greater Manchester that is capable of ensuring the city region becomes a leading player in the global knowledge economy;
- an agreed £200 million investment in Church Wharf, bringing over 600 new homes, restaurants, bars and a town centre cinema by council developer partners Ask Developments/Bluemantle. We have been proactive in engaging major developers and have put Bolton on the map regionally, nationally and





internationally. Four years ago few developers were interested in investing in central Bolton. Our most recent development opportunity, Church Wharf, attracted nine proposals from some of the sector's biggest names;

- an agreed £110 million development of Central Street, delivering a mix of homes, leisure and over 32,500 m2 of retail space, by council development partner;
- the £30 million revamp by Warner/Agora developments of the council leased Market Hall shopping centre is underway;
- selection underway of a partner developer/operator to develop and manage an initial 3 (by 2009) and up to a further 3 multi-storey car parks to deliver the council's approved Car Parking Strategy. This aims to ensure an adequate supply of quality, well located and managed car parking as part of a sustainable transport plan, whilst also delivering up development sites on current council owned surface car parks;
- implementation of the Town Centre interchange and gyratory system improving accessibility for all.

### **3.1.3 Bolton WIDE and Economic Development Zone**

Bolton's Economic Development Zone (EDZ) in the west of the borough has been a huge economic success. Led by the Bolton WIDE Partnership, and pump primed by £10m of European funding, it has enabled key sites at Middlebrook Parklands and Wingates to be developed which has attracted major new investment and high profile companies like AXA, Reebok, and Eon. The council is now using its land assets, development expertise and statutory powers to enable private sector investors/landowners to bring forward brownfield sites of strategic employment significance at Horwich Loco and Cutacre.

### **3.1.4 District Centres/Area Based Plans for Town Centres**

To complement the investment within Bolton town centre and neighbourhood renewal strategy focussing on overcoming disadvantage, the council has approved local action plans for the sustainable future of its four key local Town Centres – Farnworth, Horwich, Little Lever and Westhoughton. These Plans enable the council to channel investment activity in securing strategic and local priority objectives within the Centres.

Achievements in 2006/07 and priorities for 2007/08 include:

- start on site on the new co-located Sixth Form College and Community College on a former council owned site in Farnworth Town Centre. This is key to addressing the post 16 skills issues in the south of the borough. It is also acting as a catalyst to improvements in the immediate area and joint investment in the library facilities;

- commercial proposals brought forward to increase the retail floor space within Farnworth Town Centre and provide improvements to the council owned and operated retail market;
- consideration of options to deliver sustainable markets in Westhoughton and Horwich following investment in interim improvements.

### **3.1.5 Bolton Enterprise Centre and Industrial Estates Portfolio**

The review of the operation and management of Bolton Enterprise Centre was completed in April 2006 resulting in recommendations for a substantial change in terms of operational management of BEC and the Industrial Estate Portfolio and investment in the physical development of the Centre (the Entrepark) to provide refurbished and new accommodation that would double the available floor space of the Centre.

Subsequently the Full Business Case for the Entrepark development was approved by the Development and Regeneration Executive Members in september 2006 and funding to deliver the development was sought from Local Enterprise Growth Initiative (LEGI) and the North West Development Agency (NWDA). Unfortunately the Bolton LEGI submission was unsuccessful and the submission to the NWDA has not yet been determined. However, discussions are at an early stage with a private sector organisation regarding their proposal for a potential partnership arrangement as an alternative approach.

### **3.1.6 Neighbourhood Renewal Strategy**

The Neighbourhood Renewal Strategy (NRS) sets out a framework for the reduction of deprivation in Bolton. The Strategy identifies both a borough-wide approach in relation to improving quality of life, measured by Government floor targets, and an area based focusing on eleven target areas (Crompton, Halliwell, Rumworth, Brightmet, Tonge with the Haulgh, Great Lever, Farnworth, and Hulton Lane, Washacre, Johnson Fold and Hall 'I' Th' Wood estates). Each of these areas has a Neighbourhood Action Plan, which pulls together services to deliver joined up solutions to the complex multiple deprivation issues found there. Clearly the council's land and property assets have a role to play in the delivery of the outcomes and actions in the plans. In particular, as a priority we are looking at opportunities within these areas to deliver multi purpose buildings as part of the Access Points Programme.



### 3.1.7 Housing Strategy

The council has a degree of strategic flexibility in how it uses its land assets. For example, the release of suitable sites (subject to Planning Consents), can meet the demand for an identified housing need within a specific area of the borough. In this way the council can act as a major contributor to the need for affordable housing and the wider regeneration agenda.

By way of example, the council is currently in discussions with a Housing Association in respect of a site at Crescent Road, Farnworth. Various other sites have been sold to, and successfully developed by, recognised social landlords.

New affordable housing provision - work is under way to audit the potential of open sites on or adjacent to existing council housing estates. A model of delivery that would result in new housing provision (alongside a transformation of estates including environment, access, appearance and quality of amenities etc) is being developed and will involve Bolton at Home, Bolton Community Homes and the private sector, and is based on current nil/low land value.

The final proposal including:	i)	delivery vehicle
	ii)	land volume and value
	iii)	outline development types
	iv)	programme

will be presented in early 2008, with a proposed 'go live' by autumn 2008.

This project forms part of the Affordable Housing Plan which is due to gain approval in september 2007.

### 3.2 Other

The external drivers for change which affect the provision of council property and property services include:

- the Building Schools for the Future and Academies programme;  
We aim to progress the above as part of our Access Points Programme;
- Primary Schools Capital Programme;
- E-Government;
- Children's Centres; points programme-providing flexible multi purpose.

- the Government's Extended Services agenda-facilities fit for the future in local communities;
- School Place Planning and Secondary/Primary co-operation on language teaching;
- preparing for the governments mandatory Carbon Reduction Commitment in 2010;
- Changes in legislation;
- Government guidance on Asset Management in Local Authorities;
- the Urban Land Institute's (ULI) document titled 'Ten Principles for Creating Value from Local Government Property' dated 2006, which focuses on local authorities' operational estates. The document is intended to promote a debate among local authority decision makers and commercial and property principals as to the contribution that local authority property can make to the delivery of modern local government services. Rethinking the need to hold and occupy extensive property estates offers local authorities not only the opportunity to access capital, but also, potentially a basis for fundamentally changing the way local government does business and engages with its staff, stakeholders, and citizens. Given the growing pressure on local government for higher-quality services at lower cost, the ULI presents the case that there is merit in exploring whether property assets can increase efficiency and productivity. The document considers whether large-scale portfolio transactions – which are just starting to emerge in local government – can help achieve a fundamental change in creating value.

## 4. Service Delivery and Accommodation Needs

### 4.1 Overview

The principle of 'Corporate Property Ownership' was adopted by the council in October 2006. The CAMG is now preparing for the transfer to 'Corporate Property Management' whereby all property responsibilities and budgets will sit with the corporate centre providing greater influence over property decisions to meet wider corporate objectives, partner and area initiatives and at the same time address services needs. Collective management of these resources will enable a more corporate and proactive approach especially in the light of shared provision and options for disposal and acquisitions to support regeneration and maximise potential income from sites deemed surplus.

The external influences generated by Development and Regeneration initiatives and the projects being undertaken by partner organisations (PCT, University, College) require this corporate overview (and detailed knowledge of service needs and plans) to engage to potential mutual benefit.

### 4.2 Council Services

An essential element of the Change Programme process in reviewing council services and as part of the project planning of individual projects within overall programmes, is the consideration of the support elements to services of IT/Data, Property, Human Resources, Communications and Change Management. Recognition and incorporation of these elements within service plans has taken place at a micro rather than macro level. The preparation and review of Service (property) Asset Strategies to inform and support corporate property strategy and the completion of the supporting property review process will assist this and identify opportunities for rationalisation at individual and wider service level.

### 4.3 New Working Practices in the Council

Recognition of the potential from pilot studies for flexible and home working carried out in 2005-06 have been reviewed and developed into a project to look at wider remote working for a number of services. The 'Remote Working Toolkit' is now available for service consideration and implementation by managers with consequential effects on accommodation requirements. Increased take up of Revenues and Benefits home working has required fewer desk points in the recent implementation of relocation of the service from expensive leased-in accommodation into refurbished owned space. The accommodation refresh for Children's services has reduced the accommodation

footprint by adopting and improving on corporate standards for space. This was done by better records management and adopting 'hot desk' and shared desk policies. Adult Services, in conjunction with developments in IT, identified environmental health services which can work remotely across the borough, using touch down facilities in offices shared with other services.

Increased adoption of remote working will remove individual work spaces but require wider provision of adequate flexible shared facilities.

### 4.4 Joint Agency Accommodation Requirements

- Examples of where the council is currently sharing accommodation/joint delivery of services with its partners include:
  - o The Royal Bolton Hospital – Adult Services (referral services) accommodated in conjunction with the NHS PCT;
  - o council accommodation at Crescent House is shared with Disability Aids Store;
  - o Paragon House leased-in offices, Horwich shared with PCT services.
- Bolton Community College and Bolton Sixth Form College, as reported in the 2006 AMP, are working with the council on various projects. The Farnworth Town Centre project is now on site, involving the replacement of a secondary school as part of the facilitation and financial arrangements. Proposals for Bolton College and Bolton Sixth Form in the Town Centre have involved review of car parking and service accommodation. This £70m programme will co-locate Bolton College and the Sixth form College in new accommodation, initiate the programme of car park provision for the Town Centre and the review of how direct services needing yard facilities are deployed near the Town Centre. The Town Centre project will impact on further secondary school provision in the north of the borough possibly bringing Bolton forward in the BSF programme.
- As a key partner in the BRAHM LIFT (Local Improvement Finance Trust) programme, the council is working proactively to ensure that its approach to asset management planning and the development of its estates strategy are more closely aligned with that of Bolton NHS PCT. A PCT led consultation workshop was attended by officers from CPS in May 2007. The first scheme

identified for Bolton within the LIFT programme is the Brightmet Primary Care Resource Centre (PCRC), formerly Alistair Ross Centre, a redevelopment scheme which will provide over 6000 m2 of accommodation incorporating two GP Practices, children's services and mental health teams, rehabilitation services, the district nursing team, Macmillan nurses, school nurses, a private pharmacy and space for a mobile diagnostics centre. The project is due for completion in autumn 2009. The council is also planning to relocate/integrate Brightmet Library within the Brightmet PCRC scheme, subject to a successful Lottery bid for resources. In the Town Centre, the council is working with the PCT to bring forward major new investment in a Diagnostic Centre.

