

WREXHAM COUNTY BOROUGH COUNCIL



2004 - 2009 CORPORATE ASSET MANAGEMENT PLAN

Corporate Asset Management Plan

Amendment Sheet

Date

**Issue No. 1. Amended 28/04/2004 – Adopted as the Corporate
Asset Management Plan 2004 – 2009**

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1. Foreword

The aim of the Asset Management Plan (AMP) is to enable local authorities to improve corporate asset utilisation, by defining “the longer-term corporate need and challenge existing asset use” (Welsh Office, 1998).

Wrexham County Borough Council’s Asset Management Plan has been produced in response to the National Assembly requirement to have an Asset Management Plan (excluding housing and infrastructure assets), in place by April 2004. (Assets being defined as land and property).

Wrexham County Borough Council has been proactive in its approach to asset management. The development of a corporate database (InfoProp), is pivotal in supporting the asset management plan by enabling informed capital and revenue decisions to be made based upon relevant and up to date information which includes the condition, suitability and sufficiency of the Authority’s properties.

To enhance this information and provide a robust system for challenging the need for property, a structure of service and area reviews, the introduction of service asset management plans, and the formulation of a corporate office accommodation strategy, seek to further evaluate accommodation needs based on corporate and service objectives. The analysis of this information enables surplus and under-utilised accommodation to be identified, together with opportunities for the sharing and dual-use of accommodation. Services can therefore be delivered from the most suitable location in the most efficient, effective and economical way.

The formulation of a disposal process has been very successful and realised capital receipts (excluding housing), in excess of £18m over the last 5 years contributing reinvestment to bring service delivery into the 21st Century.

The introduction of the Prudential System enforces new requirements for reporting and governance of capital spending and resources. A new framework for examining projects and their financial implications is being developed which will reflect these requirements ensuring that receipts generated are used to fund projects determined by corporate and service priorities.

The Asset Management Plan will be continuously reviewed to reflect any changes in external or internal requirements. E-government, the Equality Act and Work-life Balance, for example, are already impacting on how services need to be delivered and the accommodation implications that arise from them. A restructure of the Council departments is currently being considered which may impact further on the delivery of services and the accommodation needs of the Council. The ongoing review of the Asset Management Plan will reflect these changing needs together with the Office Accommodation Strategy supporting any accommodation requirements.

2. Introduction

‘Delivering what matters’ means focussing upon those things which concern local people, and corporate planning processes ensure the identification of these priorities. Property assets play a vital role in the delivery of services to the people of Wrexham and affect the way in which these are delivered and how they are perceived.

Daily, many people are making use of County owned buildings, and are also becoming increasingly aware that property is a strategic resource and a critical component of service delivery.

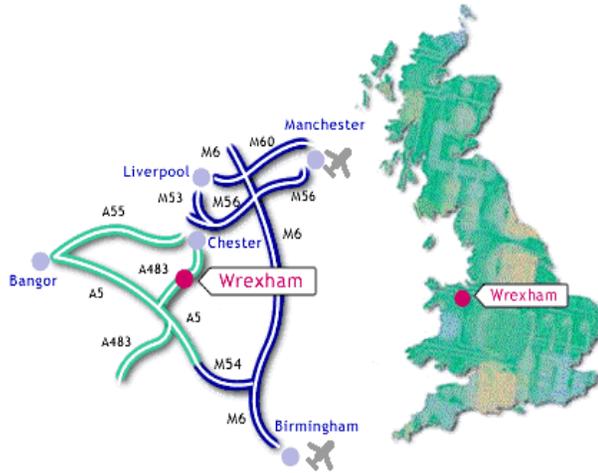
‘Delivering what matters’ challenges us to consider a planned approach to the holding of property to ensure best value, in the same way as the Welsh Assembly Government requires Wrexham County Borough Council to demonstrate its intention to continue to manage its assets, linking this to defined strategic outcomes.

The Corporate Asset Management Plan is a ‘live’ document, subject to continuous review, giving processes for developing asset management within the Wrexham County Borough. It seeks engagement within and beyond the Authority to promote and implement how Wrexham County Borough Council delivers what matters through its Assets.

Isobel Garner
Chief Executive Officer

3. Wrexham County Borough Council

3.1. Contextual Statement



Wrexham County Borough was formed in 1996 following Local Government Re-organisation in Wales. Wrexham County Borough is the combination of areas from the former County of Clwyd and Glyndwr District together with the whole of the former Wrexham Maelor Borough.

Wrexham County Borough covers an area of 50,500 hectares in the Northeast corner of Wales with a population of 129,284 (mid year estimate 2002). The population's age structure is relatively youthful, with 59% of residents under 45 years of age. The percentage aged 65 and over is 16%.

The commercial and administrative centre for the County Borough is Wrexham Town with a third of the population living here (the largest in North Wales). Often described as the capital of North Wales, Wrexham retains its market town atmosphere whilst incorporating a mixture of national and local shops. Commercially and industrially, Wrexham is a growth area. Wrexham Industrial Estate is now the largest estate in Wales and third largest in the UK. Wrexham Technology Park accommodates

high technology companies involving computing, medical and pharmaceuticals businesses.

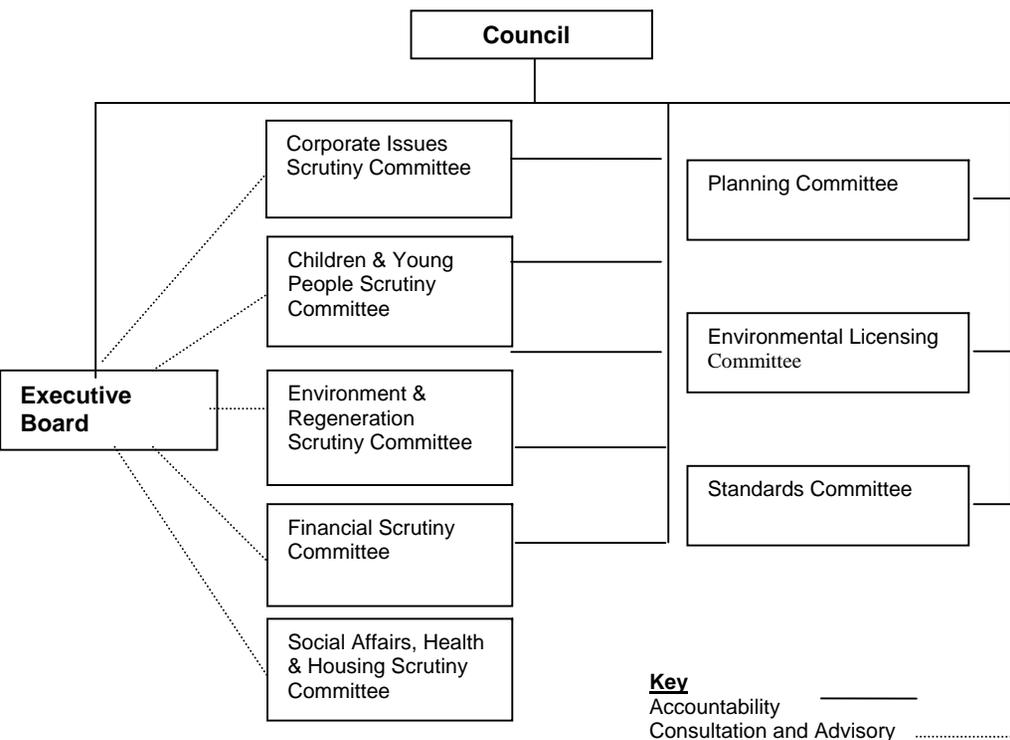
Wrexham's central location makes it an ideal base. The town has two railway stations and is also easily reached by the A483 link South to A5 and M54 and North to M53 and M56. Liverpool's John Lennon Airport and Manchester International Airport are within easy reach.

Education facilities in Wrexham County Borough Council include 75 primary, 9 secondary and 2 special sector schools. Wrexham's Yale College is one of the fastest growing tertiary colleges in Wales. Yale is an Open Access College with all age ranges and abilities catered for from 16+. NEWI is Wrexham's University of Wales Associate College with over 5,000 students from more than 30 countries.

Wrexham boasts a number of cultural, recreation and leisure facilities, including 8 leisure centres, an international athletics stadium, numerous golf courses, over 100 sports pitches, the North Wales Regional Tennis Centre together with a variety of health and fitness suites. The area has a wealth of attractions and places to visit. Some of the most popular are Wrexham Parish Church and two National Trust properties, Erddig Hall and Chirk Castle. The County Borough is home to the Bangor-on-Dee Racecourse and the Wrexham Football Club Stadium which hosts international Rugby Union, Rugby League and football matches. World Cup matches in all 3 sports have taken place at the ground. New events, which have emerged in Wrexham over the last few years, include the Rally of Wales and the Wrexham Science Festival.

3.2. Organisational Framework

Wrexham County Borough Council adopted a new constitution in May 2003, based upon an Executive Board (Cabinet) and Leader model of political management.



The Council is chaired by the Mayor and consists of all 52 Members, representing 47 wards. It is the ultimate decision making body from which all other elements in the structure derive their authority. The Council determines the policy framework by approving key planning documents and strategic management arrangements, and retains the power to vary or withdraw non-executive delegation at any time. The Council appoints the Executive Board and all Committees.

The Executive Board consists of a leader and 9 other Members. These Members are responsible for decisions other than those reserved to the Council or delegated to other committees or officers. It operates on a collective decision making basis. The Leader of the Council will be the Chairperson of the Executive Board and have a casting vote in line with current legislation.

There are Five Overview and Scrutiny (O & S) Committees responsible for the Council's overview and scrutiny functions. The Overview and Scrutiny Committees comprise Non-Executive Board Members of the Council. The Committees' main role is reviewing and developing policy and services, and monitoring the work of the Executive Board in terms of the efficient exercise of executive functions. There are 3 further Committees of the Council dealing with Planning, Environmental Licensing and Standards.

