

Tendring District Council Capital Strategy and Asset Management Plan 2011/12

EXECUTIVE SUMMARY

The Capital Strategy and Asset Management Plan (CSAMP) is a single policy document, which sets out an integrated and complementary approach to investment in capital projects and the management of the Council's assets to ensure that the assets are suitable for delivering the Council's strategic objectives in a cost effective manner.

The Council is facing a number of challenges, both external and internal, over the next 12 months which will have an impact on the Council's capital investments and management of assets. External challenges include the Government's spending review and the proposed changes to the Housing Revenue Account subsidy system, whilst the internal challenges are the delivery of the corporate plan priorities and the implementation of the Council's updated strategies including the Regeneration Strategy in the light of these external challenges.

Once the impact of these challenges has been assessed the CSAMP will be reviewed.

For 2011/12, the Capital Strategy and Asset Management Plan comprises of the following elements.

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The document is divided into five sections:

Section A (page 2) provides an introduction to and sets the context for the Capital Strategy and Asset Management Plan. It sets out how the plan links to the Community Strategy and Corporate Plan and the priorities contained in these. It describes the purpose of the Capital Strategy and the Asset Management Plan and shows how they link to other key resource strategies and the related roles and responsibilities of members and officers.

Section B (page 6) covers the Capital Strategy. It describes the framework of the Prudential Code within which capital financing decisions are made and explains how capital bids are made and prioritised through the Financial Strategy process. It provides background as to the funding sources available to meet the costs of capital projects.

Section C (page 9) covers the Asset Management Plan. It provides a summary of the assets owned by the authority. It describes the various teams in place which contribute to the strategic management of the Council's assets and the relationship between them. It sets out the arrangements for capturing and holding data on assets. It also sets out the Council's arrangements for acquisition and disposal of assets.

Section D (page 13) is an action plan that sits behind both the Capital Strategy and Asset Management Plan.

Section E (page 15) provides a timeline for the compilation and approval of the Capital Strategy and Asset Management Plan.

INTRODUCTION

A1. STRATEGIC CONTEXT AND THE COUNCIL'S PRIORITIES

A1.1 CORPORATE AND COMMUNITY STRATEGY

The Capital Strategy and Asset Management Plan is reviewed annually, and has a key role in supporting the delivery of the Council's Corporate Priorities as set out in its Corporate Plan. Together the Capital Strategy and Asset Management Plan aims to set out the arrangements and processes in place to manage capital resources and assets, the relationship with the Council's other key resource strategies and the practical outcomes of those arrangements and processes.

A1.2 CONSULTATION

The views of the local community are essential in developing the priorities for the Council. The current priorities have been informed by a number of consultation initiatives including bi-annual Residents' Surveys and three yearly statutory BVPI Satisfaction Surveys.

A new approach to budget consultation is proposed for 2010 that engages further with residents on areas that are considered priorities for spend and those where reductions would be accepted. The results will inform the Financial Strategy for 2011/12.

A2. THE PURPOSE OF A CAPITAL STRATEGY AND ASSET MANAGEMENT PLAN

A2.1 Against the strategic and priority context set out above, the **Capital Strategy** sets out the arrangements and process the Council will apply to support its capital investment requirements by:

- 1) Setting out how schemes are evaluated and prioritised within the resources available.
- 2) Ensuring that any investment decision is prudent, sustainable and affordable in accordance with the prudential code and therefore represents value for money.
- 3) Setting out the performance processes in place to ensure that projects are delivered on time and within budget
- 4) Ensuring that upon completion a review is undertaken to ensure that the benefits/service improvements promised have been delivered and lessons learned.

A2.2 The purpose of the **Asset Management Plan** is to set the structure and high level framework for the strategic management of its assets within which other processes will:-

- 1) Identify the investment needed in the Council's assets to ensure that they can be used to provide services consistent with the Council's corporate objectives.
- 2) Identify the need for additional or replacement assets to ensure that services can be provided which are consistent with the Council's corporate objectives.
- 3) Identify opportunities to work with other partners to re-invigorate assets.
- 4) Identify any assets surplus to requirements, and the potential capital receipt when the asset is disposed of. The value of the capital receipt will in turn, influence any financial resources identified by the Financial Strategy.

