

APPENDIX 1

TABLE 1 – Corporate Plan: Corporate Aims and the Property Implications

Corporate Aim	Property Implication	Comment
To Create a customer service culture by investing in and empowering those who serve the public.	Most service delivery takes place in buildings owned or managed by the Council. Such buildings need to be constantly reviewed to ensure they are “fit-for-purpose” and continue to be the most appropriate venue for service delivery.	Challenge – is a building the best option?
To ensure high quality, cost effective services.	The costs of procuring and maintaining accommodation deemed suitable are integral to the costs of service delivery. The monitoring of running costs can ensure that the accommodation is operating at optimum efficiency.	Challenge – Cost v. Value. Green energy at higher cost to the service but lower cost to the environment.
To enable the provision of responsive, accessible and fair services delivered with courtesy and care.	Wherever services are delivered the interface between the Council and its customers shall be examined for both physical accessibility and compliance with Health and Safety requirements.	Challenge – don’t permit the historic success of existing accommodation to cloud judgement on suitability issues.
To safeguard and enhance the assets and resources of North Wiltshire and the wider community.	As well as the corporate priority to manage the Council’s assets in the best interests of local people, there may also be opportunities for the Council’s assets to have a “pump-priming” effect on the betterment of local assets and resources.	Challenge – the Council does not have to be the dominant partner in any redevelopment proposals involving its assets.

APPENDIX 2

TABLE 2 Corporate Plan: Corporate Priorities – Impact on Asset

Corporate Priorities	Impact
Customer Focus linked with Equality and Diversity and Partnership Working	Service delivery is the prime driver for the Asset Management Plan Review property assets to determine if there are physical barriers to their use. Are there opportunities to provide targeted facilities? Adding value to corporate assets and achieving income.
Minimise waste and maximise recycling.	Take advantage of the opportunities to “invest to save” identified in the Carbon Trust Report 2005
Housing Needs	Review land bank. Residual land post-LSVT produces windfall sites dedicated to affordable housing: Small Sites Project
Cleaner, safer better streets	Opportunity to enhance retail areas in Council ownership – e.g. Redland Shops environmental enhancements.
Local Plan/ Local Development Framework/Spatial Planning	Working/negotiating with others to maximise the potential for corporate assets to occupy strategic economic locations.
Buoyant Economy	Review asset holdings. Exploit potential to maximise capital receipts or revenue income through redevelopment opportunities.
Healthy Lifestyles including Sports and Arts Development	Leisure Centre management devolved to a Trust – Council funding planned maintenance. Pound Arts Centre Project. Leisure Visioning review including options appraisal of property assets
Car Parks and Decriminalisation	Many car parks occupy prime redevelopment sites. Review need and consider if alternative locations/transport options would free sites for other purposes.

APPENDIX 3

TABLE 3 COMMUNITY STRATEGY: THEMES, ISSUES & AMP ACTIONS

Theme	Issues	AMP Action
Social Care and Health	<ul style="list-style-type: none"> • Support for vulnerable people • Better access to services such as advice and counselling for young people 	Explore opportunity to find alternate use for redundant Fire and Ambulance Station in Calne. Working in partnership with other support agencies to provide office space and drop-in facilities
Countryside and Land based issues	<ul style="list-style-type: none"> • Protecting the rural buffer • Appropriate development not over development 	Pro-active management of public open space. Influencing design briefs where the Council's property assets play a part in development proposals
Housing and the Built Environment	<ul style="list-style-type: none"> • Lack of affordable Housing • Lack of available and affordable starter homes to enable young people to stay in the area 	Working with the Housing Strategy and seeking sites within the Council's assets that either have the potential to provide housing land directly (Former Cattle Market – Chippenham) or in partnership with other land holders provide windfall sites (Small Sites Project)
Economy	<ul style="list-style-type: none"> • Promote local employment and business start up • Improve local retailing including the range of shops 	Consider redevelopment potential of Council's assets to enhance the economic life of town centres (Phelps Parade, Calne and Bath Road, Chippenham). Review leases/planning permissions to offer variety of tenure and use class options.
Transport	<ul style="list-style-type: none"> • The lack of an integrated transport system • Inability to access services due to problems with public transport 	The Council provides land centrally located in Chippenham (Timber Street), in partnership with the County Council as a bus interchange point