3.3. Directorate Structure

Through Ymlaen:Making Change Deliver (Y:MCD), the existing structure is under review, with initial changes being implemented from 2nd April 2004. The whole process of structural change is to be completed by April 2005. The existing structure presently operates through 16 Departments, and these will be led by 4 Strategic Directors who will be responsible for cross-cutting themes. The Strategic Directors will work with the Chief Executive as a board of directors to co-ordinate and deliver the Council's priorities.

Appendix A shows the initial changes to the structure, incorporating the role of the 4 new Strategic Directors.

3.4. The Corporate Aims, Vision, Values and Objectives of Wrexham County Borough Council

The Corporate Asset Management Plan operates within the context of the corporate strategy planning process and aligns closely with the Corporate Aims, Vision, Values and Objectives of the Council defined in the Corporate Strategy Statement 2003/2004.

A Community Strategy for the Council is being prepared which will have a ten to fifteen year view. As part of this work a cross directorate working group is consulting widely to produce a new Corporate Vision and Strategy Statement.

The Corporate Asset Management Plan links to the existing Corporate Strategy Statement and will be revisited, when appropriate, against the new Community Strategy and Corporate Strategy. External perceptions of the Corporate Strategy Statement have been sought through consultation with the general public, service users, local communities, public, private and voluntary sector partner organisations. The National, Regional and local policy arenas and statutory requirements further inform the preparation of the Corporate Strategy Statement.

The Council presently has four strategic aims:

- To provide high quality, responsive and cost effective services through a highly developed workforce.
- To work with communities to develop a sense of belonging and shared understanding of their needs and to build a community ownership of the Council and its services.
- To achieve the vision for the County Borough area by working in partnership with Town and Community Councils, Voluntary Organisations and industry, Trade Unions and other agencies.
- To seek to influence issues in Wales, Britain and Europe which will have a bearing on the well being of the people of the County Borough.

A statement of values underpins these strategic aims;

- Central purpose – the Council exists for the benefit of and is accountable to all the people of the County Borough.
- Equality of opportunity – the Council is committed to securing equality of opportunity, both as a service provider and as an employer.
- Employees – the council recognises that employees are its key resource and will seek to encourage and support their development.
- Honesty, Integrity and Respect – the council will act with honesty, integrity and respect in all its dealings.

The vision for the County Borough and the Council's strategic aims provide the long-term view of where this Council wants to be and what it wants to achieve in the near future to ten years. In addition to these, five corporate policy priorities have been identified for indicating broad priority areas for budget allocation

- ✓ Improving the quality of Education
- ✓ Improving the quality of the Economy
- ✓ Improving the quality of Care, Health and Well-being
- ✓ Improving the quality of Life
- ✓ Improving the quality of Services

The Corporate Asset Management Plan, linking as it does to the five Corporate Policy Priorities by identifying resulting Corporate Asset Objectives, supports the Council's Corporate Strategy 2003 -2004. Changes in these priorities are emerging from the Community Strategy and Ymlaen. The existing asset objectives will reflect these new priorities.

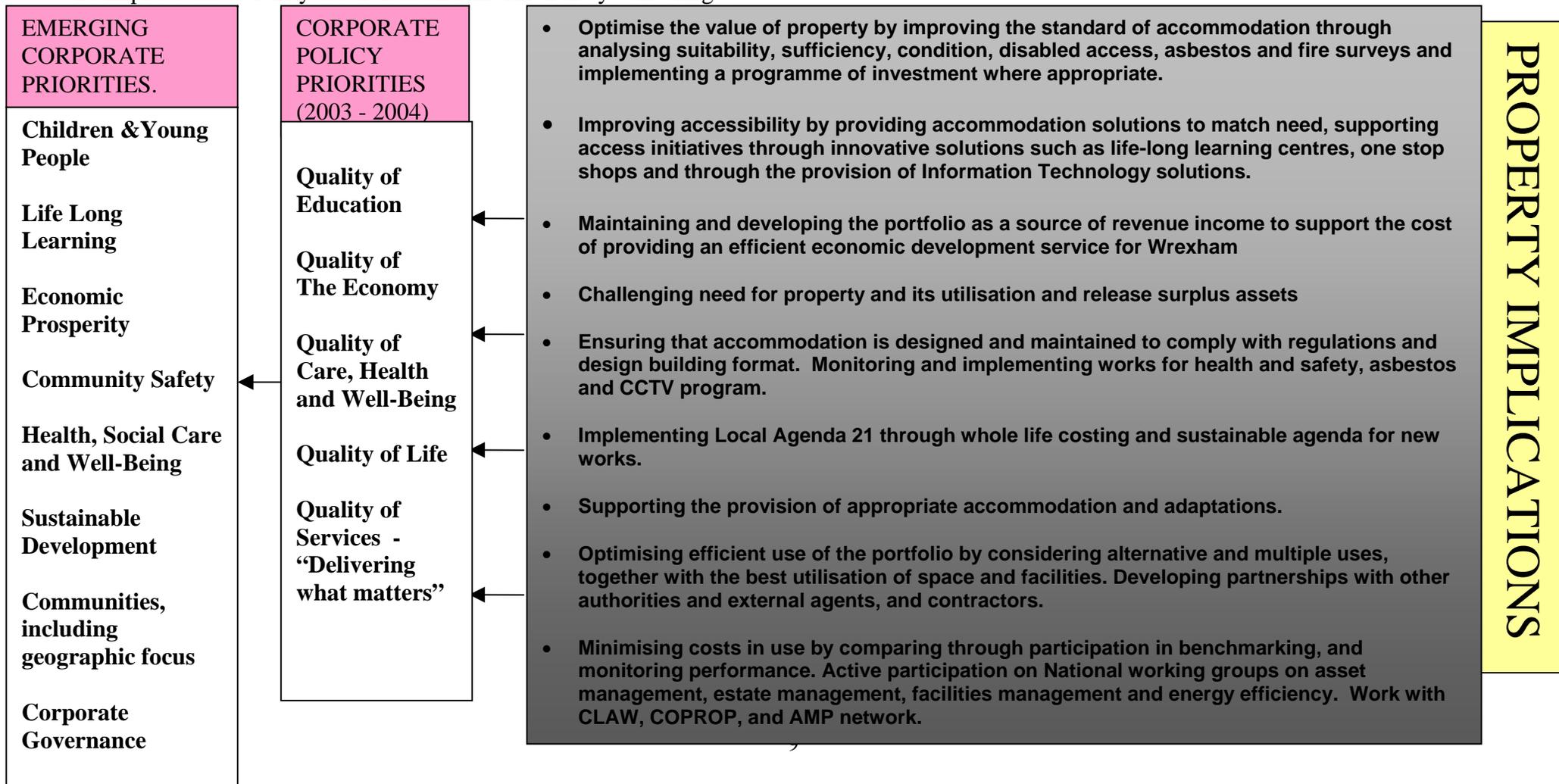
4. Corporate Asset Policy

4.1. Corporate Asset Objectives

Wrexham County Borough Council’s asset objectives for holding property are defined below and relate to corporate policy priorities (corporate objectives) referred to in paragraph 3.4.

- To provide accommodation to enable the Authority to carry out its functions in the most effective way and to facilitate the highest standards of service delivery
- To improve accessibility to services and information by delivering a

- high quality service to the community from the most appropriate location, accommodation and use of information technology
- To help promote economic activity and employment
- To ensure through identification of current and future needs that assets are provided and used in a way that maximises the contribution they make to the delivery of services to the community, and the achievement of the Councils services objectives.
- To support social well-being and regeneration opportunities
- To support learning opportunities



4.2 Asset Management Function

The asset management planning processes will bring together existing and proposed consultation arrangements ensuring that assets are utilised in accordance with the requirements of corporate and service objectives.

Appendix B highlights the structure supporting the Asset Management Planning Strategy. The roles and responsibilities of those within the process are summarised below.

- ◆ The AMP Joint Member/Officer Group – In response to the highlighted need for increased Member involvement in asset management decisions this group will provide the forum for Member participation in the Asset Management Process. The Group will allow the exchanges of ideas and discussion in respect of criteria for decision on investments priorities and portfolio performance issues within the Authority. It will also review the performance of the Authority with regard to Asset Management Planning. Service departments will be represented as and when needed ensuring service engagement in the Asset Management Plan and providing an essential link between service managers and internal stakeholders to the Asset Management Plan, Capital Strategy and Capital Programme.
- ◆ The Chief Property Services Officer is the designated Corporate Property Officer (CPO) for Asset Management Purposes. The CPO will manage the strategic co-ordination of asset management. The CPO's terms of reference include assessing the role and contribution of the Authority's property assets as a corporate resource supporting the delivery of corporate and service objectives.
- ◆ The Capital Working Group (formerly the Non-Housing Capital Working Group), provides a forum for the discussion of financial issues in general. The group is responsible for the monitoring of capital expenditure and funding resources, which includes capital receipts.
- ◆ Capital Prioritisation Group - This group is being set up in response to the new Prudential System and will ensure that all capital projects have been assessed using the appropriate framework as described later in paragraph 9.1 (Capital Programme).
- ◆ Facilities Management Group will have specific responsibility for the management of corporate offices. The strategic and operational issues will be split, with Member involvement where necessary.
- ◆ Land and Property Useage Group – the group consists of officers from the Property Services Department. It meets every 6 weeks to discuss outcomes of service and area reviews, identified property and accommodation needs, to discuss current status on the disposals and acquisitions of assets and any resulting problems.
- ◆ Departmental Maintenance and Liaison Groups - The groups provide a two-way information sharing session between property officers and service managers. The role of these groups includes the monitoring of service budgets by identifying spend against allocation, management of the works programme, and reporting on current projects or future needs.
- ◆ Development Liaison Group – The group provides a forum to share ideas and bring forward proposals for development, which will provide overall benefit to the people of Wrexham County Borough. It aims to do this by ensuring that full, proper and timely liaison takes place between all Departments in relation to development which the Council is promoting or in which it has an interest.
- ◆ Strategic Management Team - This team consists of the Chief Executive and the four Strategic Directors. The team will examine strategic issues prior to submission to the Executive Board and where necessary provide political direction.