The plan is not intended to deal with specific detail, sites or the on going management of the Council's housing stock but to set the backcloth against which these matters will be addressed and to introduce the Asset Management Strategy (AMStrat), which will direct the process of drilling these principles down into the consideration of specific assets and areas.

A2.3 Both the Capital Strategy and the Asset Management Plan are in place to assist the Council in delivering its priorities as set out in the Corporate Plan. All capital investment, together with the management/acquisition/disposal of the Council's asset base will be undertaken with a view to contributing to these priorities.

The Council's priorities as set out in the Corporate Plan are:

Our Prosperity

- Build a thriving local tourism industry.
- Promote sustainable economic growth.
- Ensure people have the knowledge and skills to secure good employment.

Our People

- Reduce health inequalities and disadvantage.
- Promote healthy and active lifestyles.
- Remain a low crime area and reduce the fear of crime.

Our Place

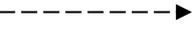
- Ensure all our residents live in high quality housing which meets local needs.
- Regenerate the District and improve deprived areas.
- Protect and enhance our environment, countryside and coast.

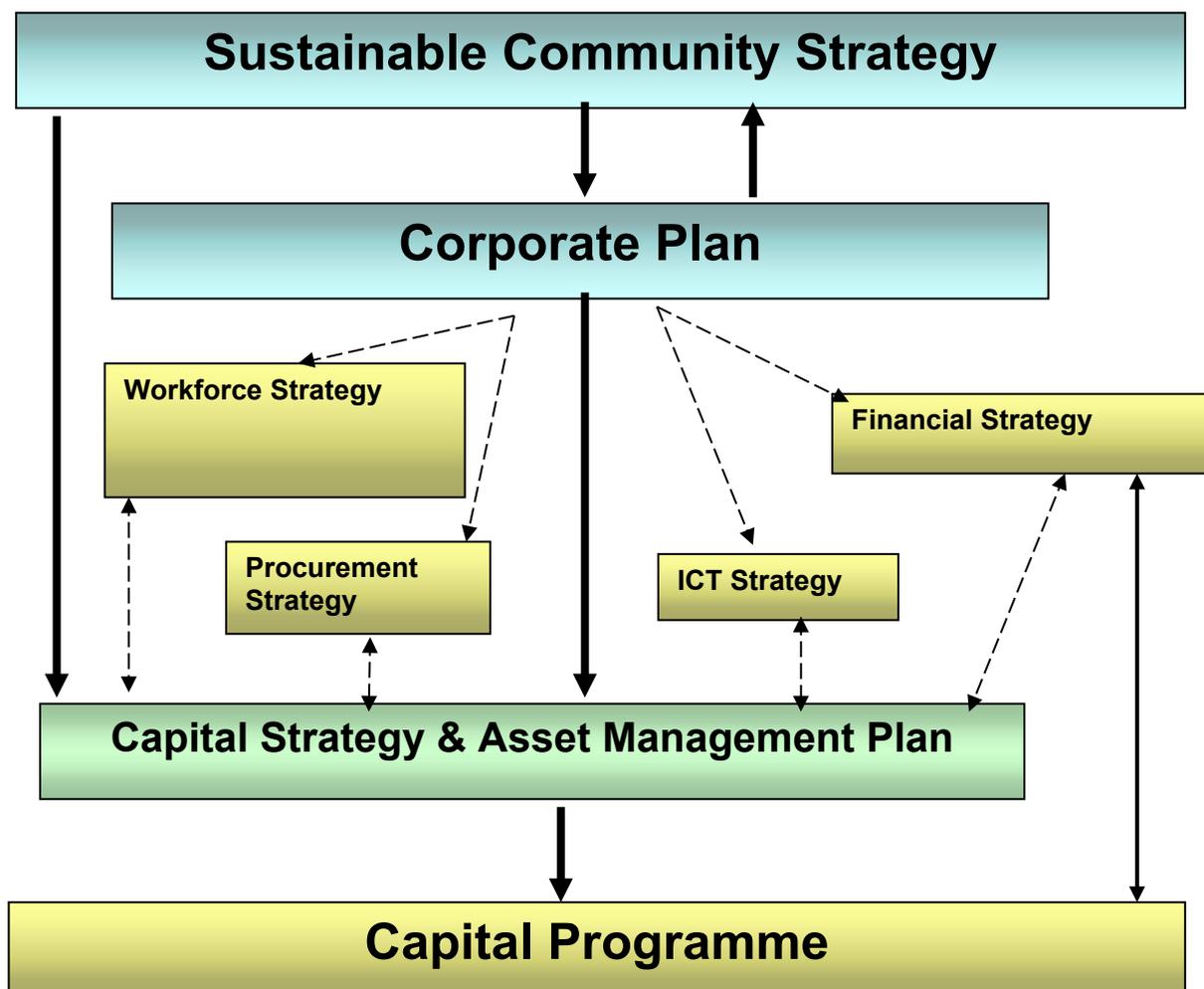
A3. OTHER KEY RESOURCE STRATEGIES AND ROLES AND RESPONSIBILITIES

A3.1 LINKS TO OTHER KEY RESOURCE STRATEGIES

The ability of the Council to undertake capital investment to deliver its corporate objectives will be influenced or have direct links to a number of strategies, which is set out graphically below:

The key to the symbols used is:

Direct impact  Feedback  Influences 



Workforce Strategy – the Workforce Strategy supports the Capital Strategy and Asset Management Plan in seeking to ensure the right resources are available to enable the Council to achieve its objectives in relation to capital investment and asset management, effectively and efficiently.

Procurement Strategy – This is a framework for procuring contractors, suppliers, builders, etc at the most cost effective price. This strategy ensures that capital investment is carried out with the appropriate technical expertise and within budget.