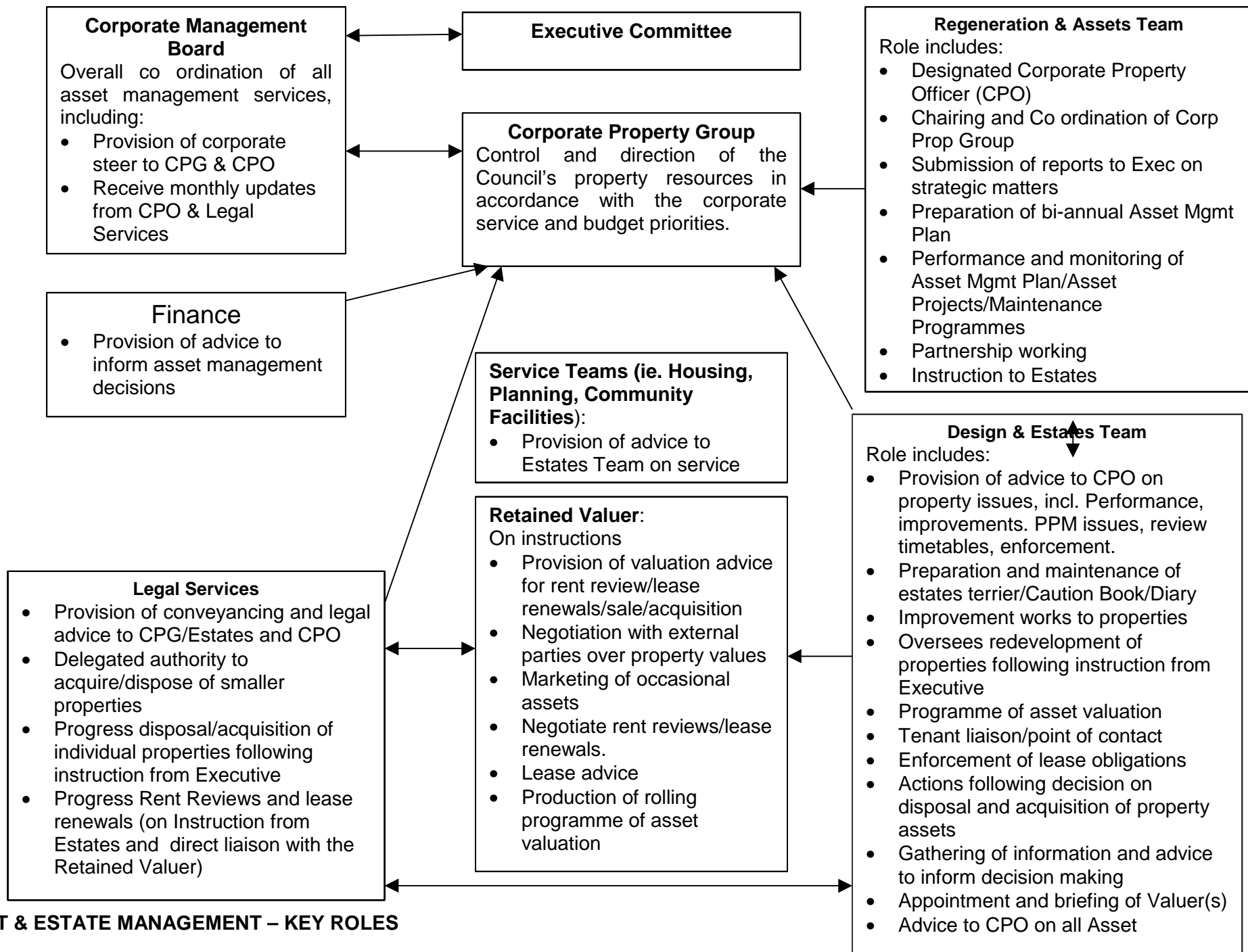
<p>Crime and Community Protection</p>	<ul style="list-style-type: none"> • Anti social behaviour • Not enough for young people to do in Towns and villages 	<p>Partnership funded environmental enhancement works at Redland Shops in Chippenham led to a reduction in loitering and other anti social behaviour. A Youth Shelter has been provided in central Calne.</p>
<p>Education skills and learning</p>	<ul style="list-style-type: none"> • More learning opportunities outside of towns 	<p>The provision of Community Centres on peripheral estates provides locations for various activities. Two Council owned redundant shops at Angell Close in Calne have been converted with partnership funding for the Colemans Farm Learning and Community Centre</p>
<p>Culture</p>	<ul style="list-style-type: none"> • Lack of facilities and activities for young people • Opportunities for people to access culture and the arts locally • Improved leisure facilities 	<p>Undertake a review of Council owned play areas and public open space: prepare a local play strategy jointly with other Wiltshire authorities and the Voluntary Community Sector. Provision of a recent "Youth Shelter" in Calne town centre. Building on the local success of the Pound Arts Trust in Corsham to provide a District –wide arts centre in the redundant school buildings remaining after a larger site was acquired for Social Housing. Working with North Wiltshire Leisure Limited who manage the Council's leisure centres to offer improving sports and leisure facilities across the District.</p>