4.3. Review Process

Under the leadership of the Chief Property Services Officer, the Property Services Department currently manages the Council's assets on behalf of each service department. The structure of the Property Services Department is shown in **Appendix C**.

Through area and service reviews the Property Planning Section seeks to identify opportunities for rationalisation of under-utilised or surplus property. Although an area review programme has not yet been established, these reviews continue to be carried out on an ad hoc basis.

Reviews can be instigated via a variety of initiatives including,

- Liason between Property Services and Service Departments
- Requests from internal and external clients for accommodation
- Needs identified from analysis of the Service Asset Management Plans and Service Reviews
- In response to Central Government or Welsh Assembly Government Initiatives.

The reviews seek to identify under-utilised property or accommodation that may be potentially surplus to the requirements of the council or suitable for re-use.

Through the review process a programme of rationalisation and disposal has been identified. For example,

- ◆ The Council disposed of the former Alexandra C.P. School and St. Christopher's SEN School Site, which had become unsuitable for its purpose, to Asda for a supermarket. The capital receipt from this disposal was used to build a new school for Alexandra C.P. School on part of the existing site, together with the purchase and redevelopment of a former college to accommodate a Welsh Medium Secondary School. In parallel

with this St Christopher's Special School was relocated to the building of the former Welsh Secondary School, which was suitable for their needs. Additional improvements to the special education sector facilities were also carried out.

- ◆ At Llay a new building is being erected on the site of a former Youth Club as part of a community initiative project. The new building will incorporate a replacement Youth Club, IT suite, and a community facilities. The existing library, which is currently housed in a mobile building will be relocated into the new building and the existing library site disposed for residential development.
- ◆ The closure of three secondary schools to reduce surplus places, and alleviate maintenance backlog. Create two new Secondary Schools which will provide appropriate accommodation within the Town Centre on two of the former three sites releasing the third site for other uses.

Appendix D further highlights some of the surplus accommodation and land which have realised capital receipts through the review process. Any surplus accommodation is disposed of in accordance with the procedure attached at **Appendix E**. This ensures that, for example, any recommendation is not restricted by legal, planning or highways requirements and has regard to Council and Government initiatives. Economic Development assets are exempt from this procedure as land is held for disposal as part of its economic strategy. The Land and Property Usage Group which consists of property officers and valuation officers, monitor the progress of acquisitions and disposals and examine the most suitable means by which to progress or overcome any problems/restrictions.

Consideration is to be given to a Council policy that will clarify future responsibility and financial management of assets that are unsuitable for or restricted from disposal, and where no alternative use is identified. This may be due, for example, to legal restrictions, planning policy or council decision. Currently all surplus property remains the responsibility

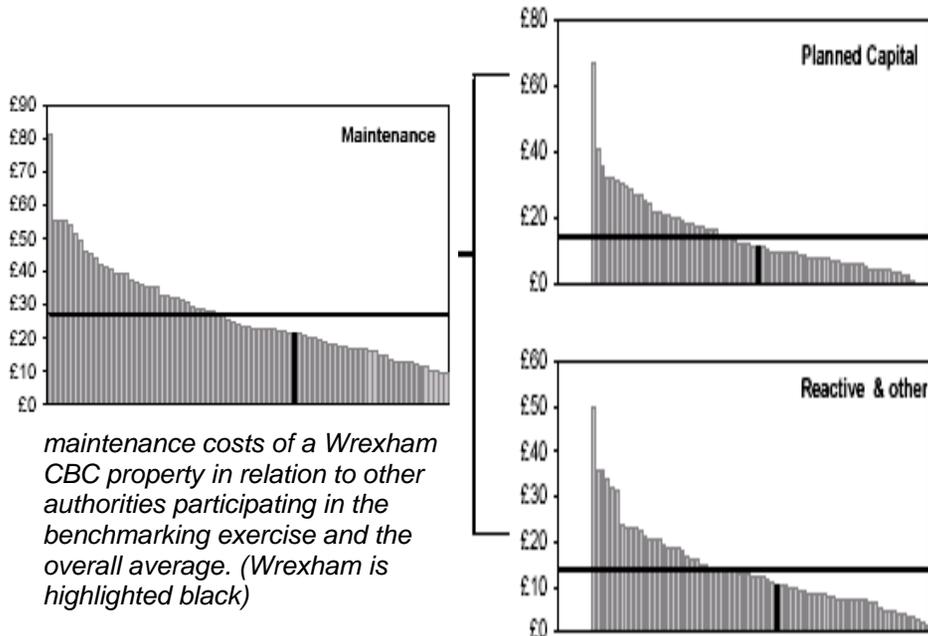
of the holding department until an alternative use is identified or disposal is completed.

In-house staff, external agents, auctioneers or a combination of the same deal with disposals. The use of these avenues ensures effective marketing and time-scales. Where mutually beneficial the Council will promote joint disposal of adjacent sites to maximise return and seek the opportunity to promote property ventures, which support service delivery through co-operative work.

4.4. Headline Performance Measures

Benchmarking

Wrexham County Borough Council annually undertakes performance measurement in relation to its property portfolio. One of the methods used for monitoring is through CLAW (Consortium of Local Authorities in Wales) Performance Indicators (PI's) as shown on **Appendix F**. Comparison is then made against the other Welsh Authorities, and the results are reported in the Property Services Department's Annual Report to the Executive Board.



In addition, benchmarking work is being undertaken with COPROP, (The Association of Chief Corporate Property Officers in Local Government). COPROP has a well-established link with The Chartered Institute of Public Finance and Accountancy (CIPFA), in validating and comparing data across a range of Performance Indicators. This enables comparisons to be drawn with other authorities in England and the sharing of good practice. Wrexham County Borough Council was instrumental in establishing a number of benchmarking initiatives through COPROP and CIPFA. **Appendix G** shows an example of the benchmarking indicators used.

Performance benchmarking against national studies have been completed in respect of Headquarters/Offices, Secondary Schools, Primary Schools and Social Services Elderly Persons Homes.

Customer Service Benchmarking Club

As part of our programme of improvement, client satisfaction is tested by participating in a customer service benchmarking club, which is also run in conjunction with COPROP. Over the last 3 years survey forms have been regularly sent out to all establishments where maintenance work has been carried out, seeking feedback on the adequacy of the work and interaction and liaison with the establishment. The forms have 6 simple questions on the work undertaken and the performance of Property Services and its contractors/consultants. This allows the identification of any substandard performances together with the opportunity to investigate and report back or improve current systems.

This survey also enables Wrexham County Borough Council to be compared with authorities throughout the country. The October 2003 results for Wrexham compared with other authorities as shown on **Appendix H**.

4.5. Consultation and Stakeholder Views

The Council uses a variety of methods to obtain the information needed to identify and challenge the accommodation requirements and its utilisation for service delivery. Consultation is a valuable contribution to this process and is carried out via the following methods:

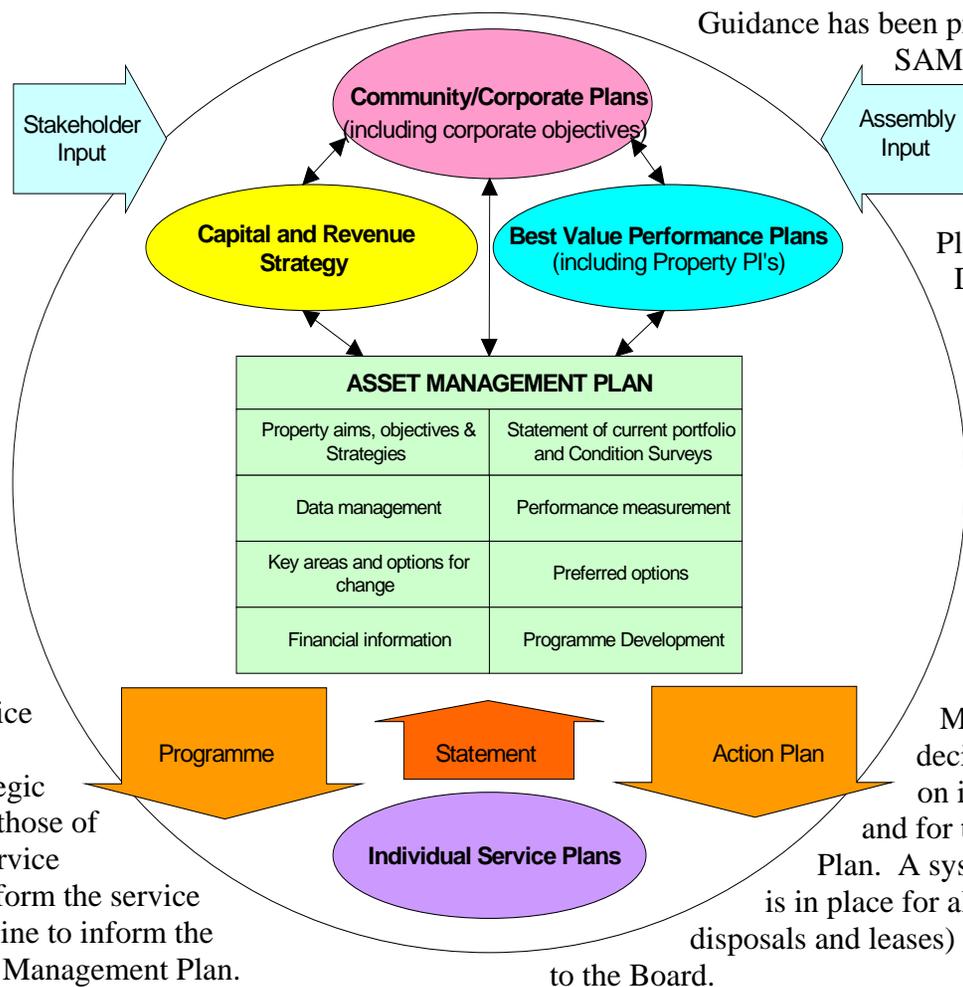
Stakeholder Groups

The AMP Joint Member/Officer Working Group will bring together Members and Officers from all service areas with responsibilities for asset management. The outcomes of which will inform the Corporate and Service Asset Management Plans.