- The 2006 AMP highlighted that two agencies in the Bolton Civic Centre (namely the Magistrates and Greater Manchester Police) were due to vacate prominent council-owned accommodation in Le Mans Crescent within 3 to 4 years and that this space would feature in property rationalisation terms. CPS worked with the Police Service, resulting in the vacation of this accommodation and the council has refurbished/remodelled this space to provide office accommodation for its Revenues & Benefits Service (who have released leased-in office space within Bolton Town Centre). There are also options to accommodate other council services in the remainder of the space. The scheme was completed in July 2007 on time and within budget. The council is now working in partnership to relocate the Magistrates Court to an identified council-owned site.



## 5. The Existing Portfolio and Current Performance

### 5.1 Statement of Portfolio

The council holds a diverse and widespread portfolio of land and property assets throughout the borough which includes operational property (e.g. offices, administration buildings, day centres, libraries, elderly persons' homes, schools and youth centres etc.) and non-operational/investment property (e.g. shops, offices, industrial estates, farms, agricultural land and garden tenancies etc.). To assist in the management of its holdings, property interests are categorised within a matrix (The Property Holding Model), which places each asset into its holding Executive set against the sub-categories of operational and non-operational (i.e. investment). The Property Holding Model (**Appendix 2**) schedules a summary of the council's assets at the end of March 2007.

The rationalisation and categorisation of the portfolio is an ongoing process. In 2007/08 CPS will continue to develop this model in light of plans to move to a model of Corporate Property Management.

### 5.2 Current Performance in relation to the Corporate Asset Objectives

This section reports on the council's performance in relation to its Corporate Asset Objectives (as scheduled in Appendix 1) and highlights the council's performance in respect of its land and property assets over the last twelve months. The associated key performance indicators are detailed in **Appendix 3** and show information for the last three years together with targets for the current year where applicable.

#### 5.2.1 Corporate Asset Objective 1: Enhanced Customer and Stakeholder Satisfaction

- **Staff satisfaction with the standard of operational property office accommodation** – CPS undertakes an annual borough-wide staff satisfaction survey in conjunction with Sheffield Hallam University for a selected number of administrative buildings. The target set for 2006/07 in respect of staff satisfaction in this category was 60%. The 2006 survey results indicated that 73% of staff were satisfied with the standard of their accommodation, which demonstrates a significant improvement since 2004/05 (i.e. 58.80%). CPS aims to widen the survey in 2007/08 to additional buildings.

- **Survey Programmes** - As reported in the 2006 AMP, there has been a significant investment in obtaining quality property information in respect of legionella risk assessments, fire risk assessments, asbestos surveys, condition surveys and access audits. This information is now largely complete for the whole of the council's property portfolio.

The information will be valuable in supporting the Property Improvement Planning Process, but has also been invaluable in improving the position in respect of our statutory responsibilities. In respect of asbestos risk, council buildings now have asbestos registers, and asbestos is being managed in line with the council's Policy on the Management of Asbestos in Buildings, published in July 2006. Similarly council buildings have had their water systems substantially improved and a management systems introduced to comply with the new Policy on Control of Legionella in Water Systems, also introduced in July 2006. The council is aiming to develop and implement a formal policy in respect of fire risk within buildings during this next year, but in the meantime fire risk assessments have been completed for the majority of buildings. The introduction of the new Client Officer roles within CPS' Asset Management Section has assisted in the above exercises, and has also enabled other information to be obtained and maintained in respect of the safety of a plethora of building related fixtures and equipment. (e.g. lifts, roller shutter doors, electrical safety, lightning conductors and lifting equipment etc). These initiatives are helping to ensure that the council's property assets are contributing to the Safe and Healthy Bolton environment.

- **Required maintenance** – 2006/07 has seen all the outstanding condition surveys completed and added into the council's property data base. There has also been a data cleansing exercise carried out, which has ensured that all previous surveys have been updated in respect of building cost inflation and consistent fee/preliminary elements. Further consideration has been given in respect of where maintenance liabilities lie. For example, Leisure Centres are largely under a management/maintenance agreement with Bolton Community Leisure, and the Castle Hill Learning Resource Centre with Dawn.

The resulting Required Maintenance figure across the council's portfolio of land and property assets stands at £68.72m (at 31/03/07) which has reduced by £1,005,000 based on the 2005/06 out-turn value. The figure of £68.72m is based on more accurate information and gives a new accurate baseline figure (at 31/03/07) to be used for future performance benchmarking and reporting:

- o the value of required maintenance in respect of those buildings that have closed or are earmarked for closure has been excluded from the total;
- o condition surveys that were procured prior to 2006/07 have been reviewed to reflect the impact of building cost inflation since they were completed, to bring the value of required maintenance of these assets in line with current price levels.

Looking ahead over the next twelve months, a target has been set to reduce the required maintenance on the council's operational estate by 5% by April 2008 (based on the out-turn figure for 2006/07). This equates to a target this year of £3.43 million.

The council is currently reviewing options with a view to addressing the required maintenance liability on its operational portfolio (excluding schools) within a period of 6 to 8 years. This is likely to be addressed using the following approaches:

- o delivery of further office accommodation rationalisation opportunities;
- o continued disposal of property that is surplus to operational requirements;
- o re-investment of capital receipts from the above disposals.

The delivery of the council's Building Schools for the Future and Primary Capital Programmes will play a key role in addressing the required maintenance on the schools portfolio.

The council's performance in respect of the Required Maintenance cost per m2 Gross Internal Area (ref. Property Performance Indicator PMI. 1 B iii) shows a positive trend over the last three years, with required maintenance costs reducing from £138/m2 (2004/05) to £114/m2 (2006/07).

The 2006/07 performance results in respect of the Percentage Gross Internal Floor Space in condition categories A – D (Property Performance Indicator PMI. 1A) are as follows:

- o For Operational Property:
  - Condition A (Good) - shows an improvement from 22% (2005/06) to 33%;
  - Condition B (Satisfactory) – a reduction from 71% (2005/06) to 65% (related to the increase in floor space in Condition A);
  - Condition C (Poor) – an improvement from 5% (2005/06) to 1%;
  - Condition D (Bad) – an improvement from 2% (2005/06) to 0.5%.
- o For Non-Operational Property:
  - Condition A – an improvement from 17% (2005/06) to 38%;
  - Condition B – a decline from 71% (2005/06) to 47% - but this is linked to the improvement in Condition A;
  - Condition C – a decline from 10% (2005/06) to 14%;
  - Condition D – an improvement from 2% (2005/06) to 1%.

### 5.2.2 Corporate Asset Objective 2: Affordability

- **Asset Valuations Programme** - The council accelerated its five-year Asset Valuation Programme during 2006/07 so that valuations originally planned for year 5 (i.e. 2007/08) were completed by the end of March 2007.
- **Property Performance Benchmarking** - The council has demonstrated a longstanding commitment to the Benchmarking of its assets and property-related services (e.g. the National Best Value Benchmarking Scheme). National Property Performance Indicators continue to be benchmarked via the IPF Asset Management Network.

In May 2007 the council benchmarked its performance against the COPROP Property Performance Indicators as part of an exercise organised through the Association of Chief Estates Surveyors and facilitated by Blackburn with Darwen Council. The results have not yet been received at the time of preparing this AMP but will be reported to elected members within this financial year as part of a separate and more detailed performance report.

From late summer 2007, Corporate Property Services will deliver a six-monthly property performance report to elected members.



### 5.2.3 Corporate Asset Objective 3: Compliance with Statutory/Regulatory Codes

- **Access to public buildings** - The council's 2006/07 submission in respect of Best Value Performance Indicator (BVPI) 156 reported that 36.36% (i.e. 36 out of its 99 existing public buildings [falling within the definition of BVPI 156] were fully accessible to and suitable for disabled people [in accordance with the 1991 Version of the Building Regulations Approved Document M]. For 2007/08 the target has been set at 50.00% and this is also reflected in the council's central departments' Valuing Diversity Action Plan.

Review work undertaken during the last year has identified in the region of 120 council buildings, which have public access, although it should be noted that approximately 21 of these fall outside the Government's definition for BV PI 156. Access Audits have been completed for the vast majority of these buildings and Accessibility Plans prepared. Capital funding in the region of £860k has been approved for the three year period to April 2009 and a programme to target DDA improvements in the 'High priority' buildings has commenced.

Whilst the council is committed to making its buildings fully accessible it is constrained (to an extent) by historic buildings, in particular those with listed status, which were designed at a time when disabled access was not considered. Compared to the national picture, Bolton has a portfolio that contains many buildings that are difficult to adapt and in some cases it isn't possible to make them fully DDA compliant (although management plans will ensure that customers will still have access to council services).

### 5.2.4 Corporate Asset Objective 4: Improved Corporate Management

- **Office accommodation strategy and rationalisation** - The 2006 AMP target to reduce the amount of office space used by the council by 5% by April 2007 was achieved by:
  - o releasing a number of leased-in offices at various locations (e.g. Units at Bolton Technology Exchange, Spa Road, Bolton);
  - o Greater Manchester Police vacating prominent accommodation at Le Mans Crescent, Bolton which has been remodelled/refurbished for use as office accommodation for the council's Revenues & Benefits Service (who have released leased-in office space within Bolton Town Centre);
  - o surrender of leased-in office accommodation in Paragon House.