PROPERTY AIM	ACTION	TARGET	COMMENT
Have capacity to manage the Corporate assets	Review Roles and Responsibilities of existing officer teams. Consider the establishment of a Members' Property Board.	Spring 2006	Corporate Property Group established. (Review membership)
Ensure Buildings are fit-for-purpose to the level required for service delivery Monitor property for compliance with statutory obligations	Carry out suitability assessments of operational property: - Consult Users - Condition surveys - Access audits - Health and Safety reviews	Ongoing	Undertake as part of Business Planning. Reviews completed in time for financial bidding round.
Provide effective management of property procurement.	Ensure compliance with the Council's Standing Orders and Procurement Strategy. Adopt the Council's Project Management Protocols for all projects	Ongoing	Review Project Management protocols particularly if "Prince 2" method is proposed for NWDC
Ensure no new buildings are commissioned unless they are sustainable and affordable for the whole life of the building Set standards for the design, maintenance and use of buildings	Formulate standard specification clauses to be used on all projects (over £???) seeking sustainability gains. Carry out cost-in-use assessment as part of the design process. Assess element life of proposed materials to establish on-going maintenance requirements	Next available significant project	Issues raised in a Carbon Trust Report 2005

<p>Continually review procedures to demonstrate effective Estate Management</p> <p>Review the need for asset retention to identify assets for disposal to secure a potential capital receipt or other corporate gain.</p>	<p>Corporate Property Group to consider whether existing acquisition/disposal protocols demonstrate sufficient linkage to Corporate aims and objectives. A more evidential methodology may be required.</p>	<p>Has started with "Small Sites Project"</p>	
<p>Set, monitor and review performance targets</p>	<p>National and local Performance Indicators will be reported as part of the AMP</p>		<p>See Appendix ??</p>
<p>Implement an Energy Policy</p> <p>Monitor running costs to target potential savings</p>	<p>Update existing Energy Policy Purchase a proprietary monitoring and targeting package for use on significant corporate properties. Collect data and analyse results Undertake Energy Audits</p>		<p>Issues raised in Carbon Trust Report 2005.</p> <p>A report to the Council's Scrutiny Committee recommended the appointment of an Energy Officer</p>

<p>Seek opportunities for increased efficiency through property sharing with partners</p>	<p>Carry out space analysis to determine areas of redundant space. If no Council use consider whether other corporate or community aims could be met through a partnership arrangement</p>	<p>Oct. 2006</p>	<p>Calne - Redundant Fire and Ambulance station, together with adjacent public conveniences could be converted to provide space for community partners offering an outreach service to vulnerable groups.</p>
<p>Management of Council's Open Space</p>	<p>Set up Developers Guidance for adoption of open spaces and other Secion 106 community facilities</p> <p>Establish a Play Space Strategy in partnership with WCC and the Voluntary Community Sector</p> <p>Establish a Management Plan and Maintenance programmes for all Council open spaces and play-grounds</p>	<p>July 2006</p> <p>Sept. 2006</p> <p>Nov. 2006</p>	<p>Open Space Strategy</p>

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ASSET & ESTATE MANAGEMENT – KEY ROLES

APPENDIX 6

ROLES AND RESPONSIBILITIES OF THE CORPORATE PROPERTY GROUP AND CORPORATE PROPERTY OFFICER

1. CORPORATE PROPERTY GROUP (CPG)

The CPG meets on a monthly basis (first Friday of each month) or more frequently if appropriate and comprises those officers charged with managing key services with property requirements and those individuals responsible for asset and property management (including the Executive Member responsible for Asset Management).