Service Asset Management Plans

A priority during 2003 has been the development of Service Asset Management Plans. (SAMP's). The SAMP's aim to focus on the property issues that will arise from each individual service plan. The SAMP integrates planning at a corporate, service and individual establishment level and provides a direct linkage between strategic priorities established by Members and those of the occupiers and users of property. Service specific best value reviews will also inform the service plans and the SAMP process and combine to inform the overall strategy of the Corporate Asset Management Plan.

The SAMP's will define the accommodation requirements of each service needed to deliver its service objectives. This will be used to compare individual service requirements against other services, corporate objectives and the current property portfolio, identifying key areas for change.



Capital Working Group

Consultation with the Capital Working Group has influenced corporate project appraisal and the approach taken in the 5-year capital programme. See paragraph 9.1.

Voluntary Sector Groups

Property Services consults and liaises with Voluntary Sector Groups. For example with regard to the Disability Discrimination Act, consultations take place with The Disability Forum and The Wrexham Access Group, who themselves represent other disability groups.

Policies and Strategies

The Asset Management Plan also draws on direct public consultation undertaken as part of other corporate and service plans. In particular the Community Strategy and Corporate Strategy Statements have been developed following extensive public consultation. Meetings with the officers responsible for Council policies have enabled the links between plans to be reinforced, allowing the Asset Management Plan to continue to develop by identifying and reflecting any changes in priorities.

Property Occupiers

Problems inherent in the portfolio are also identified through consultation with property occupiers. A suitability survey form has been sent out to all Council occupied properties to be completed by the accommodation users. This form focuses on issues relating to the suitability of the accommodation given its current function/s. Issues such as location, security, and environmental conditions are taken into consideration. The results of all the surveys are fed into the property database as an element of the option appraisal and prioritisation process.

External Groups

The council participates in a number of external groups that are relevant to the enhancement of knowledge of property management issues and to share experiences with other authorities, rather than “re-invent the wheel”. Wrexham County Borough Council is a member of a variety of external groups. These groups include COPROP, (The Association of Chief Corporate Officers in Local Government, CLAW (Consortium of Local Authorities in Wales), and ACES (Association of Chief Estate Surveyors and Property Managers).

5. Drivers for Change

5.1 Government Priorities and Statutory/Regulatory Responsibilities

Changes in Government policies and environmental influences such as globalisation, are bringing forward the need for change in the way in which services are delivered, and where they are delivered from. The requirements of E-government, The Equality Act, and flexible working for example, are already impacting on how services need to be delivered and the accommodation implications that arise from them.

E-Government

In response to E-government the Council has produced an “Implementing Electronic Government Statement” expressing its vision and aims of implementing E-government. A review of local access to services has been undertaken, as well as collaborating with neighbouring authorities in a joint appraisal of options for a call/contact centre approach. Wrexham is currently considering the options presented which could include the possible creation of strategically located one-stop shops to provide a single point of face to face contact for most Council services. The results will be used to develop a strategy for improved customer access to

services and to determine priorities for preferred service delivery channels.

To achieve this vision the Council is modernising and upgrading many key legacy software applications to allow for back office integration and to provide seamless access to services. The Council implemented its link to the Wales Broadband Lifelong Learning Network (BLLN) in May 2003, and now has high speed and volume bandwidth access to the Internet in support of the Lifelong Learning and other community access initiatives. Through an area based approach to property review the potential for making better use of existing assets, for example the use of libraries as multi-agency local service centres can be identified. Examples of some of the initiatives that have either been implemented or are being developed are attached on **Appendix K**.

In addition the Council's web site www.wrexham.gov.uk which has won a number of awards and achieved 'transactional' status, in 2003, (one of only 10 local authority sites in the UK and the only non-English authority to attain this), has already enabled many interactive and transactional services to be made available on-line across a number of service areas. The Council also views the development of its intranet 'WrexNet', as a critical e-business mechanism for enabling better sharing of information and resources and in developing a corporate wide approach to modernisation. WrexNet will complement asset management by being developed as an indispensable business tool for staff in helping them to work more efficiently and to deliver better services by promoting joined-up working and thinking.

The Corporate Equality Plan

The Council is committed to becoming an equal opportunities organisation and aims to achieve genuine equality of opportunity in all its activities. The Council aims to ensure that people who seek access to and those who receive its services will not be unfairly discriminated against.

The Corporate Equality Plan impacts on asset management in a variety of ways. Of particular relevance is the Council's commitment to have the

ability to address employees' needs for more flexible working arrangements, in line with service demands. To address these issues, a work life balance and flexible working initiative has been launched enabling service departments to develop pilot schemes around the demands of their own service requirements, customer needs and staffing arrangements. Several pilot projects have been launched and these include some home working and extended working arrangements to cater for morning and evening service delivery requirements. Consideration for changes in the workplace will need to be included within the review of accommodation by optimising the use of office space with the aim of minimising overheads.

Disability Discrimination Act

In response to the Disability Discrimination Act, surveys are being undertaken to determine the number of council buildings open to the public that are suitable for and accessible to disabled people. A programme of work has been identified to address compliance. (see paragraph 7.2 Resource Context).

The Council's performance in relation to the Disability Discrimination Act is measured against the National Assembly for Wales Performance Indicator 1.15, and in accordance with Part M of Schedule 1 to the Building Regulations 2000. The performance measurement includes full compliance with the following criteria: access provision, toilet provision and hearing impaired provision.

Performance 2000/01	Target 2001/02	Performance 2001/02	Target 2002/03
Wrexham County Borough Council Buildings open to the public 135		Buildings open to the public 140	Buildings open to the public 140
Full disabled access 1	No target set	Full disabled access 11	Full disabled access 38 (27%)

Wrexham County Borough Council's performance in relation to National Assembly for Wales Performance Indicator 1.15.

Other Statutory and Regulatory Requirements

Other statutory and regulatory requirements can be more service specific these include:

- Buildings Bulletins
- Education Act
- Education (Schools Premises) Regulations
- Care Standards Act
- Children Act
- Mental Health Act
- Community Care Act
- Agricultural Acts
- Waste Minimisation Act 1998
- Refuse disposal (Amenity) Act 1978
- Environmental Protection Act 1990
- Local Authority Cemetery Order 1977 – provision and management of cemeteries.

Such requirements have had an impact on the delivery of services. For example in response to the Care Standards Act, it was established that none of the four council owned Elderly Persons Homes, were of the required standard and the cost to bring them up to standard would be excessive. After evaluating the utilisation and efficiency of each of the properties, it was resolved to rationalise the service and dispose of the most inefficient and expensive homes to upgrade. This would allow

reinvestment of capital into the remaining two properties. Other options are being considered for the management of the remaining Elderly Persons Homes as there is still a deficit in the amount of capital required to bring them up to The Care Standards Act.

5.2. Environmental Influences

Wrexham County Borough Council aims to be proactive to environmental influences by assessing future growth trends; implications arising from the delivery of regeneration initiatives and demographic changes including housing developments which can have an impact on other issues, such as educational and recreational needs. Wrexham's School Re-organisation Plan demonstrates how assessment of existing property stock together with assessment of future trend, and population growth are used to plan for future demands. This approach has had a major impact on the reduction of surplus places and by being aware of funding options and realising capital receipts, substantial re-investment in existing stock has either taken place or is planned to take place through the capital programme. (**Appendix N**)

5.3 Public Private Partnership Initiatives

Partnerships are enabling local authorities to examine the wider use of markets and enabling the Council to explore opportunities for property sharing of premises with other public service providers. As a result joint-use of accommodation with external agencies is actively being pursued. Examples of co-location between services include Social Services and the Health Authority. Working protocols are being developed to ensure that information sharing is undertaken on an appropriate basis and in compliance with relevant guidance. Also through the procurement of services, the Social Services Department has two establishments being managed by external agents. Expansion of this method of service delivery will be considered as part of any review within the Social Services Department.

Following a Best Value Review of The Property Consultancy and Technical Support Section, alternative service delivery options were considered. These options included, direct service provision (in-house), joint procurement and externalisation. Following analysis of all options it was recommended that the preferred option for service delivery was Joint Procurement which would retain the strengths of in-house service provision which had been identified by clients whilst supporting a strategic approach to private sector involvement.

As part of the Urban II funding initiative Wrexham County Borough Council has also undertaken projects (**Appendix K**), which have brought together various community and council services to provide life-long learning facilities. Also an innovative partnership between BT and the Council has provided free access to the Council's web site via 3 Internet Kiosks located in the Waterworld leisure complex and in two other street locations within the town centre.