ICT Strategy 2006-2011 – This sets out how the Council intends to use technology to support service delivery and to change and improve the way it delivers services and is run as an organisation. Technology alone will not deliver change, but as part of a wider capital projects agenda alongside asset management, the Workforce Strategy and business process improvements it is a key enabler. This strategy is currently under review.

Financial Strategy – Although the above strategies strongly influence capital investment, there is a direct impact in respect of the relationship with the Financial Strategy. Not only does the Financial Strategy determine the financial resources available to fund capital investment, both in terms of the initial investment and any revenue consequences of the capital investment itself, it also provides a framework for the consideration and prioritisation of capital projects.

Local Development framework (LDF): Core Strategy and Development policies. – This sets out the Council's vision for change and new growth in the Tendring district for the 20 year period 2011 – 2031 and contains the Council's proposed policies that will be used in the future to determine planning applications. Planning guidance will therefore determine where investment can take place.

A3.2 ROLES AND RESPONSIBILITIES IN RESPECT OF THE CAPITAL STRATEGY AND ASSET MANAGEMENT PLAN AND THE FORMULATION OF THE CAPITAL PROGRAMME

Council – Approves the Capital Strategy and Asset Management Plan and, in February each year, approves the 5-year capital programme.

Cabinet (including Portfolio Holders acting independently) – The Cabinet recommends the 5 year capital programme to Council. The Cabinet and Finance Portfolio Holder can, within the limits set by the Council's Financial Procedure Rules, approve supplementary estimates to increase the costs of approved schemes or add new schemes or approve virements between schemes. The Housing and Corporate Governance & Resources Portfolio Holders have the authority to approve specific schemes within the overall capital budgets for Housing Investment Programme and the ICT programme respectively. The Cabinet also recommends to Council the Capital Strategy and Asset Management Plan after comment by Corporate Management Committee in fulfilment of the Overview and Scrutiny role.

Corporate Management Committee – The Corporate Management Committee receives the Draft Capital Strategy and Asset Management Plan proposed by the Cabinet. Cabinet considers the comments of the Committee when making its final proposal to Council.