Membership of the Group comprises the following Officers and Members:

The Corporate Property Officer (chair)
The Chief Executive
Team Leader Built Environment
Team Leader Legal Services
Financial Consultant
Executive Member Portfolio Holder

Other Officers and external consultants attend as required to discuss specific issues. The CPG has the following roles and responsibilities:

1. To review the Council's system of asset management.
2. To be responsible for the strategic management of the Council's assets.
3. To recommend policies and procedures for the acquisition and disposal of land and property (in accordance with agreed criteria).
4. To monitor the Council's property transactions.
5. To ensure compliance with policies and procedures adopted.
6. To advise and support the Portfolio Holder and Executive in respect of asset management issues.
7. To review, monitor and validate property information periodically.
8. To report periodically to Members.

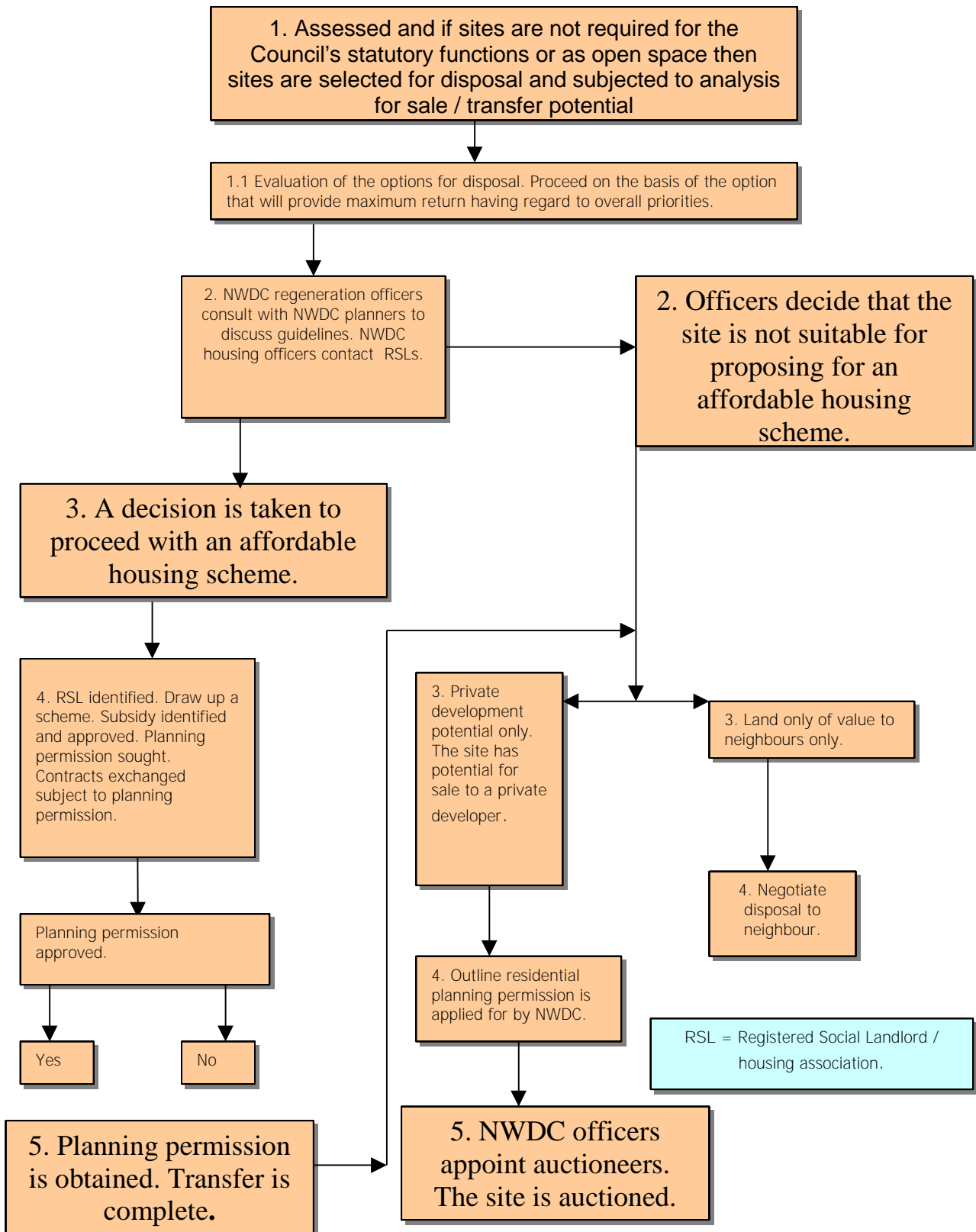
2. CORPORATE PROPERTY OFFICER

The designation to the position of Corporate Property Officer (CPO) is currently held by the Principal Regeneration Officer. The CPO has the following roles and responsibilities:

1. The procurement and management of external valuation services;
2. Management of all budgets pertaining to the procurement and management of valuation services
3. Progress the acquisition and disposal of property in accordance with the Council's objectives
4. Focal point for instructions to external valuers and property agents
5. To chair the Corporate Property Group and to ensure the regular and effective operation of that group.

6. Manage the preparation of the annual Asset Management Plan
7. Preparation and submission of reports to the Corporate Management Board and to the Executive Committee on property procurement and disposal issues
8. Coordination of information relating to National and Local Property Performance Indicators
9. Oversees the compilation and recording of all data on the Council's property
10. Input to all plans and strategies with a property implication, including Corporate Business Plan, Capital Strategy, Best Value Performance Plan, individual departmental Business Plans.
11. Input to all corporate projects that have property implications, such as preparation of Development Briefs for key town centre sites, preparation of policy responses to legislation changes.

METHODOLOGY FOR THE DISPOSAL OF SMALL SITES



CRITERIA AND CHECKLIST FOR ACQUISITION/DISPOSAL OF PROPERTY