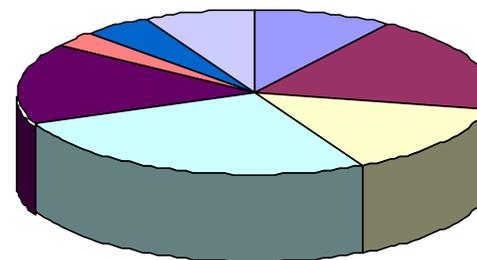
Alternative funding sources are being actively pursued, for example in response to the target requirements for waste management, the Community Services Department is pursuing major investment through a Private Funding Initiative (PFI).

6 Existing Portfolio and Current Performance

6.1. Property Database

Wrexham has over 600 non-housing properties to manage; these vary from the traditional school buildings to bandstands, crematorium and cemeteries. The properties have a total asset value of approximately £200 million, and provide accommodation for over 19,000 pupils and over 4000 staff. The Property Services Department currently, maintains and develops the Authority's non-housing properties.

Property Running Costs 2002/2003 (CLAW Breakdown)



	2002/2003	Percentage
■ Scheduled and Service Maintenance	£858,767.00	9.5%
■ Reactive/Responsive Maintenance	£1,701,024.00	18.8%
■ Energy	£1,270,230.00	14.0%
■ Caretaking/Cleaning/Security	£2,387,098.00	26.5%
■ Rates	£1,435,104.00	15.9%
■ Water	£292,540.00	3.2%
■ Insurance	£412,809.00	4.6%
■ Ground Maintenance	£683,484.00	7.5%
Total Expenditure	£9,041,056.00	

Wrexham County Borough Council has been proactive in its approach to data collection to support informed decision making. The development and population of a computerised database (Infoprop) has allowed the vast majority of the Authority's property related information to be held on one central database.

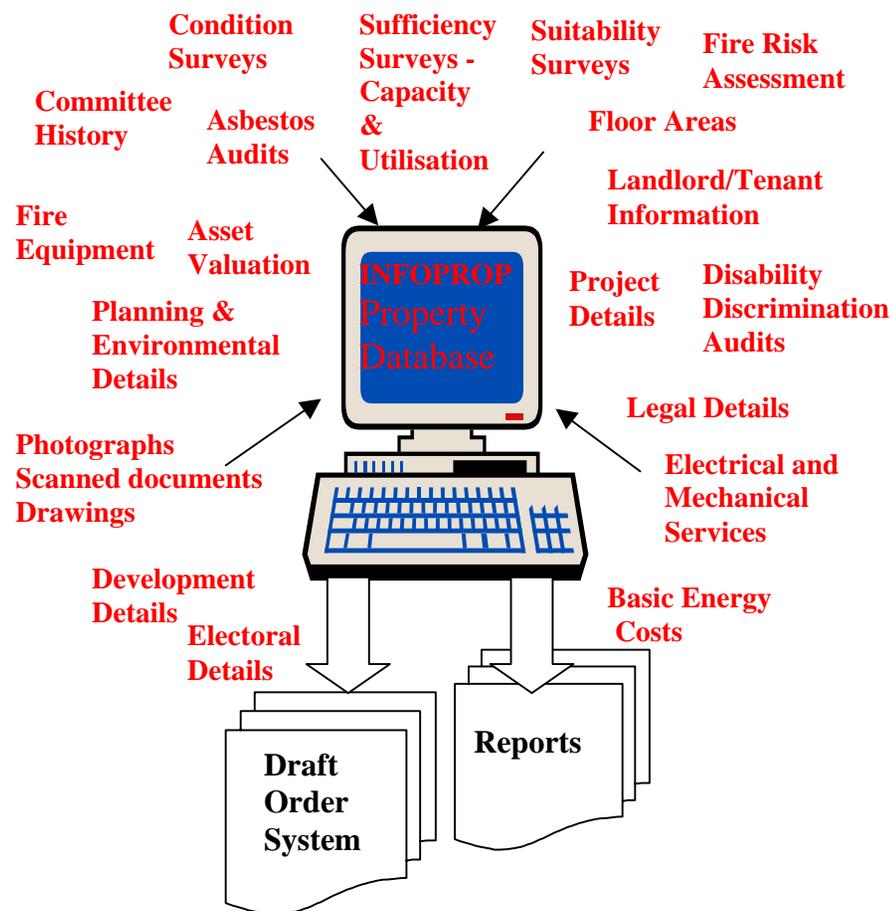
6.2. Data Management

The database is managed centrally by the Property Services Department. The majority of Officers within the Department use the database on a daily basis. Although the majority of the information within the system is available for all users to view, the editing of information within the system is controlled to allow only users who work with certain data sets to update them. With so many people using the system as the principal location for holding their information a sense of data ownership is being encouraged. Responsibility for data management is split between the Infoprop system administrator and the groups of users who keep their own information up-to-date. Access is currently being extended to include designated personnel within all departments involved in the development of asset management plans.

6.3. Data

The diagram opposite highlights some of the categories of information that Infoprop has been developed to hold, together with a reporting system that enables a variety of information to be manipulated and reported upon. Property is structured using a Unique Property Reference linked to each property's fiscal code. To enhance our methodology for extracting performance information and benchmarking data, this link has enabled premises costing information to be down loaded directly from the financial mainframe into the database. Another important element of Infoprop is the Draft Order System, which allows Maintenance Officers to directly input maintenance Draft Works Orders and interrogate work programmes and costs.

Information held within the database has been built up over a number of years through a combination of direct entry through the Infoprop and the importation of data commissioned from external specialists.



0 10 20 30 40 50 60 70 80 90 100%

Category	0	10	20	30	40	50	60	70	80	90	100%
Contact/Location	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
*DDA Survey	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
Fire Risk Assessment (new survey to be undertaken)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Fire Equipment	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Licences (fire etc)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Electoral Details	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Committee History	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Legal Details	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Asbestos Surveys	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Occupancy	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Suitability	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Utilities	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Electrical Services	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Mechanical Services	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Condition Surveys	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Planning and Environmental	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Landlord/Tenant	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Pupil Capacity	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Photographs	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Drawings	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Valuation Details	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Examples of the categories of information contained within the database and the percentage of the total portfolio for which that information has been collected.

* The Disability Discrimination Audits are automatically downloaded into a separate database. Currently 20% of this information has been transferred to Infoprop.

Surveys

In response to statutory requirements and to ascertain the condition, suitability and sufficiency of current assets, the Authority is undertaking on-site surveys. These surveys include Asbestos Surveys, Disability Discrimination Surveys and Fire Risk Assessment Surveys.

These Surveys have been carried out by a mixture of in-house and external methods. To date I.P.F have carried out Condition Surveys on 85% of the Councils's property in accordance with the D.f.E.s Asset Management Planning Guidance Document. The remaining surveys are projected to be completed by mid 2004. To date, the cost of works which need to be carried out, are summarised below.

	Condition A	Condition B	Condition C	Condition D
Education	£34,500	£8,209,039	£13,442,777	£637,355
Leisure	£0	£1,705,779	£1,482,502	£531,221
Social Services	£0	£280,741	£470,578	£16,881
Environmental	£0	£60,851	£124,486	£8,225
Industrial	£0	£1,883,743	£544,118	£154,550
Corporate	£0	£605,130	£361,195	£21,623
Highways Offices/Depots	£0	£96,942	£51,452	£1,905

Key

- Condition A** – Good. Performing as intended and operating efficiently
- Condition B** – Satisfactory. Performing as intended but exhibiting minor deterioration
- Condition C** – Poor. Exhibiting major defects and/or not operating as intended
- Condition D** – Bad. Life expired and/or serious risk of imminent failure

In addition Suitability Surveys for all properties are due for completion by April 2004. Sufficiency surveys for non-educational properties have not

yet been undertaken and are programmed to commence in March 2004. Capacity calculations are carried out annually for all schools with the information driving the school organisation plan and review of school places to ensure better match of capacity to need.

6.4. Data Validation

The data is validated by users, who are encouraged to contact the appropriate database controller should they come across any anomalies. This is further supported by the following:

- Digitised plans have been checked and updated, where appropriate.
- Service departments are asked to validate their property listings as part of the Service Asset Management Plans.
- A Property Address and Contact Information Form has been sent to each property for validation and amendment.
- To provide a more efficient approach to measuring performance, the practicalities of downloading financial information relating to premises costs from the existing general ledger system, into the property database have been established. This allows for a more efficient process of obtaining data, with a greater degree of consistency, and a method of validating current data within the information obtained.
- A programme to expand access to the property database by other departments, should further ensure that information held is accurate.
- An Amendment Form has been distributed to all property surveyors to enable the recording of any changes to property information that are noted on their site visits. For example change of building manager, change of use of the property.
- Relevant officers are notified of any change in status of council accommodation via email. This enables their own procedures to be activated, i.e. arrange for disconnection of services, remove from or alter insurance listing.

6.5. Analysis of Information

The information contained within the database allows the measurement of performance in terms of building condition, suitability, sufficiency, running costs and efficiency of usage. This information identifies the strengths and areas for improvement within the estate and is used to help focus on where spending will bring the most benefits.

To assist in this process the Council has been consulting with external consultants on the implementation of an assessment model, which will use a spectrum of performance criteria to give an insight into the performance of each asset across a range of different issues. They may include:

Accessibility
DDA Compliance
Quality
Total building availability
Percentage of available capacity used when the building is open
Annual running costs
Current investment needs
Estimated lifecycle costs

The assessment model will rank properties in terms of their relative overall performance. This system will enable those properties identified as the worst performers to be investigated in greater detail. Together with area and service reviews, it enables the Council to challenge the existing portfolio and address service priorities by identifying accommodation that will provide for more efficient, effective and economic delivery of services.

7 Review and Challenge

7.1. Gap Analysis

Through the analysis of the database information and the identified priorities of each service user from their Service Asset Management Plan the following requirements have been identified.