A target has been set to reduce office space by a further 5% (GIA m2) by April 2008 based on the out-turn figure for 2006/07.

- **Asset data systems** - The 2006 AMP confirmed the council's proposals to upgrade its existing IPF Asset Manager software system to the latest IPF.Net version in 2007/08. The revised targeted 'go-live' date for the new system is September 2007 and with a view to providing web-based client access to the system by April 2008. The new system will assist the council in ensuring that it continues to maintain a record of all of its land and buildings that contains accurate data on its efficiency, effectiveness, and asset value, which can be used to support decision making on investment and disinvestments in property.
- **Department of Communities and Local Government (DCLG) Survey 2007** – The council contributed to the 2007 DCLG survey (in association with York Consulting) in connection with the evaluation of the development and implementation of corporate capital strategies and asset management plans by local authorities. The council is currently awaiting the results of this survey, which will be incorporated into a future CPS Property Performance Report to elected members.

### 5.2.5 Corporate Asset Objective 5: Environment

Bolton is responding to global, as well as local environmental challenges. The council published its Environmental Strategy in 2006. We have already delivered a string of successes, including:

- council CO2 emissions are down by a third since 2000;
- council water use is down by 10% since 2000;
- all council electricity is now on a green tariff, from renewable sources;
- in 2006/07, 96% of new homes were built on brown belt land;
- we have signed the Nottingham Declaration on Climate Change, committing ourselves to reducing emissions with our partners.

The global issue of climate change needs local action. The following examples show how the council has improved the environmental performance of its property portfolio over the last three financial years:

- KPI 10 – Energy consumption Kwh per m2 Gross Internal Area (PMI. 4 A ii) - shows a positive trend reducing from 284 (2004/05) to 219 (2006/07);

- KPI 12 – Water consumption cubic volume per m2 Gross Internal Area (PMI. 4 B ii) - again show a positive trend, reducing from 0.79 m3 (2004/05) to 0.60m3 (2006/07);
- KPI 13 – CO2 emissions in tonnes of carbon dioxide per m2 Gross Internal Area (for Operational Property) (PMI. 4 C) – have reduced from 0.07 (2004/05) to 0.03 (2006/07) – this in part reflects the purchase of ‘Green Energy’;
- KPI 15 – Number of council assets producing renewable energy sources has increased from 2 (2004/05) to 4 (2006/07) against a target of 5. The target set for 2007/8 will contribute to targets set in the 2006 Environmental Strategy.

The Sustainable Community Strategy 2007-2017 commits Bolton to make better use of its resources, ensuring that development now does not jeopardise current and future generations. As Bolton is transformed, we will always look to live within our environmental limits, using resources like land, energy, water, transport networks and utilities more effectively – reducing waste and boosting recycling. The Vision Partnership has set a target of reducing Bolton’s Greenhouse gas emissions (compared with 1,797 kilo tonnes in 2004/2005) by 10% in 2010, 15% in 2012 and 26% by 2017.

The council is well aware that its green assets, its parks, its farms and its woodland already offset significant CO2 emissions. This capability alongside other characteristics such as reducing run off will feature more prominently as strategic motivators for the creation, enhancement and management of the borough’s green infrastructure. In addition, the council’s woodland assets not only provide places of recreation and vital natural habitats, but managed sensitively could also provide significant amounts of renewable wood fuel (bio-mass).

The council is currently exploring opportunities to use Voltage Power Optimiser equipment in relevant buildings. The benefits to be achieved per building include:

- a reduction in energy use and costs by up to 20% by optimizing the electricity supply voltage;
- a reduction in carbon emissions by up to 20%;
- protection to electrical and electronic equipment from voltage transients and short-term power surges;
- lowers maintenance costs on motors, lighting and other electrical equipment;

- improves power quality at the site;
- prolongs the life of electrical components through reduced voltage and electrical stresses;
- reduces phase voltage imbalances.

Operating electrical equipment at higher than optimum voltage leads to significantly higher energy consumptions. Equipment such as lighting and motors consume more power at higher voltages, for example, a 230V linear appliance used on a 240v supply will take 4.3 more current and will consume around 9% more energy.

The main benefit of using a Voltage Power Optimiser is its ability to lower the voltage for a whole site more efficiently than any other technology available and therefore cut energy costs. This reduces energy bills and improves the efficiency of electrical equipment. Research has shown that typically the payback period on investment in this technology is 2 – 4 years. The Carbon Trust and the Energy Saving Trust both endorse this technology.

#### 5.2.6 Corporate Asset Objective 6: To serve the council’s Key Aims

- **Capital receipts** - The budget set for 2006/07 required £3,000,000 to be raised from the disposal of surplus land and property. Completed useable receipts for the year amounted to £3,456,296. However this figure was adjusted to reflect a deficit of £803,884 carried forward from 2005/06, resulting in an actual useable receipt for 2006/07 of £2,652,412. A deficit of £347,588 is therefore carried forward to 2007/08. The disposal of land and property assets can be a protracted and complex process – disposal plans can be impacted by delays, resulting in the capital receipt being achieved in a subsequent financial year.

The budget for 2007/08 is £3,000,000 although it will be necessary to again reflect the deficit carried forward from 2006/07. It will therefore be necessary to achieve a useable receipt of £3,347,588 to satisfy the budget requirement.

The Capital Receipts Programme is reported on a quarterly basis to the Executive Member for Corporate Strategy and Finance, satisfying Key Task Ref CR476 of CPS’ Service Improvement Action Plan (SIAP) for 2007/08.

- **Review of Operational Assets with Buildings in the South and East Wards of the Borough and Blackrod (December 2006)** - This work was undertaken as the first in a series of property reviews in support of the strategic review of the council's existing Access Points across the Borough. The review was undertaken using the council's Property Improvement Planning process (PIPP) (refer to Section 7 for details). The results for the Access Points category summarised below are now being considered in detail by the Access Points Phase 1 Task Group Lead Officers with a view to identifying service delivery and property rationalisation opportunities:

- o Excelling assets = 2
- o Succeeding assets = 8
- o Striving assets = 5
- o Under Performing assets = 4

**5.2.7 Corporate Asset Objective 7: To use the council's land and property assets to achieve strategic development and regeneration opportunities within the borough**

The examples in Sections 3.1, 3.1.2 and 3.1.3 highlight the council's progress against this Corporate Asset Objective.



## 6. Review and Challenge

### 6.1 Gap Analysis

The council's departments were consulted (via the Corporate Asset Management Group) in July 2006 to ascertain the future accommodation needs of service departments and to identify whether any assets were likely to be declared vacant and/or surplus to requirements in the short to long term. The issues and opportunities that were identified in Section's 6.1.1 to 6.1.6 of the 2006 AMP have been revisited as part of the preparation of this year's AMP and an update is given below. In addition, any new issues and/or opportunities that have arisen since the last AMP are also highlighted.

#### 6.1.1 Children's Services

Update on the issues/opportunities raised in the 2006 AMP:

- the annual review of schools places has closed and migrated provision as part of rationalisation of buildings on use and condition, particular examples being the consolidation of two schools onto a previously declared surplus school using capital receipts to fund improvements. This has freed up maintenance need, rationalised school provision and prompted accommodation requirements provided in the redundant school to be relocated;
- localised need in the south of Bolton is pursuing options for further service accommodation rationalisation to free up land resource to meet school need;
- a governance arrangement has been put in place to oversee the development of the Council's Academies and Buildings Schools for the Future programmes. A senior officer group comprising the Directors of Children's Services, Corporate Resources, Legal & Administration and HR are providing strategic direction and leadership for the programme. The programme will provide an ambitious blueprint for the rejuvenation of both secondary and primary schools and seek to maximise opportunities for co-location, intergration and multi-use facilities as part of the Councils' Access Points Programme. The council is particularly keen to link together appropriate services both in Children's and wider council functions in order to meet the needs of communities in the borough. The council intends to make use of any opportunities provided through the Primary Capital Programme and the Building Schools for the Future Agenda to facilitate local delivery/access of services.

Major developments are already taking place/are being planned in Children's Services. This includes the development of Children's Centres, the Withins Academy, which also includes the redevelopment of Firwood Special School on the same site, the co-location of schools and other facilities and services in Highfield, Farnworth as part of the Orchards Development and significant improvements to Hayward Secondary School.

- school replacement programme;
- children's Centres programme – the following Phase One Children's Centres are live/fully operational:
  - o Greater Farnworth;
  - o Great Lever;
  - o Halliwell;
  - o Harvey;
  - o Rumworth;
  - o Tonge.

Tonge Children's Centre demonstrates what can be achieved by working in partnership with others to deliver impressive facilities and outcomes in one of the borough's most deprived communities. It is an example of an innovative partnership between the council, PCT, health services and the faith sector that goes beyond the 'Core Offer' for Children's Centres. This is seen as an innovative model as part of the Access Points Programme, aimed at delivering various physical facilities and services in modern multi purpose centres.

The £1.7m development costs were achieved through the support of DfES Children's Centre capital budget, East Bolton Regeneration, the Neighbourhood Renewal Fund and Faith sector resources. Children's Centres represent a powerful model for the delivery of integrated services to young children and their families. Tonge is one of six within the first phase of centres based in the most deprived areas, all of which were successfully delivered on time and within budget.



The proposed Phase Two Children's Centres, which are at various stages of procurement, are listed below and are on target to be completed by April 2008:

- o Forfar Street;
- o Greenroyd;
- o Horwich;
- o Kearsley;
- o Leverhulme;
- o Little Lever;
- o The Orchards;
- o Valley - Chalfont Street;
- o Washacre.