Management Board – As the most senior officer board of the Council the Management Board approves the Capital Strategy and Asset Management Plan for submission to Cabinet and recommends the projects for inclusion in the Capital Programme that meet the Council's corporate objectives. The Board also considers all asset management related decisions prior to formal reporting to Members.

The following four officer groups whose membership is drawn from across the Council support the Management Board in the above. These groups are:

- a) **Corporate Services Management Team (CSMT)** – The Heads of Service team reporting to Management Board. One of its responsibilities is ensuring that Management Board is able to discharge its responsibilities in respect of the Capital Strategy and Asset Management Plan and capital investment.
- b) **Development Team** – A group of senior officers that focus on major developments in the District to establish the requirements for Section 106 Legal Agreements; the implications for the services of the Council; and, land use planning matters.
- c) **Asset Management Team/Property Forum** – A group of officers responsible for the strategic review and management of assets. The Property Forum links the Asset Management Team into all officers with asset responsibility across the Council.
- d) **Key Projects Delivery Group** – A group of senior officers whose role is to oversee and monitor delivery of key projects of the Council. The group has also established a framework to support officers to manage the whole project process including bids,

A.4 Appendix A

evaluation, tendering and building / delivery of projects. Many of these projects will also be included in the capital programme and the work of this team is dovetailed to consideration of the Corporate Budget Monitoring Report.

B – THE CAPITAL STRATEGY

B1. CAPITAL INVESTMENT EVALUATION AND PRIORITISATION

B1.1 The Council's capital investments are made in accordance with the Prudential Code, which aims to ensure that the capital investment plans of local authorities are affordable, prudent, and sustainable, and follow good practice including a prioritisation and appraisal process. Under the code the Council is free to determine the amount it borrows to finance capital investment.

B1.2 All of the Council's capital investment is managed in accordance with the requirements of the Prudential Code. The prioritisation of capital investment is directly linked to the Financial Strategy as previously explained and undertaken in an open and transparent manner.

B1.3 Capital bids for all services are submitted via the Financial Strategy process apart from those in respect of HIPs capital expenditure, which is influenced by Go-East and Housing Subsidy determinations, coastal defence works which are determined by the Environment Agency and bids for external funding.

B1.4 The capital investment appraisal and prioritisation process and its links to the Capital Strategy and Asset Management Plan together with its direct relationship to the Financial Strategy and budget-setting process is shown diagrammatically in section E. Also shown are the criteria which are used in this process and the links with the development of the capital programme during the budget setting process.

B1.5 These criteria are explained in more detail below:

- a) **Corporate Priorities** – clear contribution to those priorities set out in the Council's Corporate Plan or the Community Strategy
- b) **Continuous Improvement and Customer Service** – a demonstrable enhancement to the current provision of service to customers and the wider community. Provision of a service that is currently under - or inadequately provided.
- c) **Financial Strategy** – supporting the Council's Financial Strategy using capital investment to generate additional income or save revenue spending, such as through modernisation of a service or facility to reduce running costs.
- d) **Efficiency** – enabling the Council to do more for the same resources, the same for less, or reducing the level of subsidisation or cost per visit/use.
- e) **Local Priority** – local support for scheme from Members and/or partners
- f) **Deliverability** – The Council's capacity to deliver

B2. SOURCES OF FUNDING

B2.1 Any capital investment will have to be undertaken in the light of the Governments announcement to reduce Public Sector Borrowing over the next 3 years. Although no exact details are available as to how this will affect local government or this council in particular, the Department for Communities and Local Government (CLG) has a target to reduce its budget by at least 25% over the next 3 years. Included within the CLG's budget is the Formula Grant paid to local government. It is therefore extremely likely that the budget reductions will lead to significant grant reductions and this in turn will impact on the Council's ability to finance non self –funding capital projects: even if they contribute to the Council's priorities.