- Disability Discrimination Act - A programme of adaptation work to be established to comply with the requirements of the act. This would ensure that monies would only be expended on 'core' building-stock that has been identified for long-term retention or as a priority item.
- Programme of work to address the maintenance backlog in those areas that are deemed as higher priority and required for future service delivery.
- Education – removal of surplus places through rationalisation, closure, redevelopment, new provision or merger.
Removal of condition backlog to a prioritised plan.
Addressing Early Years Entitlement targets and Community Initiatives.
- Social Services – Requirements of the Care Standards Act impacting on existing residential homes.
Relocation of existing children's home to less institutionalised accommodation.
Outcome of joint review
Review of office accommodation (incorporating outcome of review of locality offices and the compliance of existing buildings with DDA requirements)
- Economic Development – Centralising of office staff and training facilities.
Addressing the recommendations of the Audit Commission Best Value Report July 2001, and recommendations of the Nelson

Bakewell Asset Management Plan. These include a recommendation for a greater level of new development together with a proactive refurbishment and extension/development of existing built assets funded via the strategic sale of properties that are attractive to the private sector investment market.

- Environmental Services - Waste Management – Private Funding Initiative is being pursued for the major investment required to meet national targets
Public Conveniences – require alternative method of service delivery over a 10-year programme. (subject to funding).
Trading Standards – need to be relocated due to existing site being unsuitable for their operational need and the property presents DDA issues. Identified a need to centralise the service to town centre offices.
Burial/Cremation Service – additional cemetery land required by 2005. Currently programmed for capital 2004/05. Wrexham Cemetery and Lodge may require refurbishment
- Office Accommodation – There are significant pressures on the Council's office accommodation at the moment. These pressures have been identified through consultations with service managers and from the individual Service Asset Management Plans. Such pressures which have been identified as having an impact on office accommodation include:
 - ◆ Social Services staff in office accommodation which does not lend itself to adaptation in order to comply with DDA.
 - ◆ Overcrowding in Lambpit Street and the Old Library
 - ◆ Economic Development operating from split sites duplicating support services
 - ◆ Y:MCD review of the top management tiers of the Council with a requirement for co-location of Strategic Directors and their support.
 - ◆ Numerous fixed term initiatives resulting in extra staff with accommodation requirements.

◆ Uncertainty of the impact of possible Housing Stock Transfer

In response to these pressures an Office Accommodation Strategy is being formulated which will further refine the existing corporate approach to the management of office accommodation. The strategy has particular reference to identifying cross-service delivery whilst considering the impact of the Council's work-life balance initiatives, and the E-government agenda. The strategy will also examine more efficient, effective and economic use of space through issues such as hot-desking and record storage. The identification of front-line staff and the relocation where appropriate, of back office staff, will help to alleviate the ever-increasing pressure on town centre offices.

Clearly the implementation of the Office Accommodation Strategy is ongoing with further proposals programmed for consideration by the Executive Board in April 2004.

- Transportation and Engineering – Currently rationalising Highways Depots onto one site realising a major capital receipt. Future arrangements are already under review.
- Community Services – Currently disposing/terminating lease of existing depot facilities and using the capital to re-invest in a new centralised depot.
- Information Technology Services – Existing accommodation has inadequate storage capacity, and inadequate facilities for equipment repairs and setting up of equipment. The staff accommodation also needs to be reviewed although any recommendations may be restricted by the existing infrastructure, which may be too expensive to move.

7.2. Resource Context

The annual revenue maintenance budget is currently allocated to service departments on a crude percentage basis set at Local Reorganisation in 1996 and has been increased by annual inflation only since that date. The current total revenue maintenance budget is in the order of £1.9 million, which is sub-divided for expenditure categories of :

- Planned Major Maintenance/Refurbishment
- Planned Cyclical Maintenance (Annual Service Agreements, Regulatory works etc.)
- Unplanned routine and emergency maintenance

An additional £150,000 has recently been allocated on a corporate basis for the identification, management and removal of asbestos.

An annual capital provision of £250,000 is available for Education minor works schemes and £100,000 for Corporate (Non-Education) minor works/health and safety schemes. Programming and procurement of minor work capital schemes is the responsibility of the Property Planning Services Manager in conjunction with service department/building managers.

A four year rolling programme of £1,400,000 capital expenditure has been identified to under take building improvement/alteration works as required under the Disability Discrimination Act (DDA) 1995. The Act requires compliance of all corporate property (non-housing) by October 2004 and Education property by 2005.

DDA audits are nearing completion with a programme of identified works underway. A further capital budget bid will be made on completion of the audits as the anticipated total needed is expected to be in excess of the monies already identified above.

The magnitude of backlog maintenance work (currently estimated to total approximately £32,000,000) together with additional regulatory requirements and initiatives, form a major challenge to the Council and

highlights the fact that current revenue and capital budget allocation is inadequate to meet needs.

In addition to the regular budget bids for revenue and capital the Council utilises various other sources of funding to supplement the shortfall. Some of the funding sources are listed below.

Capital Receipts

Since 1996, through the review process, the Council has realised capital receipts in excess of £18 million (excluding housing sales).

The former Corporate Policy and Resources Committee at its meeting in July 1996 adopted the current policy on the use of capital receipts. The policy is that 25% of the usable receipts generated from the sale of assets are allocated for use by the service generating the receipt and 75% is allocated for Corporate purposes. Receipts generated by Housing and Economic Development were exempted from this rule and are generally ring fenced for use by those services. The Capital Receipts Programme supports the Council's Capital Programme. (See paragraph 9.1).

Insurance Risk Management

The Council has a well-established Insurance Risk Management Property Group which has £15,000 a year to target high risk areas. Through a well-developed insurance risk management strategy it aims to minimise risk by investing in a wide range of measures, e.g. staff training, security, installations etc. Its success can be demonstrated by a reduction in claims and, that although insurance premiums have increased by 47% since 2001/02, which is symptomatic of a national trend, the increase is far less than in some councils.

The reduction in risk and increase in security is further enhanced by the expansion of the Council's CCTV system. The performance of Wrexham Security Services has been measured through APSE (Association for Public Services Excellence). The Council currently has 78 CCTV

cameras together with a mobile security unit, which performs on average, 45 visits per night. Wrexham Council has an excellent response rate to alarms with 100% being responded to within 20 minutes. During the weekend 40 visits are made to school premises and 5 visits to identified schools at risk during the week. High-risk areas are also being minimised with 25% of schools having been advised on security matters and pre-build meetings taking place with architects at the design stage.

'Green Fund'

The Council is examining an invest to save loans scheme to finance energy efficiency projects such as new heating controls/systems, fuel switching, improved insulation, water conservation etc. Clients will repay the loan over an agreed period from savings made on energy consumption. As an incentive towards greater energy efficiency shared savings could allow the client department to keep a fixed % of the savings arising from their lower fuel bills, with the balance going back into the 'Green Fund' to repay the loan. The scheme would be accessed by service departments that are major users of energy such as schools, libraries, leisure facilities etc, encouraging them to invest in energy conservation projects in order to make cost savings and reduce CO₂ emissions.

The pilot scheme is to be critically evaluated at the end of the 12 months to allow Members to decide on how to continue and build on best practice. The pilot scheme requires £50,000 per annum from the Wrexham Invest to Save fund.

Many of the Council's activities to tackle climate change are ongoing and by working as part of the energy efficiency and fuel poverty strategy the resourcing of a number of initiatives to reduce fuel poverty is subsidised by funding from external sources such as the energy utilities.

Section 106 Agreement

The Council has adopted a Section 106 Agreement, which incorporates developer contributions to school provision, where their developments create a shortage of school places at local schools in a particular catchment area. The draft guidance provides for a contribution to schools provision for developments of 3 or more houses. One bedroom flats, accommodation for the elderly and schools not identified as having shortages are excluded. When the Unitary Development Plan (UDP) is adopted it will become a material consideration in the determination of all relevant planning applications. Welsh Office Circular 13/97 'Planning Obligations' makes provision for developer contributions to offset the negative consequences of development provided there is guidance on this in the local development plan. The Wrexham UDP provides this guidance through its policy on the "Capacity of Infrastructure and Community Facilities".

7.3. Review of Asset Strategy

Due to the shortfall in funding and competition for resources the following criteria will need to be reviewed to continue to support the Asset Management Plan.

- ❑ The asset strategy will need to be reviewed on an annual basis as part of the asset management plan,. The Asset Management Plan is designed to develop 'corporate ownership' and should be promoted as the corporate asset strategy.
- ❑ A corporate approach to asset management will need to be developed which still incorporates an incentive for disposal of surplus service department assets.
- ❑ A Timetable needs to be established for the inclusion of Service Asset Management Plan priorities into the capital programme. This will incorporate a timetable for the completion of Service Asset

Management Plans by the service departments and for the extraction and analysis of that information.

- ❑ In response to The Local Government Act 1972 General Disposal Consent (Wales) 2003, which relates to disposal of assets at less than best price, a Corporate Policy has been established which ensures that all decisions are properly taken in accordance with the guidelines.
- ❑ A policy relating to assets which are surplus but unable to be disposed of, for example, due to legal, planning or political reasons, needs to be established which clarifies how they will be managed and funded for future maintenance/running costs.
- ❑ A review of the various consultation processes will be undertaken to ensure that information is feeding both into and out of the Asset Management Plan.
- ❑ A charging policy to be considered for charging notional rents for internal occupation of accommodation, based on square metres occupied.
- ❑ A robust programme will need to be established that provides a planned approach for dealing with anticipated changes. This will include a system to ensure that the adopted approach can be achieved, is fully costed, and fully appraised.
- ❑ To comply with the Wales Programme for Improvement the Council will need to continue reviewing existing delivery mechanisms and considering partnership arrangements.

7.4. Review of Roles and Responsibilities for Property

The existing roles and responsibilities are continuing to be challenged and reviewed as the asset management planning strategy is continuously developed. To support the ideal of a corporate approach to asset management the following should be reviewed for consideration.