A further Phase Three is planned for completion in 2010 with every community having access to a Children's Centre. Phase 2 and 3 are being progressed as part of the Access Points Programme.

- youth centre review programme (link to College co location).

Next steps/further improvements/opportunities:

- Facilities for children will also be improved after Bolton was awarded £695,000 by the Big Lottery Fund – the largest such grant in the region - to support the creation of eight new play sites that will be designed in close consultation with local children.

### 6.1.2 Adult Services

Update on the issues/opportunities raised in the 2006 AMP:

- closure, opening and rationalisation of outer libraries and joining up services as access points – incorporation of Police touch down points;
- social care closures – Manor Court. Review of other service provision and capital input to improve;
- accommodation review and move to remote working, shared facilities with others, with the Director and Assistant Directors hot desking;
- rationalisation of EHTS accommodation (remote working) and sharing desk space;

- High Street Library - the new build scheme was handed over to Adult Services in summer 2007. The new facility replaces an existing building that was unsuitable for 21st Century library service delivery. The council completed an innovative engagement process with local people to ensure the services and facilities supported their needs. This 'engagement', particularly with people from the minority ethnic communities, was a huge success and was recognised by the Inspiring Culture Award for 2006 from MLA North West for helping to create inclusive and diverse communities. It includes accommodation at first floor level that can be used out of normal working hours by various community groups. The Library offers a range of services to children and young people including the country's first 'Book Bar' and a study support centre for young and old.

Next steps/further improvements/opportunities:

- addressing Older People's priorities – it is intended to further improve the quality of life for Older People by creating more neighbourhood networks, linked to Active Ageing Centres;
- NHS LIFT (Local Improvement Finance Trust) – the council is a key partner in the LIFT company and to maximise the benefit from this investment, the Primary Care Trust (PCT) is reviewing its Estates Strategy. LIFT forms part of the council's Access Points Programme, which is aimed at working with partners to develop shared facilities/services. A range of new health centres is planned, improving health services in our most deprived neighbourhoods, as recommended in the Director of Public Health's report in 2006. These include £12.5 million to replace the Alistair Ross Primary Care Resource Centre, located in Breightmet, East Bolton. Subject to Lottery Funding, this will become a multi-use facility (i.e. an Access Point) providing a range of services including healthcare, libraries and older people's groups;
- leisure centres - the strategic partnership between Bolton Community Leisure (the Leisure Trust) and Serco is delivering £18.5 million of investment to Bolton's leisure centres. Plus, a new swimming and leisure facility is planned for the town centre, through a joint initiative between Bolton Community Leisure and the University of Bolton. Despite half of our borough being green belt, 57% of our population live within 20 minutes walk of three sports facilities, one of which has a recognised quality kitemark – the second best performance in the sub-region.



### 6.1.3 Corporate Resources

Update on the issues/opportunities raised in the 2006 AMP:

- Contact Centre expansion plans to increase capacity are complete and as enquiry services are migrated into the one stop shop these plans will be implemented. Working with partners has raised options of incorporating their Contact Centre requirements into the existing facility to enhance and widen accessibility for the people of Bolton, and to expand hours of operation;
- following the review of cash collection and enquiry services and public consultation it has been determined that all are to be closed with the exception of the one in Bolton Town Centre, permitting options for use of the freed up spaces for other services, development as access points and also as secondary contact centre facilities. Enquiry services are being migrated to the contact centre using accessible phones and ICT in Libraries as well as having timetabled enquiry services;
- in conjunction with the move of the Revenues and Benefits service into refurbished council accommodation there has been an increased migration of staff to home-working.

### 6.1.4 Environmental Services

Update on the issues/opportunities raised in the 2006 AMP:

- options for district markets are being reviewed following research and consultation with Market management, the Town Council and the Market Traders Association. Feasibility and option appraisal work will be required;
- Ashburner Street Market is on the agenda for review and development options as part of the Innovation Zone Economic proposals. Trader and public consultation started in July 2007;
- operational depot review and back office accommodation linked to condition need and Town Centre College programme;
- car park review completed and need identified. Requirement to find suitable and appropriate locations for placement;
- major upgrade of green space corridor to Queens Park, Bolton.

Next steps/further improvements/opportunities:

- significant investment is also being channelled in to Bolton's parks and open spaces. Our parks investment programme has delivered a significant upgrade in the quality of Bolton's parks and we have been successful in achieving green flag awards in two parks. We are also protecting the green space we have - last year, 96 percent of new homes were built on previously developed land (i.e. brown field sites).

### 6.1.5 Development and Regeneration

Update on the issues/opportunities raised in the 2006 AMP:

- sustainable Development and Transport sections are now co-located in refurbished accommodation;
- the Regeneration and Economic Development Division has completed its review of its Business Support and Investor Services. This has allowed the new Enterprise, Employment and Skills Service to rationalise both the numbers of staff employed and the accommodation which they use. Now, business facing staff (whether they are dealing with business support or the creation of employment opportunity) share one physical location, while those staff who need to work with individuals and groups from deprived communities are able to work from more accessible locations such as **The work shop** – Newport Street or via a range of community venues. The move out of Bolton Business Investment Centre on Lower Bridgman Street has allowed the GM Chamber of Commerce to begin the process of disposing of this asset in a way which supports the wider regeneration and economic development of this area of the Town Centre. The review has also begun to highlight opportunities for mobile working particularly for Business Advisors and the staff engaged in the Assessment of Apprenticeship Programmes. This will be further developed in the coming year.

Next steps/further improvements/opportunities:

- working in partnership locally and regionally, the council is ensuring that Bolton's transport network plays a vital role in underpinning the sustainable development of the borough. This involvement in improving transport is not just on a local level but across the sub-region as well. The council is working with partners across Greater Manchester to submit a bid to the government's Transport Innovation Fund. If approved, this will:

- o bring £3 billion investment in public transport;
- o create a 40% increase in public transport capacity;
- o provide a sustainable transport solution to the 210,000 new jobs expected in the sub-region over the next 10-15 years.

If successful, Corporate Property Services is likely to support this agenda through the identification and acquisition of appropriate development sites.

#### 6.1.6 Cross Departmental Issues and Partnership Opportunities

Update on the issues/opportunities raised in the 2006 AMP:

- office accommodation rationalisation – the council's aim of reducing the amount of office space that it uses by 20% by 2009/10 is an example where it is proactively using its property portfolio as a driver and enabler of change in the organisation. The council has already demonstrated real progress within the last twelve months by achieving its first milestone reduction target of 5% by April 2007. Via service delivery plans, council departments are reviewing their accommodation needs and exploring new and flexible ways of working (where relevant) in line with the council's Change Programme. This rationalisation programme shows how the council is providing clear forward looking strategic goals for its property assets and how these are supporting corporate priorities. The issue of Department's short-term accommodation requirements continues to be considered in the wider context of the council's longer-term accommodation strategy and accordingly it has been agreed that all requests for changes in accommodation are required to be approved by the Corporate Asset Management Group;
- in 2006/07, Corporate Property Services produced a guidance document for the Corporate Asset Management Group and service managers, to be used in the formulation of Departmental Service Asset Strategies. CPS is currently assisting the Adult Services Department with the production of their Asset Strategy;
- the council continues to explore opportunities for further 'Joined-up services' and partnership working. An example of this is the proposed Orchards Development in the Highfield area in Farnworth, which aims to co-locate three schools (a mainstream nursery, a primary, and a special school) to provide better integrated working, plus the relocation of library facilities from Marsh Lane, the relocation of the youth centre at Wildman Lane and a new Children's Centre. Section 4.4

highlighted how the council is working closely with Bolton NHS PCT as a partner in the BRAHM LIFT Programme with a view to understanding the opportunities to more effectively align the council's and the PCT's Estates Strategies and deliver seamless cross-sector, cross-agency and community based services to users;

Next steps/further improvements/opportunities:

- New and Emerging Communities and the Unity Centre – Bolton is a diverse borough and the council and its partners have a strong track record of helping to build strong communities and community cohesion. This is demonstrated by the new Unity Centre. Up until 2006, this was a centre for the West Indian Community, but using NRF monies, it has been refurbished as the Unity Centre and is now managed by a multi-agency group and is used by a wide range of groups, including those from new and emerging communities.



## 7. Options Appraisal process for Land and Property Assets

### 7.1 Strategic Options

The high level strategic options originally outlined in the 2005 AMP and reiterated in the 2006 AMP are still valid and are:

- Status Quo – this is not sustainable given current resource levels and is not acceptable as it would not meet the council's corporate objectives;
- Enhanced Maintenance – this would improve the condition of the council's assets over time, but again would not achieve the council's corporate objectives;
- Corporate Property Management through Corporate Property Ownership – this would challenge each property asset using a rolling programme of property reviews, and must encompass working in partnership with other public bodies and the private sector to achieve the high level corporate objectives.

One of the council's key asset management priorities for 2007/08 is therefore to move to a Corporate Property Management Model by April 2008.