B2.2 The Government, via Housing Subsidy, supports the cost of a proportion of capital investment in respect of the Housing Investment Programme (HIPS). This is known as Supported Capital Expenditure (SCE). Coast protection schemes approved by the Environment Agency are supported by 100% Government grant.

B2.3 Any other capital investment the Council wishes to make has to be funded from its own resources, by borrowing (the cost of which is met entirely by the Council) or from external funding. The Council's Financial Strategy includes consideration of a five-year forecast, taking into account the revenue implications of capital investment plans and the resources available to fund capital investment. The level of capital investment will in the future be constrained by the outcome of the Council's review of its finances and its ability to attract external funding and generate capital receipts. Any decision to invest in capital projects will need to match the available resources within corporate priorities.

B2.4 In planning any capital investment to contribute towards the achievement of the Council's priorities, the following resources are available:

- a) **Borrowing within the Prudential Framework (Prudential Borrowing)** - The Government does not now support borrowing through the Formula Grant settlement for Environmental Protection and Cultural Services (EPCS), the major area of a district council's discretionary activity. The Council has the freedom to borrow to finance its capital expenditure provided it can demonstrate the prudence of the investment and its affordability.
- b) **Coast Protection capital grants** – Potentially the Council's largest capital spending in the next few years will be on Coast Protection, which is 100% grant funded in respect of the schemes that will need the Environment Agency's approval. To obtain the Environment Agency's approval schemes must meet specific cost benefit criteria.
- c) **Housing Supported Capital Expenditure and Capital Receipts from Right to Buy and housing land sales** - Expenditure on Housing through the HIPS programme is funded by capital receipts, borrowing and specific grants. The expenditure financed by borrowing is known as Supported Capital Expenditure and the cost of financing the borrowing (debt charges) will be included in the Housing Subsidy the Council receives. 75% of the capital receipts received when the Council's Housing stock is sold to tenants under the Right to Buy legislation and 50% of the capital receipts from the sale of Housing land is no longer retained by the Council and is instead paid, less allowable deductions, into a Government Pool for redistribution nationally. This has reduced the amount of future housing capital receipts the Council can expect. Recently the Government has provided additional funding, alongside changes to the capital receipt rules, to promote the building of affordable homes.

On 20 October 2010, as part of the Comprehensive Spending Review announcement it was confirmed that the current Housing subsidy system will be radically reformed to give local authorities greater control over their own finances and ability to invest to meet local housing need. The details and timescale are awaited.

- d) **Other capital grants/contributions** - These have contributed significantly to past and current capital projects and many aspects of the Council's and its partners' objectives can only be met if this funding source continues to be pursued. Recent community objectives have been met by successful grant applications. Section 106 money flowing from the planning process is now also a significant source of external funding. However it is recognised that projects and schemes supported by this income must meet the tests set out in government guidance and there may be financial contributions from other sources.

- e) **General Fund Capital Receipts** - Other than operational office buildings, whose sites are not particularly valuable, the Council is not a landowner with high value assets suitable for disposal. Nevertheless the Council recognises this important funding source and is continually reviewing its assets and will consider opportunities to dispose of any assets that are surplus to requirements and not contributing to the delivery of the Council's priorities.
- f) **Revenue Funding** – In recent years, an increase in Government funding and good financial management has enabled the Council to make significant use of this source to support capital investment. However, this is unlikely to be able to continue in the current economic climate and regime of public expenditure reductions.
- g) **Public Private Partnerships/PFI** – These can provide effective capital investment routes, although they are designed for major investment projects. To date there have been no local initiatives in this area. However, countywide opportunities in relation to waste are being pursued and the Council has signed up to the Inter Authority Agreement which involves a PFI bid for waste disposal facilities.
- h) **Leasing** – This can provide an additional source of finance and will be utilised where viable and cost efficient. Currently leases are or have been used for vehicle and plant acquisitions, fitness equipment and CCTV installations. However, this may be expanded in future. The Council has appointed leasing advisors to maximise the potential for this financing option.
- i) **Major Repairs Allowance (MRA)** – The Government introduced this allowance in April 2001 as a capital resource to be spent on maintaining the Housing stock. It is cash backed and paid annually through the subsidy system. This would disappear under the proposed self financing arrangements for the HRA.