The following criteria were produced by the Corporate Property Group to enable the effective analysis of proposals and requests to dispose of property interests. The checklist was reviewed and improved by the Council's Overview and Scrutiny Committee in June 2005.

The completed check list accompanies all reports to Executive, which seek authority to acquire/dispose of property assets. The Corporate Property Officer is required to approve the acquisition /disposal in addition to any lead officer to ensure compliance.

Procedure for the Disposal/Acquisition of Land or Property

1. SITE DETAILS

- 1.1 Identify the land/property proposed for disposal/Acquisition
 - a) Address / Site known as
 - b) References
 - Ordnance Survey
 - Other (GIS)
 - c) General description
 - 1.2 For what purpose is the land/property held/purchased?
 - 1.3 When was it acquired by NWDC?
 - 1.4 For what purpose is the land/property currently used?
 - 1.5
 - a) What is the estimated value of the land/property? (if known)
 - b) Has the land/property been valued recently? Yes/No
 If so for what purpose was it obtained:

 When & By whom:

 Where can a copy of the valuation be found (file ref.):
 - 1.6 What is the physical condition of the land/property?
- #### 2. JUSTIFICATION FOR DISPOSAL
- 2.1 Why is the land/property surplus to the Council's requirements?
 - 2.2 What are the financial benefits to the Council of disposing of the land/property? (including maintenance savings etc)
 - 2.3 **What are the non-financial/indirect benefits to the Council of disposing/acquiring the land/property?**

- 2.4 Are there any potential development opportunities for the Council which will be lost through the disposal of the land/property?
- 2.5 How would the proposed disposal relate to the Council's Objectives?
- 2.6 Does the proposed disposal reflect the Council's Asset Management Plan
- 2.7 Are there any time constraints on disposal? Yes/No

If so, please specify

3 PRACTICAL STEPS TO BE IMPLEMENTED

- 3.1 Have the Council's Legal Services Team Leader, Community & Regeneration Business Manager, Section 151 Officer, and User Business Area been consulted on the disposal: Yes/No

If so, when:

- 3.2 Has the District Council's retained valuer confirmed a value for the site, in relation to this disposal/acquisition? Yes/No

If so, when:

- 3.3 Has this been agreed by the purchaser? Yes/No

If so, when:

- 3.4 Is Council approval for disposal/acquisition necessary? Yes/No

If so, complete table below:

Date of Committee	Name of Committee	Summary of Recommendation/Resolution

Form Completed By:

NameLead Officer
 Date

ApprovedCorporate Property Officer
Design and Estates Team Leader
 Date

APPENDIX 9

IMPLEMENTATION ACTION PLAN 2005-08

OPERATION	COMMENT	TARGET DATE
INVESTMENT		
Chippenham Bus Station: Safety and enhancement works.	Improvements to public transport facilities. Works funded by County Council.	Funding to be committed by End March '06
Phelps Parade, Calne & Calne Phase 3 (Complementary projects)	Enhancement of existing Retail Centre and provision of both new and refurbished social housing in partnership with RSL and Developer	Commencement of works: 2008-09, self – financing with market rents for new retail
Bath Road Car Park, Chippenham	Site in Draft Local Plan as retail redevelopment. Potential to partner with County Council and include an adjacent site	Brief under review commencing 2006
Old Fire and Ambulance Station + public conveniences, Calne	Working with potential user groups to identify need and brief for community contact centre.	Budget bid likely 2007 – 08 Investment return @8%
New museum at Ockwell's site for Cricklade Parish Council	Provision of non-operational building in partnership. CPC reviewing sketch and budget	If acceptable to partners a budget bid may be made for 2007-08 Investment return @8%
Pound Arts Centre, Corsham	Refurbishment of former school (Listed) to provide Arts Centre to meet cultural need.	On site during 2006-07. Aim to reduce financial support in 5 years
Estate Management Software	Improve collection, co-ordination of and access to property data	2006-07
ACQUISITION		
Pewsham Open Space, Chippenham	Land transfer from Wimpey (now McAlpines)	Ongoing
Petty Acre, Derry Hill	Transfer of Public open space from Bryants	Ongoing
Pockeridge (Peel Circus), Corsham	Amenity space from Developer	2006
Englands, Chippenham	Amenity space from Developer	2006
23 Sandy Lane	Compulsory purchase to carry out Listed Building repairs by default.	To be sold on completion of works
Traveller's Site	Identify potential sites for acquisition or facilitation.	Budget bid 2006-07
DISPOSAL		
Beversbrook, Calne	Disposal of 5 acre site to provide	2006 - Capital

	employment land	receipt £1m+
64A & B Anchor Road, Calne	Disposal to RSL for the provision of 8 affordable homes	2006 – Capital transfer value
Land at former Railway Station, Corsham	Land disposal together with access road by developer	2006 Capital receipt
Small Sites Project	Disposal of various parcels of land retained by the Council following LSVT. Partnership with adjoining RSL to create redevelopment opportunities for affordable homes. If not developable by RSL offer for private sale with outline residential planning consent	First tranche 2006 – Capital receipts and transfer values
Notton Park, Lacock	Disposal complete	Capital receipt 2005
Former Cattle Market site, Chippenham	Disposal of site for mixed use. partnership with County Council to provide site for new Records Office and Cycle-way. Balance of site sold for private residential development and affordable Eco - homes	Deposit paid by Developer – balance on receipt of planning approval - 2006
The Citadel, Chippenham	Assignment of lease to reduce Council outlay. Negotiations with potential assignee.	Assignment in 2006 or review facility use
Land at Marston Meysey	Land swap with developer to house Sewage Treatment Works. Opportunity to upgrade STW with contribution from Developer	On site Jan. 2006
Former Open Air Pool site, Malmesbury	Partnership development with RSL building houses for sale to provide affordable homes.	2006 - Capital Receipt
Rugby Club Site, Wootton Bassett	Partnership with Town and County Councils. Rugby site moves to Ballards Ash	Capital receipt 2006
Sawyers Rise, Minety	Disposal of site to RSL – awaiting Housing Corporation scheme approval	Capital receipt
Town Hall, Malmesbury	Disposal to Town Council to reduce NWDC maintenance liability for building and other community facilities	2006 Nominal capital receipt but overage if redeveloped.
Lifeline Building, Melksham	Sale of building jointly owned by NWDC, West Wilts & Kennet	Capital receipt 2006
PLANNED MAINTENANCE		
Provision of DDA parking adjacent to the Olympiad, Chippenham	Currently no suitable access	2006 capital project
Pippin Public Conveniences, Calne	Provision of DDA facility and general refreshment. Linked with proposals at Fire & Amb, Stn.	In use january 2006
Public Conveniences – (Generally)	Report To Executive Oct 2005 identified 2 lists of PCs: “A” list, those in principal economic or tourist	A List locations to be capital project 2006-07