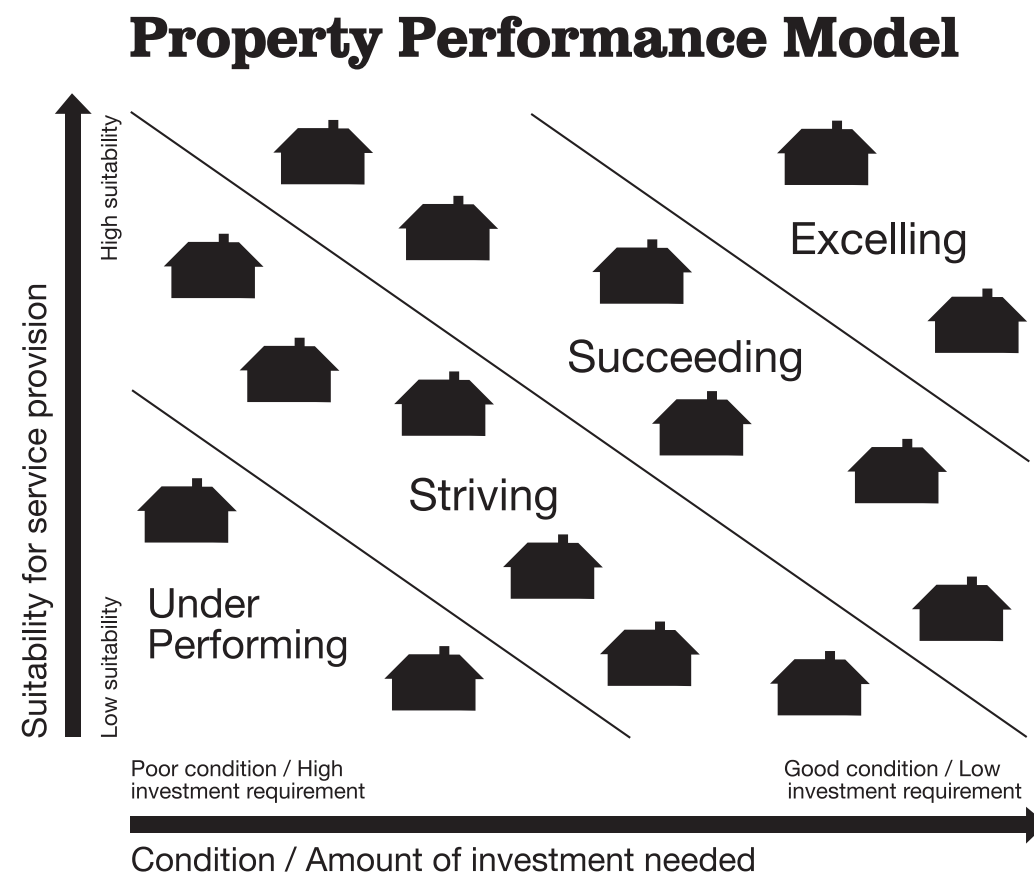
### 7.2 Options Appraisal

The council introduced its new Property Improvement Planning Process as part of the 2006 AMP. Data is collected for each asset in relation to suitability and condition/required spend on maintenance and rectification issues. Each asset is scored against these criteria and then plotted on a property performance model with other properties within the same property category (e.g. libraries). Shown in **Figure 1** is an example of the model used for operational properties. Other models have been produced for different property categories. The model enables us to see clearly where an asset sits in terms of its performance and to assess what options are appropriate for each asset.

By way of example, in November 2006, CPS completed a review of the council's non-town centre car parks. In December 2006, CPS completed a review of 'Operational Assets with Buildings' in the east and south of the borough and Blackrod in support of the Access Points programme. The preliminary results have been reported to the Programme Board and are now being utilised to support the strategic review of the Access Points in the Phase 1 geographic areas. These are recent examples of where

the council has challenged whether all its assets are required, are fit for purpose and provide value for money to meet current and future needs.

Figure1: Property Performance Model for Operational Properties





### 7.3 Preferred Strategy Options

The outcomes from the property review process are as follows:

- **UNDER PERFORMING:** The Under Performing asset has low suitability and requires substantial investment to bring it to an acceptable standard and should therefore be seriously considered for disposal. Is there potential for alternative use: what is the status of the land in the Unitary Development Plan (UDP). What is its open market value/existing use value/are there any covenants/ restrictions on the use of the land/what is the tenure of the land?;
- **STRIVING:** Is there a service need to retain the asset? If so, then investment in the asset to improve either its condition and/or its suitability is required. If service need cannot be proved then these assets should also be considered for disposal or opportunities for re use by another service or potential income generation could be investigated;
- **SUCCEEDING:** Succeeding assets are performing well but could be improved either in terms of condition or suitability and should generally be targeted for these improvements;
- **EXCELLING:** Assets that are excelling are low priority for immediate action but should be monitored to ensure that performance is maintained at a high level.

The PIPP gives an objective view of the asset. This then needs to be fed into the strategic process by looking at the asset in context of the relevant Service Delivery Strategy and the area as a whole. Service AMPs once drawn up will also feed into this process. It is important to consider whether each asset is meeting the Corporate Asset Objectives and hence fulfilling the key aims and priorities in the Sustainable Community Strategy 2007-2017.

## 8. The Asset Management Programmes

### 8.1 Review/update on the 2006 Asset Management Programmes

The key tasks identified within Section 8 of the 2006 AMP have been updated in respect of their position at June 2007 and are detailed in **Appendix 4** of this document. The review of performance against the 2006 AMP targets has informed the target-setting and prioritisation for the 2007 AMP.

### 8.2 The 2007 Asset Management Programme

These are detailed in Tables 1 – 3 below:

**Table 1: Strategy Tasks**

TASK	TASK OWNER	TARGET DATE	PLANNED OUTCOME
Implementation of a Corporate Property Management Model	CPS (Asset Management)	April 2008	<ul style="list-style-type: none"> <li>Improved corporate management as a consequence of a more corporate approach to the use of land and property assets.</li> <li>More effective corporate and cross service working.</li> </ul> <p><b>Links to Corporate Asset Objectives Nos: 4 &amp; 6</b></p>
Produce/update Service Asset Strategies	CAMG	Ongoing	<ul style="list-style-type: none"> <li>A more corporate and strategic approach to the capital programme and asset management.</li> <li>Ensuring property assets support/improve service delivery.</li> </ul> <p><b>Links to Corporate Asset Objective No: 4</b></p>
Office Accommodation rationalisation	CPS (Asset Management)	April 2008	<ul style="list-style-type: none"> <li>5% reduction in office space by April 2008 based on out-turn figure for 2006/07.</li> <li>Longer term goal is 20% reduction in space by 2009/10.</li> <li>Gershon efficiency savings.</li> </ul> <p><b>Links to Corporate Asset Objectives Nos: 4 &amp; 6</b></p>



**Table 2: Business Planning Tasks**

TASK	TASK OWNER	TARGET DATE	PLANNED OUTCOME
Review and continually develop performance measures	CPS (Business Management)	Ongoing	<ul style="list-style-type: none"><li>• Evidence that property assets are fulfilling Corporate Asset Objectives and link to fulfilment of the council's corporate objectives.</li></ul> <b>Links to Corporate Asset Objectives Nos: 2 &amp; 6</b>
Establishing Framework Agreements for Contractors	CPS (Building Consultancy)	April 2008	<ul style="list-style-type: none"><li>• Resource capacity created.</li><li>• Gershon efficiency savings.</li><li>• Improved Health &amp; Safety.</li><li>• Improved quality control.</li></ul> <b>Links to Corporate Asset Objective No: 2</b>
Internet access for clients to property data via the new IPF.Net system	CPS (Business Management)	April 2008	<ul style="list-style-type: none"><li>• Improved data management.</li><li>• Assists e-government requirements by making information available through the Internet.</li><li>• Gives clients access to live asset data.</li></ul> <b>Links to Corporate Asset Objective No: 6</b>

**Table 3: Asset Performance Improvement Tasks**

<b>TASK</b>	<b>TASK OWNER</b>	<b>TARGET DATE</b>	<b>PLANNED OUTCOME</b>
Complete and update all outstanding surveys	CPS (Asset Management)	April 2008	<ul style="list-style-type: none"><li>• Improved data will lead to improved option appraisal and decision making.</li><li>• Identification of shortfalls and liabilities in respect of legislative requirements.</li><li>• Will enable more robust financial planning and value for money.</li></ul> <b>Links to Corporate Asset Objective No: 3</b>
Review of Operational buildings in the north east of the borough	CPS (Asset Management)	End December 2007	<ul style="list-style-type: none"><li>• Identification of under performing assets.</li><li>• Property rationalisation/disposal opportunities identified.</li><li>• Links to the strategic review of the council's Access Points.</li></ul> <b>Links to Corporate Asset Objectives Nos: 4 &amp; 6</b>
Reduction in Required Maintenance liability on the Operational Estate by 5% based on the out-turn figure for 2006/07	CPS (Asset Management)	April 2008	<ul style="list-style-type: none"><li>• Gershon efficiency savings.</li><li>• Improved stakeholder satisfaction.</li><li>• Improved Corporate Management.</li><li>• Ongoing improvements to quality of property assets.</li></ul> <b>Links to Corporate Asset Objective No: 1</b>
Improve physical access to the council's public buildings	CPS (Asset Management)	April 2008	<ul style="list-style-type: none"><li>• Improved building user satisfaction.</li><li>• Statutory compliance.</li><li>• 50.00% of public buildings accessible to and suitable for people with a disability.</li></ul> <b>Links to Corporate Asset Objective No: 3</b>

Achieve 2007/08 capital receipts target of £3.35m	CPS (Estates)	April 2008	<ul style="list-style-type: none"> <li>Funding available for re-investment in retained assets and other council investment priorities.</li> </ul> <p><b>Links to Corporate Asset Objective No: 6</b></p>
Increase the performance of the Investment Estate	CPS (Estates)	Ongoing	<ul style="list-style-type: none"> <li>Target income/returns are achieved.</li> <li>Transparency and greater clarity as to why the council holds assets for investment purposes.</li> <li>Property rationalisation.</li> <li>Improved corporate management.</li> </ul> <p><b>Links to Corporate Asset Objectives Nos: 1 &amp; 6</b></p>
Improve the percentage of staff satisfied with their office environment/facilities to 75%	CPS (Facilities Management)	April 2008	<ul style="list-style-type: none"> <li>Improved staff satisfaction and service delivery.</li> </ul> <p><b>Links to Corporate Asset Objective No: 1</b></p>
Develop/implement a three year planned maintenance programme	CPS (Asset Management)	October 2007	<ul style="list-style-type: none"> <li>Health &amp; safety in buildings improved.</li> <li>Building user satisfaction increased.</li> <li>Capital/Revenue Investment more effectively targeted to achieve service delivery improvements.</li> </ul> <p><b>Links to Corporate Asset Objectives Nos: 2 &amp; 3</b></p>
To use the council's land and property assets to achieve strategic development and regeneration opportunities within the borough.	CPS	Ongoing	<ul style="list-style-type: none"> <li>Economic growth and prosperity in the borough.</li> <li>Regenerated communities.</li> <li>Evidence that the council's land &amp; property assets are fulfilling the priority themes within the Sustainable Community Strategy 2007-2017.</li> </ul> <p><b>Links to Corporate Asset Objectives Nos: 5 &amp; 7</b></p>



## 9. Conclusion

The 2007 AMP details many initiatives where the council's land and property assets contribute to the fulfilment of the council's strategic aims and objectives. It sets out how the council's second most expensive resource (after staff) will be managed and developed in such a way as to provide value for money and property that is fit for purpose and relevant for the council's customers in 2007 and beyond.