- The CPO will need to consider the major corporate drivers for future change and what are, or will be the ‘knock on’ effects for asset management.
- Property Services to establish a new landlord/tenant relationship for internal occupation of office accommodation.
- To provide a corporate approach to asset management, Property Services should continue to have responsibility for the asset management framework and corporate monitoring of the estate. This will include Property Services being responsible for all acquisitions, disposals, leases and licences of the corporate estate as part of an already established procedure.
- Provide a central maintenance budget to ensure effective future maintenance and to allow virement for dealing with priorities.
- Joint service/property service review of the estate should be undertaken to meet service and corporate need.

7.5. Review of Decision Making Process

During the compilation of the Asset Management Plan and the ongoing strategies being implemented to support the Asset Management Plan, the decision-making process has, and is continuing to be reviewed. In parallel a review of the Council’s structure may have a major impact on the role and position of these processes. Therefore any further review of the decision-making process will be addressed in conjunction with the internal review.

8 Options Appraisal

8.1. Option Appraisal

The Service Asset Management Plans provide the first stage of option appraisal. Each service identifies and prioritises their individual needs. These must be qualified for consideration through reflecting issues such as corporate or service objectives, funding initiatives, statutory requirements or change in service delivery requirements though trends etc. For example

Education prioritises its capital projects based on an agreed process, which based on a weighting system, differentiates between the higher and lower priorities. This system strives to allocate scarce resources by using objective criteria. (**Appendix L**)

Through the Property Services Department, all Service Asset Management Plans are then brought together to identify opportunities for dual use or partnership requirements. [This is also supported through the service and area review process as described in paragraph 4.3]. The analysis of information held in the property database, as described in paragraph 6.5, is also assessed to establish if the existing stock is capable of addressing any of these needs.

Options to address any highlighted issues will then be formulated by the Property Services Department in consultation with the service user/s. The options for all properties will be appraised by addressing the same five possibilities as a basis for dealing with the identified priorities:

- ❑ Do Nothing
- ❑ Investment or new build
- ❑ Rationalisation
- ❑ Closure and Disposal
- ❑ Alternative method of delivery

For each of the options the following questions are considered.

- ✓ What are the financial considerations i.e. ongoing costs, revenue savings, capital gains or capital receipts, and what are the financial risks?
- ✓ How is it to be funded?
- ✓ What will be the impact on service delivery? (Will there be a difference in the quality/standards?)
- ✓ Is there an alternative basis for service provision?
- ✓ What is the minimum we must do?
- ✓ Are there any options for joint use?
- ✓ Are there different procurement options?
- ✓ Are there any restrictions to this proposal i.e. legal, planning?

- ✓ Is it viable – what is the net impact in terms of capital, revenue and lifetime costs?
- ✓ What are the risk implications – i.e. time-scale and costs?
- ✓ What, if any infrastructure requirements are needed?

To enable option appraisal to be consistent across the Authority and ensure that fully costed and informed decisions can be made, the process is to be carried out through a project review group consisting of officers from property, design, quantity surveyors, the service department, and finance officers.

For example a project group has been formed to assess and identify the office accommodation needs of the Social Services Department which was identified as a priority area within their Service Asset Management Plan. By identifying the back-office and front-line staff, geographical catchment areas, and a regrouping of staff to provide a more joined up approach to service delivery, the project group will consider all options including relocation to existing council accommodation, disposals of surplus accommodation, rationalisation, reinvestment and new build. All options will be considered against the do nothing criteria.

8.2 Preferred Options for Change Areas

The option appraisal clearly indicates how the project is aligned to the Council's main aims and objectives, the need for the project, the impacts of the project and the risks associated with it, (in line with the corporate prioritisation scoring model and the expected measurable outcomes anticipated from delivering it). To proceed there must be an expectation that the scheme is desirable in policy and/or service development terms and deliverable with all options for delivery having been considered.

Capital Prioritisation

Capital investment is currently based on a 5-year programme. Decisions on capital borrowing will flow from the analysis of the strategic assessment of the Authority's present asset base, the identification of

investment needs and prioritisation of those needs. In addition to the influence derived from published policy objectives, information relating to the Asset Management Plan together with the full financial impact of proposals (both capital and revenue) are key factors in evaluating projects before they can be included in the capital programme.

As part of the asset management planning process and the proposed introduction of the Prudential Code, a revised Strategic Asset Management methodology is being implemented for appraising and prioritising the capital expenditure between projects. This will take into account the need to address the 'gap analysis' results, which are achievable, costed and appraised. The system not only focuses on the affordability, sustainability and prudence in capital investment, but also has explicit regard to asset management planning, capital option appraisal and strategic planning for the Authority. The decision process is designed to ensure that the impact of scarce resources is maximised and that a strategic overview of all schemes is maintained. This overview is supplemented by detailed officer scrutiny to ensure schemes are well planned and achievable. (**Appendix M** shows the proposed methodology which will ensure a more robust linkage between the Capital Prioritisation Process and the Asset Management Plan).

The capital programme is supported by the forecast and monitoring of anticipated capital receipts. Through asset management planning, the Council has a schedule of surplus and potentially surplus land and property together with an estimated capital disposal value and time frame for disposal. The schedule is reviewed quarterly against the capital receipts target.

The new methodology would not preclude the reinvestment of receipts in the service generating the receipt, provided that the project achieved corporate and asset management objectives.

The 5-year rolling capital programme retains some flexibility. Projects are subject to re-evaluation against fresh bids received for consideration. This ensures that the highest priority schemes receive capital investment.

Progress on the capital programme is monitored through the Capital Working Group and Executive Board. This allows early identification of actual or potential slippage, allowing re-prioritisation of 'reserve' schemes for inclusion in the programme. The proposed Asset Management Plan and Capital Investment Strategy Reporting Framework is currently being amended (**Appendix N**) to enable the incorporation of the Service Asset Management Plans and the evaluation process of service needs, which will support the capital bids in September.

Expenditure on projects included in the capital programme are monitored continuously during the year and reported to the Executive Board in October and January. Capital expenditure out turn for the previous financial year is reported to Executive Board in June.

9 Asset Management Programme

9.1. Capital Programme

Appendix P the projected capital programme for years 2004 - 2009.

9.2. Revenue Programme

The planned maintenance programme (Revenue and Minor Works Capital) is developed by the Property Planning Services Manager in conjunction with service departments/managers to fit the annual budget allocation.

As previously described in section 7:2 the balancing of need against budget allocation presents a major challenge to the Council with first priority being given to keeping buildings open in a safe, comfortable and accessible condition from which to conduct service delivery.

Other priority considerations include:

Council's main aims and strategic plan
Statutory obligations

Service Plans and Best Value Review
How service delivery is affected
Envisaged life of a property
Preservation and enhancement of the value of the Council's assets
Any external funding sources
Consequence of not undertaking the work
Contractual obligations eg under leases
Cost and programming of the work

9.3 Overall Programme

	Responsibility	Timetable	Expected Outcomes
Short Term Programme – Immediate areas for action			
Implement programme to target reduction of maintenance backlog through identified rationalisation and removal/disposal of surplus accommodation.	Property Planning Services Manager	Ongoing	Fewer, better buildings which are fit for purpose
Implement programme of works to address higher priority elements in relation to DDA requirements.	Property Planning Services Manager	Ongoing	Investment in long-term use buildings which will meet the DDA standards.
Continue to realise capital receipts to support the Secondary Schools Reorganisation in the town centre	Chief Property Services Officer	March 2005	Two new town centre ‘Super Schools’ which will remove surplus places and decrease maintenance backlog
Re-investment of capital realised from the sale of the former Community Services Depots into a centralised depot	Chief Community Services Officer/Chief Property Services Officer	June 2004	Centralised Community Services Facility
Complete the acquisition and redevelopment of a new civic amenity site from the sale of former site and adjoining nursery land.	Chief Community Services Officer/Chief Property Services Officer	June 2004	Release of surplus land. Part re-investment in new facility, remainder in ‘capital pot’
Purchase additional cemetery land	Chief Community Services Officer/Chief Property Services Officer	March 2005	to address identified future needs
Residential child care relocation	Chief Social Services Officer/Chief Property Services Officer	March 2005	Sale of existing site for re-investment in new accommodation to provide a more suitable environment for children in care.
Agree office accommodation strategy for Social Services	Chief Social Services Officer/Chief Property Services Officer	April 2004	Rationalisation and removal of surplus office accommodation. Identification of front-line and back office staff. Re-investment in suitable existing, or new accommodation.
Identify and initiate investigations for Brymbo Community Enterprise Centre	Chief Economic Development Officer	2004/2006	Joint venture funded through Urban II monies