APPENDIX 10

GOOD PRACTICE CHECKLIST

PROJECT STAGES

Process

Getting Started	<ul style="list-style-type: none"> « Programme and Bidding « Establish Brief with Outputs, Resources, Time scales and Broad Costs « Report Scheme to Senior Management Team/Committee for approval 	<ul style="list-style-type: none"> « Projects based on service plans and priorities « Assess users' needs defined in "project brief"-to include objectives, standards, technical base, strategic planning and ability to finance. « Identify resources - funding, staff, controls and likely risks of loss/failure « Identify alternative strategies « Demonstrate how project will integrate into the corporate business plan-e.g. Service Objectives/ Strategy, Capital Programming and Functional Action Plans « Establish interdependencies-eg. resource pool, effect on other events and projects
Scope and approval	<ul style="list-style-type: none"> « Written Project Justification and Feasibility « Establish Organisational Team/ Project Sponsor/Project Manager « Set up Control Systems « Identify Internal Resources- Technical and Services « Selection and Appointment of Consultants 	<ul style="list-style-type: none"> « Formal Approval to plan project from Senior management Team « Clearly define team roles and responsibilities « Establish support Team and role of Audit « Set up communications and reporting procedures to Management Team, Project Team Councillors/Committee and client/end users « Project Manager authorises project at defined stages « Correct errors/mistakes immediately « Avoid project scope creep « Undertake Risk Assessment « Establish documentary standards and monitoring procedures « Ensure IT support in place « Set programme time scale and "milestones" « Staffing flexibility to respond to uneven workflow-e.g. outsourcing if necessary « Selection of appropriate financial mechanisms for project « Written brief to external consultants
Detailed design	<ul style="list-style-type: none"> « Produce Design Options « Clarify Brief for Works/Plan « Review Scheme Design and Costs 	<ul style="list-style-type: none"> « Prepare and Plan early « Review risks and update register « Allow time for review and approval of detailed design « Avoid late changes

	<ul style="list-style-type: none"> « Consult Internally and with User Groups and Stakeholders « Consult with Public « Obtain approvals or compliance with laws, regulations, policies etc.. « Risk Analysis « Produce Specifications/Bills 	<ul style="list-style-type: none"> « Thorough preparation prior to tender « Set up post-project asset management process « Exhibitions/Newsletters etc « All approvals (permissions etc) have been given « Designs signed off by Client/end users before specification work commences « Cost estimates updated throughout project specification « Provide appropriate contingencies
Procurement / Tender	<ul style="list-style-type: none"> « Set procurement strategies « Appoint Technical Support Services « Develop Partnership approach with Suppliers/Contractors « Comply with Council's Standing Orders and Financial Regulations « Review Specification « Shortlist « Tender « Post-Tender Negotiations « Contracts/service level agreements signed 	<ul style="list-style-type: none"> « Clear procurement/tender strategy « Internal audit informed/given approval « Select sub-contractors « Establish risks of procurement or selection methods « Use of cost planning to review scheme and budgets « Get references « Report and communicate with Management Team/Client on price and time scales « Contract documentation reviewed by legal prior to letting contact
Delivering Projects	<ul style="list-style-type: none"> « Project Programming « Monitoring costs « Control and Co-ordinate performance « Monitoring information and Reporting 	<ul style="list-style-type: none"> « Regular monitoring information (IT software/documentary checklists) based on clear process and good information « Identify time-critical elements « Variations controlled « Contingency planning « Establish monitoring group/officer « Establish post-project management « Regular (monthly) update reports to Councillors/Stakeholders/End users « Keep all interested groups/public informed on progress, variations etc
Project Completion and Review	<ul style="list-style-type: none"> « Completion and Administrative Closure « Defects Notice Period « Final Accounts 	<ul style="list-style-type: none"> « Inspection for defects/failure « Notice to correct failures/errors « Contractors retention released on satisfactory completion « Formally sign off completed project « Proper project hand over to end user/client « Register asset « Systematic post-project review « Completion of final accounts promptly

PROJECT MANAGEMENT & COMMUNICATIONS STRUCTURES