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# Appendix 1 - Links between the Sustainable Community Strategy (2007-2017) and the Council's Corporate Asset Objectives.

Community Strategy Priority Key Theme	Links between Corporate Asset Objectives and Priority Key Themes	Corporate Asset Objectives	Key Performance Indicators
Priority Theme 1: Healthy Bolton	1 2 4 5 6	<b>1. Enhanced customer and stakeholder satisfaction</b> (suitability and condition, secure by design) i.e. fit for purpose.	1, 2, 3, 4, 5, 6, 7, 8, 20, 21, 22, 23, 24, 37, 38, 39, 40, 41
Priority Theme 2: Achieving Bolton	2 3 4 7	<b>2. Affordability</b> (to ensure that assets deliver value for money, minimising costs in use and working towards the development of option appraisals le and who life costings, maximising return on investment).	9, 10, 11, 12, 25, 26, 27, 28, 29, 31, 32, 33, 34, 35, 36, 40, 41, 42
Priority Theme 3: Prosperous Bolton	1 4 6 7	<b>3. Compliance with Statutory/Regulatory Codes</b> (e.g. DDA legislation, Health & Safety, Asbestos & Legionella).	20, 21, 22, 23, 24
Priority Theme 4: Safe Bolton	1 2 4 5 6	<b>4. Improved corporate management</b> (optimum utilisation/cross departmental and partnership working, innovative accommodation issues).	16, 17, 18, 19, 27, 30, 34, 35, 36
Priority Theme 5: Cleaner and Greener Bolton	4 5	<b>5. Environment</b> (Efficiency, Sustainability, CO2 emissions, green energy).	9, 10, 11, 12, 13, 14, 15
Priority Theme 6: Strong and Confident Bolton	1 2 3 4 5 6 7	<b>6. To serve the Council's Key Aims.</b>	All
		<b>7. To use the council's land and property assets to achieve strategic development and regeneration opportunities within the borough.</b>	TBC

Legend: Corporate Asset Objective 1 2 3 4 5 6 7



# Appendix 2: The Property Holding Model (2007)

Executive	OPERATIONAL								INVESTMENT & NON OPERATIONAL							
	Direct Service	GIA	Number of Buildings	Number of Assets	Support Service	GIA	Number of Buildings	Number of Assets	Pure Investment	GIA	Number of Buildings	Number of Assets	Council Objective	GIA	Number of Buildings	Number of Assets
Childrens Services	Nursery Schools	1295	3	3	Caretakers Residences	499	3	3								
	Primary Schools	147397	102	139												
	Secondary Schools	154193	20	24												
	Special Schools	10508	7	7												
	School Playing Fields	0	0	0												
	Social Education	0	0	0												
	Pupil Referral Units	28750	16	16												
	Childrens Homes	1742	4	4												
	Family Centres	1094	4	4												
	Play Centres	713	4	4												
	Youth Centres	4104	14	14												
	Special Education Units	38	1	1												
	Childrens Centres	2985	8	8												
Adult Services	Museums	4986	4	4												
	Libraries	5680	13	13												
	Leisure Centres	36421	12	11												
	Day Care Centres	5201	10	12												
	Residential Homes	27266	12	12												
	Community Centres	3567	7	7												
Environmental Services	Land Associated with Highways	0	0	7												
	Crematoria & Cemeteries	1744	18	19												
	Public Open Space	118273	36	477												
	Car Parks	5000	2	79												
	Allotments	0	0	29												
	Public Toilets	852	13	13												
	Playgrounds	0	0	12												
	Playing Fields	960	2	17												
Housing HRA	Council Housing/Land	0	0	2	Estate Offices Residents Association Premises	525	5	5	HRA Ground Rents	0	0	10	Estate Shops	1911	28	28
	Sundry Properties	0	2	2												
Housing GRF	Homeless Hostels	1571	13	13	Community Centres within Sheltered Accommodation GRF Miscellaneous	300	1	1								
	Caravan Sites	253	1	1												
Development and Regeneration													Industrial Units Enterprise Centre	7378 9880	8 1	8 1
Corporate Resources	Registrars				Depots (Yards) Admin Buildings	9214 55236	6 36	6 39	Garden Tenancies	0	0	46	Smithills Estate Markets Connexions Golf Courses Scout/Guide Huts Community Centres	6181 25089 0 0 0	11 5 0 0 0	63 4 0 0 2
									Garages	417	4	113				
									Shops	4432	18	18				
									Offices	7188	14	14				
									Industrial	600	1	13				
									Farms (Excluding Smithills Estate)	1289	4	6				
									Ground Rents	0	1	887	SURPLUS PROPERTY	GIA	Number of Buildings	Number of Assets
									Advert Hoardings	0	0	1				
									Grazing Land	0	0	21	Surplus/Vacant Land and Buildings	6420	12	181
									Commercial	8002	17	37				
									Miscellaneous Residential	1018	8	8				
									Land	0	0	134				
									Community Education	5596	6	6				

TOTAL NUMBER OF ASSETS: 2615

TOTAL NUMBER OF BUILDINGS: 521

TOTAL GIA: 716809 m2

## Appendix 3: Asset Key Performance Indicator Information

### Condition and Required Maintenance

Key Performance Indicator (KPI)	Lead Officer	Ref.	Type	2004-05 KPI	2005-06 KPI	2006-07 KPI	2007-08 Target	RAG	Comments
Percentage gross internal floor space in condition categories A-D (PMI.1 A)	AML	1	National	Op. A-21% B-71% C-6% D-2% Non-Op. A-19% B-71% C-9% D-1%	Op. A-22% B-71% C-5% D-2% Non-Op. A-17% B-71% C-10% D-2%	Op. A-33% B-65% C-1% D-0.5% Non-Op. A-38% B-47% C-14% D-1%	Op. A-37% B-62% C-1% D-0% Non-Op. A-40% B-48% C-12% D-0%	G	This year's figure has shown positive progress towards council property being in better condition across the board.
Required maintenance by cost expressed (i) as total value (in priority levels 1-3) and (ii) as a percentage in priority levels 1-4 (PMI.1 B)	AML	2	National	i) - Op. £65.5m Non-Op. £15.5m (ii) - Op. 1- 3% 2- 58% 3- 39% 4- 0% Non-op. 1- 1% 2- 58% 3- 41% 4- 0%	i) - Op. £54.8m Non-Op. £14.9m (ii) - Op. 1- 4% 2- 56% 3- 40% 4- 0% Non-op. 1- 1% 2- 58% 3- 41% 4- 0%	i) - Op. £58.4m Non-Op. £10.3m (ii) - Op. 1- 3% 2- 54% 3- 43% 4- 0% Non-op. 1- 5% 2- 51% 3- 44% 4- 0%	i) - Op. £55m Non-Op. £10m (ii) - Op. 1- 5% 2- 57% 3- 38% 4- 0% Non-op. 1- 7% 2- 54% 3- 39% 4- 0%	G	As above

### Condition and Required Maintenance continued

Key Performance Indicator (KPI)	Lead Officer	Ref.	Type	2004-05 KPI	2005-06 KPI	2006-07 KPI	2007-08 Target	RAG	Comments
Annual record of operational property required maintenance expressed as a percentage of operational property portfolio total asset value.	AML	3	Local	24%	19%	17%	15%	G	Required maintenance has reduced again indicating a positive trend. This is due to some property rationalisation and improving quality of data.
Required maintenance cost per m2 Gross Internal Area. (PMI.1 B iii)	AML	4	Local (2006 National)	£138/m2	£131/m2	£114/m2	£110/m2	G	A level of disposal of some of the poorer quality schools has had a marked effect.
Annual % change to total required maintenance figure over previous year. (PMI.1 C)	AML	5	(2006 National)	11.0%	-13.8%	-1.4%	-5%	G	The required maintenance figure is continuing to make steady reduction year on year. Further property rationalisation will help to improve next year's figure.
Repair and maintenance costs per m2 Gross Internal Area (PMI.1 D ii)	CQ	6	National	£18.53	£21.06	£16.92	£18.50	G	
Total repair and maintenance spend. (PMI.1 D i)	CQ	7	(2006 National)	-	£11.80m	£9.48m	£10.00m	G	
% split between planned and responsive maintenance. (PMI. D iii)	CQ	8	(2006 National)	-	66:34	48:52	65:35	A	