B3. CAPITAL STRATEGY CONCLUSION

The Capital Strategy sets out arrangements and processes to ensure that the potential capital investment programme for the next five years is managed within the framework of the Council's Financial Strategy. It aims to ensure that resources are applied consistently towards delivering the priorities of the Council. It links together the capital expenditure implications of various plans and strategies including the Community Strategy and the Corporate Plan. There is a direct link with the Asset Management Plan in that the strategy ensures capital investment is consistently evaluated against other investment proposals.

This ensures that financial resources realised by the disposal of surplus assets are expended on schemes designed to deliver the Council's priorities and provides the policy framework to ensure that capital investment is monitored closely to achieve successful outcomes.

The action plan set out at the end of this document provides clear actions for the further development of our approach to the management of our capital resources and assets.

C – THE ASSET MANAGEMENT PLAN

C1 - ASSET MANAGEMENT PLAN IN CONTEXT

The Council's Asset Management process sets a framework for the effective control and management, both corporately and at service level, of the Council's assets in order to facilitate and promote the Council's key priorities.

C2 - VISION OF ASSET MANAGEMENT PLAN

C2.1 "To manage Council property effectively to deliver Council priorities"

C2.2 The Asset Management Plan provides for the effective control and management of the Council's assets in order to facilitate and promote the Council's key priorities. The strategic and corporate overview of Asset Management is taken from within the Corporate Performance Service. The ongoing general management of property is undertaken from within individual services where it can be closely integrated with service delivery. The relationship between the Council's corporate property expertise and service property owners is maintained by the Property Forum, a group bringing together the key players to look at strategic property issues and operational property problems.

C2.3 The aim of this plan is to draw down the Council's key priorities and to create a framework for Asset Management, whether centrally or by services, to assist delivery of them. The key strands of this will be:

- a) The strategic management of the asset portfolio, including acquisitions and disposals, identification of surplus assets, generation of capital receipts, performance management and the management of investment property;
- b) Facilities management, which is about looking after Council buildings, repairs & maintenance, valuation, etc.
- c) Contribution to regeneration, by the strategic management of the portfolio to generate investment and make best use of land and buildings

C3 - OUR ASSETS

The Council owns over 4,200 assets representing a challenging and broad range of properties. There are many property types including over 3,200 Council dwellings consisting of houses, bungalows, and flats, around 470 Garages, over 50 public conveniences, 46 shops, kiosks or other commercial premises, 30 off-street car parks and over 175 recreational or other leisure related assets. Significant progress has been made on the reconciliation of the Council's Estates Management Database with other property databases across the Council.

The Council recognises its property assets are one of the three key resources available to it, along with finance and people. Property assets play a central role in the delivery of many services contributing to the quality of the environment and to the wellbeing of the District. The Council's assets can be used to support its community leadership role and where appropriate can be a source of capital or revenue funding to support other objectives.

The Council's Housing Revenue Account Properties entail specific needs and legislative requirements that are managed entirely within the Council's Housing Service. Housing Services are responsible for all aspects of the management of the Council's housing stock including the identification of housing need; the allocation of Council accommodation; housing register applications; homelessness and housing advice; special needs housing and adaptations; estates management; repairs and maintenance; rent collection and recovery; right to buy applications and tenant relations.

C4 – STRATEGIC ASSET MANAGEMENT STRUCTURE & RESPONSIBILITY

C4.1 The Council's Strategic Asset Management function is based in the Council's Corporate Performance Team. A Property and Projects section, incorporating the Council's Strategic Property Manager and Planning and Projects Consultant, works with the Corporate Performance Manager, Management Board Members and Community, Partnerships and Renewal Portfolio Holder to set the direction for asset management.

C4.2 There is a wider Asset Management Team which includes representation from Legal Services and other services as required and which meets when necessary to address property issues.