## Environmental Property Issues

Key Performance Indicator (KPI)	Lead Officer	Ref.	Type	2004-05 KPI	2005-06 KPI	2006-07 KPI	2007-08 Target	RAG	Comments
Energy and utility costs per m2 Gross Internal Area [electricity, gas, oil, solid fuel]). (PMI.4 A i)	AML	9	National	£6.87	£7.16	£7.15	£7.50	G	This KPI measures cost outside of our direct control.
Energy Consumption Kwh per sq m GIA (PMI.4 A ii)	AM	10	(2006 National)	284	274	219	200	G	This KPI is more meaningful as independent of current costs from suppliers.
Water costs per m2 Gross Internal Area (PMI.4 B i)	AM	11	National	£1.26	£1.25	£1.29	£1.31	G	This KPI measures cost outside of our direct control.
Water consumption Cubic volume per sq m GIA. (PMI.4 B ii)	AM	12	(2006 National)	0.79m3	0.75 m3	0.60m3	0.60m3	G	This KPI is more meaningful as independent of current costs from suppliers.
CO2 emissions in tonnes of carbon dioxide per m2 GIA [for operational property] (PMI.4 C)	AM	13	National	0.07	0.04	0.03	0.03	G	Target is an annual 4% decrease.
Percentage reduction in energy consumption.	AM	14	Local	19%	3.6%	25%	9.5%	G	This reflects the purchase of 'green' electricity.
Percentage reduction in CO2 emissions.				30%	25%	20%	4%		
Number of Council assets producing renewable energy sources.	AM	15	Local	2	3	4	6	G	Ucan Centre, Queensbridge Community School, Leverhulme Community Centre, The Valley

## Suitability and Sufficiency

Key Performance Indicator (KPI)	Lead Officer	Ref.	Type	2004-05 KPI	2005-06 KPI	2006-07 KPI	2007-08 Target	RAG	Comments
% of Portfolio by GIA where a suitability survey has been undertaken over the last 5 years (PMI.3 A)	AML	16	(2006 National)	64%	64%	61%	100%	G	Process for evaluating suitability of non-school buildings will be improved as part of this year's property review.
Number of properties for which a suitability Survey has been undertaken over the last 5 years. (PMI.3 B)	AML	17	(2006 National)	320	320	412	521	G	As above.
Percentage of staff satisfied with the standard of operational property office accommodation.	CQ	30	Local	58.8%	-	73%	75%	A	Survey to be carried out in qtr 4 07/08. (Sheffield Hallam User Survey)
Operational Buildings assessed for space utilisation expressed as a percentage of total council operational portfolio.	BC	18	Local	-	-	69%	100%	A	Space standards for appropriate council operational buildings introduced as part of the 2005 AMP. Existing space occupancy levels for all council operational buildings need to be assessed.
Percentage of council offices deemed to have optimum space utilisation.	BC	19	Local	-	-	4%	50%	R	As above.



## Building Accessibility Surveys

Key Performance Indicator (KPI)	Lead Officer	Ref.	Type	2004-05 KPI	2005-06 KPI	2006-07 KPI	2007-08 Target	RAG	Comments
The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people. (BV 156)	ARS	20	Best Value	26.00%	31.63%	36.36%	50.00%	G	Refer to Bolton Council's Performance Improvement Management System (PIMS) for details of the 2006-07 submission. The 1991 version of Approved Document M of Building Regulations has been used in the calculation.
% of portfolio by GIA sq m, for which an Access Audit has been undertaken by a competent person. (PMI.2 A)	AML	21	(2006 National)	59%	70%	98%	100%	G	
Number of DDA Access Audits undertaken expressed as a percentage of the total number of council owned and leased buildings accessed by the public. (PMI.2 B)	AML	22	Local (2006 National)	47%	75%	94%	100%	G	
% of the portfolio by GIA for which there is an Accessibility Plan in place. (PMI.2 C)	AML	23	(2006 National)	59%	59%	98%	100%	A	
Number of properties for which there is an Accessibility Plan in place. (PMI.2 D)	AML	24	(2006 National)	36	36	113	122	A	

## Estates Issues

Key Performance Indicator (KPI)	Lead Officer	Ref.	Type	2004-05 KPI	2005-06 KPI	2006-07 KPI	2007-08 Target	RAG	Comments
Current average Internal Rate of Return [IRR] for (a) Industrial (b) Retail and (c) Agricultural investment property (pPIs 2a, b and c).	PMcC	25	National	(a) - 10.0% (b) - 11.5% (c) - 6.0%	(a)-10.0% (b)-11.5% (c)- 6.0%	(a)-14.92% (b)-13.32% (c)-16.13%	(a)-13.5% (b)-11.25% (c) -15.00%	A	
Total net income obtained from (i) Category 1 non-operational property and (ii) Category 2 non-operational property.	PMcC	26	Local	(i) & (ii) £4.92m	-	(i) & (ii) £3.13m	£3.3m	A	
Percentage of assets having had an asset valuation undertaken in the last five years as a proportion of the total number of assets.	ARS	27	Local	58%	68%	100%	100%	G	Year 5 of programme originally scheduled for 2007/08 was completed in year 4 (i.e. March 2007).
Total value of capital receipts (excluding housing and schools).	PMcC	28	Local	£3.1m	£2.2m	£3.46m	£3.35m	G	
Rent arrears expressed as a percentage of the total rent role. a) short term (28 days to 6 months) b) long term (over 6 months)	PMcC	29	Local	-	-	a) 8.83% b) 9.94%	a) 7.5% b) 5.00%	A	
Total cost of managing non-operational property as a percentage of rental income	PMcC	36	Local	6.54%	4.92%	4.82%	5%	A	The current 2006/07 out-turn reflects a number of staffing vacancies that will be filled in 2007/08.
Level of voids in the investment estate a)-retail shops b)-offices c)-industrial d)-agricultural	PMcC	42	Local	a)-5 b)-4 c)-5 d)-0	a)-5 b)-4 c)-5 d)-0	a)-4 b)-4 c)-8 d)-0	a)-2 b)-2 c)-5 d)-0	A	

## Capital Programme / Projects

Key Performance Indicator (KPI)	Lead Officer	Ref.	Type	2004-05 KPI	2005-06 KPI	2006-07 KPI	2007-08 Target	RAG	Comments
Total value of Bolton Council's capital programme (excluding housing, schools and provision of ICT). - £M	RH	31	Local	29.6	29.0	31.1	27.2	G	
Percentage of projects where outturn falls within +/- 5% of the estimated outturn, expressed as a percentage of the total number of projects completed in that financial year.	CJH	32	Local	-	-	58%	70%	R	Now includes projects over £200k and education schemes.
Percentage of projects falling within + 5% of the estimated timescale, expressed as a percentage of the total number of projects completed in that financial year.	CJH	33	Local	-	-	18%	50%	R	Now includes projects over £200k and education schemes.
Total annual management costs per m2 Gross Internal Area for operational property (pPI 3a).	RH	34	National	-	-	£0.46m2	£0.50m2	A	
Total annual management costs per m2 Gross Internal Area for non-operational property (pPI 3b).	PMcC	35	National	£2.80/m2	£0.90/m2	£0.72/m2	£0.85/m2	A	

## Customer Satisfaction

Key Performance Indicator (KPI)	Lead Officer	Ref.	Type	2004-05 KPI	2005-06 KPI	2006-07 KPI	2007-08 Target	RAG	Comments
Percentage of schools satisfied with the level of service provided by Corporate Property Services.	CQ	37	Local	-	82%	85%	85%	G	
Number of schools participating in the schools maintenance service level agreement [club fee] expressed as a percentage of the total number of schools.	DR	38	Local	49%	71%	60.5%	65%	G	
Percentage of customers satisfied with contractor response times.	CQ	39	Local	-	79%	81%	85%	G	
Percentage of clients/customers who feel that Corporate Property Services provide a 'value for money' service.	CQ	40	Local	-	75%	-	-	G	Date expected October 2007
Percentage of clients satisfied that ease of maintenance and cost of maintenance were considered in the design.	CQ	41	Local	-	76%	72%	80%	G	

\*Legend RAG;

R = Red, A = Amber, G = Green

# Appendix 4: Update on the 2006 Asset Management Programmes

## The 2006 Asset Management Programme – Strategy Tasks:

Task	Task Owner	Target Date	Planned Outcome	Position at June 2007
Corporate Property Ownership	CPS (Asset Management)	July 2006	<ul style="list-style-type: none"> <li>Improved corporate management as a consequence of a more corporate approach to the use of land and property assets.</li> <li>More effective corporate and cross service working.</li> </ul>	<ul style="list-style-type: none"> <li>Report on the principles/benefits of Corporate Property Ownership approved by the Executive Management Team.</li> <li>Elected Members approved the Corporate Property Ownership Model in 2006.</li> </ul>
Corporate Property Management	CPS (Asset Management)	April 2007	<ul style="list-style-type: none"> <li>As above.</li> <li>Improved financial management.</li> </ul>	<ul style="list-style-type: none"> <li>Key task included within CPS' 2007/08 SIAP - transfer relevant property budgets to Corporate Resources by April 2008.</li> <li>Implementation Working Group established June 2007.</li> <li>Implementation date revised to April 2008.</li> </ul>
Produce Service Asset Strategies	CAMG with CPS input	April 2007	<ul style="list-style-type: none"> <li>A more corporate and strategic approach to the capital programme and asset management.</li> <li>Ensuring property assets support/improve service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Draft Guidance Document for Service Managers developed/issued to CAMG.</li> <li>Service Asset Strategy for Adult Services Department being developed.</li> </ul>
Review PIPP process	CPS (Asset Management)	July 2006	<ul style="list-style-type: none"> <li>Driver for property rationalisation.</li> <li>Effective review processes in place for each property category.</li> <li>Will enable improved stakeholder engagement.</li> <li>Identification of under performing property assets.</li> </ul>	<ul style="list-style-type: none"> <li>PIPP Process review completed by target date of July 2006.</li> <li>Revised PIPP Process applied to the property reviews completed in 2006/07 namely a) non-town centre car parks and b) Operational assets with buildings in the south east and Blackrod in support of the council's Access Points Programme.</li> </ul>
Completion of Communication Strategy	CPS	Aug 2006	<ul style="list-style-type: none"> <li>Improved stakeholder engagement and satisfaction (e.g. Members and Clients).</li> <li>Embedding and greater understanding of Asset Management at all levels in the council.</li> </ul>	<ul style="list-style-type: none"> <li>The key drivers and improvement opportunities related to asset management have been raised at CAMG meetings through out 2006/07.</li> </ul>
Office Accommodation Strategy and rationalisation	CPS	April 2007	<ul style="list-style-type: none"> <li>5% reduction in office space by April 2007.</li> <li>Longer term goal is 20% reduction in space by 2009/10.</li> <li>Gershon efficiency savings.</li> </ul>	<ul style="list-style-type: none"> <li>5% reduction achieved by the target date of April 2007.</li> </ul>



## The 2006 Asset Management Programme – Business Planning Tasks:

Task	Task Owner	Target Date	Planned Outcome	Position at June 2007
Implementation of CPS restructure	CPS	Sept 2006	<ul style="list-style-type: none"> <li>• Will enable improved engagement of stakeholders.</li> <li>• Resource capacity improved.</li> <li>• Improved service delivery.</li> <li>• Cost efficiencies delivered.</li> </ul>	<ul style="list-style-type: none"> <li>• Restructure completed.</li> </ul>
Review and develop performance measures	CPS (Asset Management)	Ongoing	<ul style="list-style-type: none"> <li>• Evidence that property assets are fulfilling Corporate Asset Objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• Key Performance Indicators reviewed as part of the 2007/08 SIAP and 2007 AMP.</li> <li>• Links between the new Sustainable Community Strategy 2007-2017, Corporate Asset Objectives and KPIs reviewed as part of 2007/08 AMP.</li> </ul>
Review of Strategic Partnership for Utilities management	CPS	July 2006	<ul style="list-style-type: none"> <li>• Improved procurement and reporting process.</li> </ul>	<ul style="list-style-type: none"> <li>• Completed.</li> </ul>
Establishing Framework Agreements for Contractors	CPS	Sept 2006	<ul style="list-style-type: none"> <li>• Resource capacity created</li> <li>• Gershon efficiency savings.</li> </ul>	<ul style="list-style-type: none"> <li>• Revised target date is April 2008.</li> </ul>
Establishing Framework Agreements for Consultants	CPS	Sept 2006	<ul style="list-style-type: none"> <li>• Resource capacity created.</li> <li>• Gershon efficiency savings.</li> </ul>	<ul style="list-style-type: none"> <li>• On hold until the Framework for Contractors has been implemented and tested.</li> </ul>
Review of schools maintenance service	CPS/ Environmental Services	Sept 2006	<ul style="list-style-type: none"> <li>• Efficiency savings.</li> <li>• Improved stakeholder satisfaction.</li> </ul>	<ul style="list-style-type: none"> <li>• Review completed December 2006.</li> <li>• CPS Meetings with Cluster Groups to further improve services.</li> </ul>
Transfer of property data to IPF.net software system	CPS	April 2007	<ul style="list-style-type: none"> <li>• Improved data management.</li> <li>• Assists e-government requirements by making information available through the Internet.</li> </ul>	<ul style="list-style-type: none"> <li>• Data transferred to the Test System with a 'go live' date of September 2007.</li> </ul>

## The 2006 Asset Management Programme – Property Performance Improvement Tasks

Task	Task Owner	Target Date	Planned Outcome	Position at June 2007
Complete and Update all outstanding surveys	CPS	End July 2006	<ul style="list-style-type: none"> <li>Improved data will lead to improved option appraisal and decision making.</li> <li>Identification of shortfalls and liabilities in respect of legislative requirements.</li> <li>Will enable more robust financial planning and value for money.</li> </ul>	<ul style="list-style-type: none"> <li>98% completed.</li> </ul>
Review of Operational buildings in south and east of borough	CPS (Asset Management)	End Sept 2006	<ul style="list-style-type: none"> <li>Property rationalisation.</li> </ul>	<ul style="list-style-type: none"> <li>Review completed December 2006 and results reported to Access Points Programme Board.</li> <li>Results being considered by Access Points Phase 1 Task Group Leads.</li> </ul>
Complete the review of non town centre car parks	CPS (Asset Management)	Sept 2006	<ul style="list-style-type: none"> <li>Property rationalisation.</li> </ul>	<ul style="list-style-type: none"> <li>Completed and reported to members in November 2006.</li> <li>CPS Estates' Section are now undertaking further consultation exercises.</li> </ul>
Introduction of CPS' performance management system	CPS	Sept 2006	<ul style="list-style-type: none"> <li>Improved transparency in terms of how property is performing.</li> <li>Identification of under performing assets.</li> <li>CPS Business Plan targets achieved.</li> </ul>	<ul style="list-style-type: none"> <li>PIPP Process is identifying under performing assets.</li> </ul>
Reduction in Backlog Maintenance liability by 10%	CPS	April 2007	<ul style="list-style-type: none"> <li>Gershon efficiency savings.</li> <li>Improved stakeholder satisfaction.</li> <li>Improved Corporate Management.</li> <li>Ongoing improvements to quality of property assets.</li> </ul>	<ul style="list-style-type: none"> <li>The baseline has been revisited with the benefit of all Condition Surveys having been completed. This has improved the accuracy of the data.</li> <li>Condition Surveys completed prior to 2006/07 have been reviewed and updated to reflect building cost inflation since the dates of those surveys.</li> </ul>

## The 2006 Asset Management Programme – Property Performance Improvement Tasks

Task	Task Owner	Target Date	Planned Outcome	Position at June 2007
Improve physical access to the council's public buildings	CPS	April 2007	<ul style="list-style-type: none"> <li>Improved building user satisfaction.</li> <li>45.00% of public buildings accessible to and suitable for people with a disability.</li> </ul>	<ul style="list-style-type: none"> <li>Position at end of 2005/06 was 31.63% of the council's public buildings (under the definition of BV PI156) were DDA compliant (to 1991 Version of Building Regulations Approved Document M).</li> <li>36.36% of the council's public buildings were compliant at the end of 2006/07 (again 1991 Version of Approved Document M).</li> </ul>
Achieve 2006/07 capital receipts target	CPS (Estates)	April 2007	<ul style="list-style-type: none"> <li>Funding available for re-investment in retained assets.</li> </ul>	<ul style="list-style-type: none"> <li>Refer to Section 5.2.5 of the 2007 AMP.</li> </ul>
Increase Performance of Investment Estate	CPS (Estates/Asset Management)	Ongoing	<ul style="list-style-type: none"> <li>Target income/returns are achieved.</li> <li>Transparency and greater clarity as to why the council holds assets for investment purposes.</li> <li>Property rationalisation.</li> <li>Improved Corporate Management.</li> </ul>	<p>New performance targets set within the 2007/08 CPS SIAP:</p> <ul style="list-style-type: none"> <li>To reduce the rent arrears (debt) figure on the investment estate by 10% by 31/03/08.</li> <li>To reduce the number of void properties on the retail, office, industrial and agricultural portfolios within the investment estates by 10% from the 01/04/07 level.</li> <li>To increase the total rental income from the investment estate by 3% (by the end of March 2008) from the figure as at 01/04/07.</li> </ul>
Secure development and investment in Bolton Town Centre to deliver strategic economic priorities	REDD & CPS (Estates)	Ongoing	<ul style="list-style-type: none"> <li>Ensuring corporate assets support corporate investment priorities.</li> </ul>	<ul style="list-style-type: none"> <li>Refer to Section 3.1.2</li> </ul>

## Appendix 5 - Glossary of Terms

Acronym	Definition
<b>AMP</b>	Corporate Asset Management Plan
<b>BEC</b>	Bolton Enterprise Centre
<b>BOLTON WIDE</b>	Bolton West Industrial & Commercial Development Enterprise
<b>BRAHM LIFT</b>	Bolton Rochdale Heywood and Middleton Local Improvement Finance Trust
<b>BSF</b>	Building Schools for the Future
<b>BVPI</b>	Best Value Performance Indicator
<b>CAMG</b>	Corporate Asset Management Group
<b>CBPP</b>	Corporate Business Planning Process
<b>CO2</b>	Carbon Dioxide
<b>CPA</b>	Comprehensive Performance Assessment
<b>CPO</b>	Corporate Property Officer
<b>CPS</b>	Corporate Property Services
<b>DCLG</b>	Government Department for Communities & Local Government
<b>DDA</b>	Disability Discrimination Act
<b>EDZ</b>	Economic Development Zone
<b>EPC</b>	Energy Performance Certificate
<b>GIA</b>	Gross Internal Area
<b>HR</b>	Human Resources
<b>ICT</b>	Information Communication Technology
<b>IPF</b>	Institute of Public Finance
<b>KPI</b>	Key Performance Indicator
<b>LAA</b>	Local Area Agreement
<b>LEGI</b>	Local Enterprise Growth Initiative
<b>LIFT</b>	Local Improvement Finance Trust
<b>LSP</b>	Local Strategic Partnership
<b>MTFS</b>	Medium Term Financial Strategy

Acronym	Definition
<b>NRF</b>	Neighbourhood Renewal Fund
<b>NRS</b>	Neighbourhood Renewal Strategy
<b>NWDA</b>	North West Development Agency
<b>PCRC</b>	Primary Care Resource Centre
<b>PCT</b>	Primary Care Trust
<b>PDG</b>	Policy Development Group
<b>PFI</b>	Private Finance Initiative
<b>PIPP</b>	Property Improvement Planning Process
<b>PPG 17</b>	Planning Policy Guidance Note 17
<b>PPP</b>	Public Private Partnership
<b>REDD</b>	Regeneration and Economic Development Division
<b>RICS</b>	Royal Institution of Chartered Surveyors
<b>SIAP</b>	Service Improvement Action Plan
<b>UDP</b>	Unitary Development Plan
<b>ULI</b>	Urban Land Institute
<b>VFM</b>	Value for Money