C4.3 Close relationships have been embedded with other teams across the Council including the Development Team (DT). This team focuses on major developments in the district to establish the requirements for S106 Agreements should the application for development be approved and the implications for the services of TDC alongside land use planning issues.

C4.4 The Property Forum (PF) meets every 10 weeks including the Asset Management Team and 'property owners' from Council services. The focus for the Property Forum is maximising the use of Council assets to deliver the Council's key priorities. The group considers a range of asset management issues including:

- a) Condition of Council property portfolio
- b) Strategic use of land and assets
- c) Council's Asset Disposal/Acquisition Programme
- d) Service asset management priorities.

C4.5 These groups work closely together and it is proposed that these relationships continue to be strengthened as part of the Capital Strategy and Asset Management Planning processes.

C5 - DATA CAPTURE AND MANAGEMENT

C5.1 The Council previously had a number of data capture systems, which recorded costs and other data for its properties. These were in a range of forms and formats and relate to different categories of property. The Council has transferred data to the new property database as a module of the **IDOX** system, the Council's Corporate LLPG package. Officers are working on amendments to this raw data to maximise the utility of the new software. This will facilitate the integration of the data held in all of the existing systems and for wider, but controlled, access across the Council.

C5.2 Notwithstanding the collation of general property data as above there is recognition of the need to develop a greater depth of information relating to the physical condition of the Council's properties. In the ideal world the Council would be able to create a model for assessing each of its assets in terms of its contribution to our key priorities.

Each of the assets would be weighed in relation to these priorities and identify whether they are effective and then to use the data collected to establish whether the property is required and if so whether it is in need of investment or development. In reality though the Council is unable to resource this level of activity and it is proposed to develop an Asset Management Strategy (AMStrat) to lever the principles of this plan into its approach to individual areas and types of property.

C5.3 It is proposed to produce an AMStrat to support the delivery of the Corporate key priorities and to use this as the framework for the evaluation of assets on a more operational basis. This process will be attuned towards the delivery of key objectives strictly within the resources available. It is intended that the process will identify investment needs and opportunities for capital receipts and acquisitions. This balance will be essential if we are to enhance services in line with our key priorities.

C6 - OUR APPROACH TO ACQUISITION & DISPOSAL

C6.1 As outlined in the Financial Strategy the Council has competing priorities and limited resources. The Council's constitution requires that "All terms negotiated shall be in accordance with the Council's duty under section 123 of the Local Government Act 1972 to achieve the "best consideration reasonably obtainable"; unless lower consideration is approved by the Cabinet under the General Disposal Consent (England) 2003 or other statutory provision."

C6.2 The Council recognises that review of its assets is likely to result in the identification of areas for improvement, to generate ongoing revenue savings, or to move towards the other key priorities. Because of the financial environment one of the mechanisms available to us to increase the resources available to fund investment is the disposal of surplus assets. The disposal process will have to play a role in contributing to the central fund for investments in the property and services needed.

C6.3 The Council has previously identified a small number of disposals of surplus assets in order to bolster the funding of the existing Capital Programme to enable delivery of the highest priority capital improvement projects. A significant proportion of these disposals have now taken place. Others have presented challenges or have been allocated a lower priority in the disposal programme. The Asset Management Team constantly reviews the disposal programme, bringing new opportunities to the table and responding to approaches across the District. Windfall opportunities for disposal sometimes arise.

C6.4 The Council's approach to asset management has developed to broaden its focus to include more strategic asset management issues such as affordable housing and supporting local communities. The Council recognises opportunities to look at assets it owns and consider whether its priorities could be delivered by holding, investing, disposing of assets or transferring them to community ownership.

C6.5 The Council's general policy remains to sell or let property at least at full market value and where applicable to purchase land at the lowest possible price. To supplement this policy and support community organisations that contribute to the Council's objectives it has introduced a Community Asset Rent Offsetting scheme (CAROS). This scheme operates by providing a grant to qualifying organisations that offsets the market rent down to a level of £150 pa. A significant number of organisations have been helped by the scheme. These were from a wide range of community, voluntary and sporting organisations, including Community Associations, Bowling Clubs, the RNLI, an Angling Club, Sea Cadets and Scout and Guide Groups, amongst others. The scheme has been approved to continue into the 2011/2012 financial year and the Asset Management Team will continue to review the outcomes of the scheme to ensure that it contributes to the Council's key priorities.

C7 - OTHER PROPOSALS

C7.1 There are a range of proposals set out so far in this plan and in the Capital Strategy. These form the heart of the action plans for these documents. Our action plans show how we aim to evolve our processes to address the emerging agenda like flexible working and carbon reduction as well as driving forward service improvement while meeting value for money needs.

C7.2 This approach is to be integrated with other Council functions to join up processes and deliver. As a substantial landowner, the Council's role in regeneration and in area master-planning is two-fold: a balanced approach is required to ensure that the Council facilitates the aims of these projects whilst benefiting as a land owner in order to meet the full range of key priorities throughout the District. Our approach to the audit, for example, of informal Open Space will be crucial to ensuring best fit of Council objectives and community priorities.

C7.3 The Asset Management Team will create a new good practice guidance document that that support the effective utilisation of the Council assets and reflects the current environment.

C7.4 The Council has five Theme Groups tasked with the development of elements of the Local Development Framework. Working through these Groups the Council will look to develop its 'place-

shaping' role with regard to housing, addressing issues such sustainable communities, housing land supply and provision of affordable housing. The Asset Management Team participates in these groups in order to offer advice and help to coordinate this with the Council's regeneration and other key priorities.

C7.5 The Asset Management Team will continue to work together with the Council's Services in order to integrate asset management issues into all service plans and to generate overall strategies including a new property strategy (AMStrat). This will be the vehicle for the generation of long term revenue savings and for the identification of the investment and rationalisation opportunities necessary to allow the Council to continue the improvement of service delivery into the future.

C7.6 The Asset Management Team will continue to work closely with the Council's regeneration team in order to support the work of the Council and the Regeneration Company to deliver proposals for the regeneration of parts of the District where the Council owns land and buildings.

D - Action Plan

THIS ACTION PLAN HAS BEEN DRAWN UP TO FURTHER DEVELOP THE CAPITAL STRATEGY AND THE ASSET MANAGEMENT PLAN.**Key**

AM ref for Asset Management

CS ref for Capital Strategy

** Res = Resources = money, time, people.

Priorities: 1 = Top Priority needs to be implemented without delay; 2 = Medium Priority - Issues that can be progressed over a longer timeframe; 3 = Lower priority - not essential

Asset Management Plan

Ref.	Action	Priority	Lead	Completed by	Res**	Comments
AM1	Undertake a stock-take of all our assets to ensure that Members and Officers fully understand the condition of our assets and how they are used.	1	AW/CD	12/10	AMT/Prop Forum	Gives effect to the Cabinet resolution to use Scrutiny Committee as the driver for development of property strategy.
AM2	Develop a Land and Property Strategy to clearly establish the priorities for the Councils assets. The Strategy will compliment the Core Strategy, and support the delivery of the Regeneration Strategy.	2	AW	03/11	AMT/Prop Forum	This strategy will be produced having regard to the recently approved Regeneration Strategy in order to harmonise regeneration proposals with prudent management within the available resources.
AM3	Engage in the Essex wide shared service initiative to realise any benefits that may be available for using the public sector assets more effectively.	2	AW/AK	10/10	AMT	Determine whether through sharing assets saving can be made in the management of the Councils assets.
AM4	Create a good practice guide to support services in maximising the benefits that are achieved from the assets that are used to deliver services.	3	AW/AK	10/10	AMT	Update existing and create new internal guidance to supplement the new constitutional provisions, to guide services involved in the direct management of assets

Capital Strategy

Ref.	Action	Priority	Lead	Completed by	Res**	Comments
CS1	Carry out post implementation review for completed Capital Projects	2	KN	ongoing	Services	

E – Capital Strategy and Asset Management Plan Timeline