Commence area reviews subject to resources	Chief Property Services	2004/2005	Provide a joined-up approach to property reviews to identify cross-service delivery needs.
Medium Term			
Implement the revised Office Accommodation Strategy	Chief Property Services Officer	Ongoing	Continue to provide a corporate approach to office accommodation
Following completion of condition and asbestos surveys, capital and revenue to be targeted at clearing the highest priority items as a supplement to existing maintenance programmes.	Property Planning Services Manager	Ongoing	Informed targeting of high priority areas
Examine priorities and resources to ensure the future development of capital receipts.	Chief Property Services Officer/Chief Finance Officer	Ongoing	Identify high value and high priority schemes
Continue to address DDA requirements	Property Planning Services Manager	Ongoing	To comply with the National Assembly for Wales Performance Indicator 1.15, and in accordance with Part M of Schedule 1 to the Building Regulations 2000
Continue to identify and invest in regeneration projects	Chief Economic Development Officer	Ongoing	To support the regeneration initiative
Relocate Trading Standards to town centre location	Chief Property Services Officer	2004/2005	Provide a more accessible facility to the public
Commence the Coedpoeth Schools Re-organisation Project/Community initiative	Chief Strategic Services Officer/Chief Property Services	2005/2007	Merger of Infants and Junior schools (off split site), into new build C.P.School. New community facility in former junior school building. Expansion of Welsh School facility. Project funded in part from Urban II and capital receipts realised from sale of surplus land for residential.
Commence the Rhos Schools Re-organisation Project	Chief Strategic Services Officer/Chief Property Services	2005/2007	Remove surplus places by providing a new build facility to replace 2 schools. Provide

			additional accommodation for Welsh School. Enhance community facilities
Wats Dyke School - additional classrooms	Chief Strategic Services Officer/Chief Property Services	2005/2006	School at full capacity -provide additional accommodation
St Josephs R.C. High School – contribution to remodelling		2005/2007	
<u>Long Term – impact on corporate objectives</u>			
10 year programme to fund the replacement and investment in the public convenience facilities	Chief Community Services Officer/ Chief Property Services Officer		Enhance and provide longer term solution to public needs
Improved accommodation standards through regular reviews	Chief Property Services Officer		
Improved building design, with sustainability in development to reduce the overall environmental impact.	Chief Property Services Officer		
Innovative partnership arrangements	All Departments		Realise funding initiatives, efficient use of resources through economies of scales
Corporate Management of Estate with fewer, better buildings. buildings	Chief Property Services Officer		

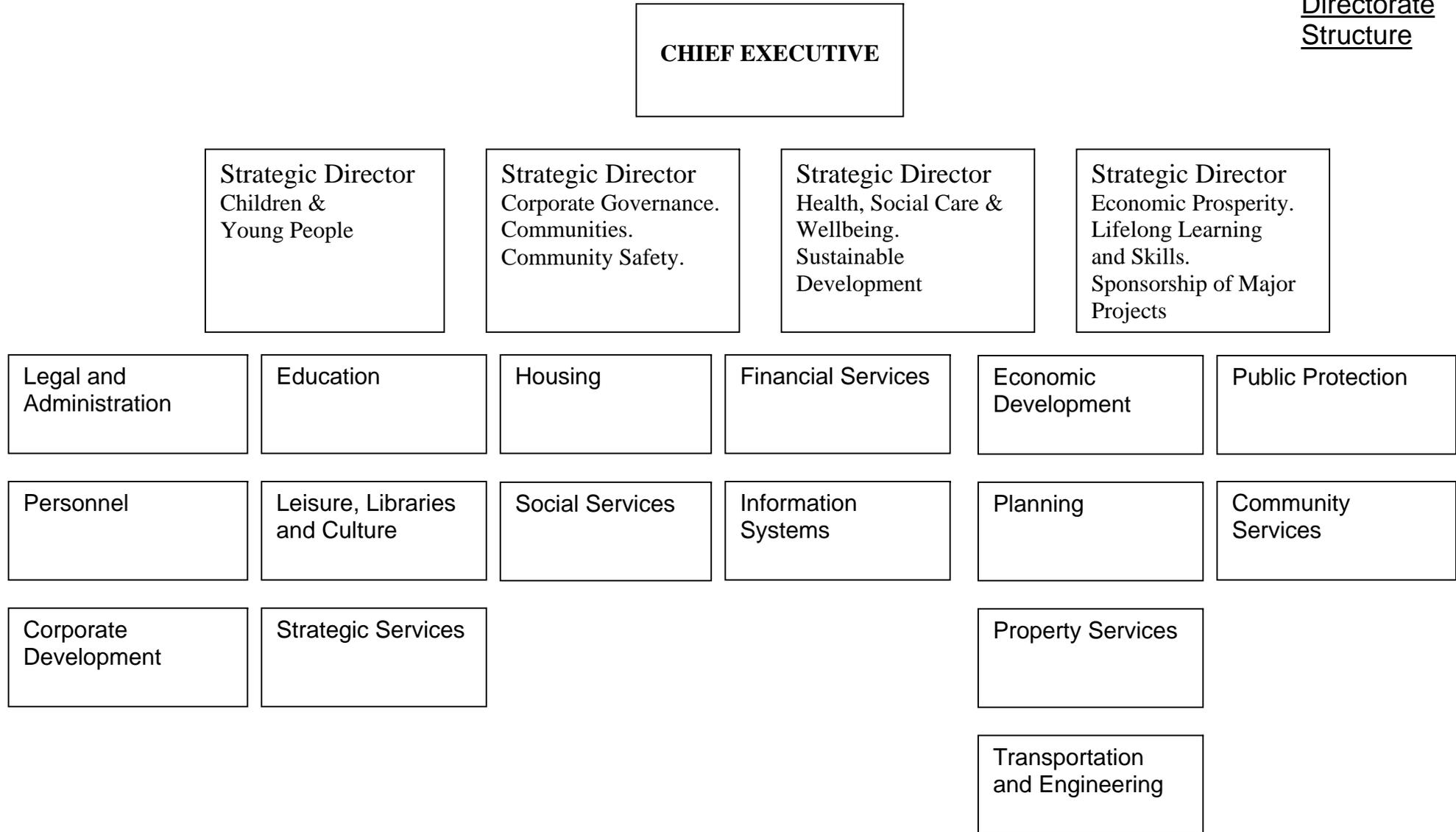
10 Summary

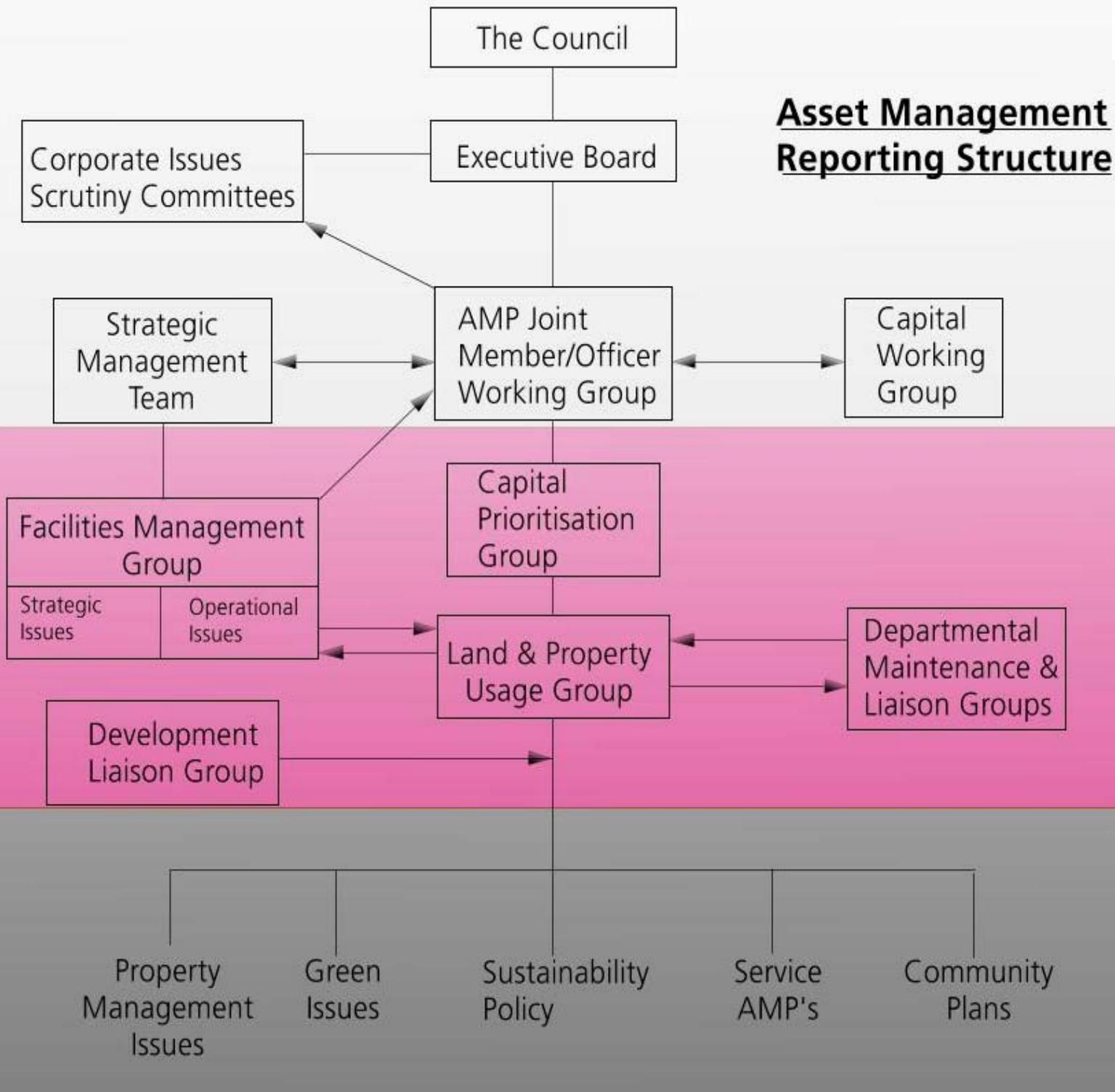
The Corporate Asset Management Plan is intended to provide the supporting framework for strategies and processes that will drive corporate asset management and improve corporate utilisation of Wrexham’s land and property assets. Members and stakeholders will be involved in the consultation and decision making processes through the established reporting and communication lines.

Through the supporting strategies and planning processes, the Asset Management Plan will assist service departments to make informed decisions and financial judgements relating to maintenance, investment or rationalisation of the Authority’s land and property assets. The outcomes of the analysis of Service Asset Management Plans in relation to corporate and service objectives together with supporting information will enable a more proactive and robust system of capital bids.

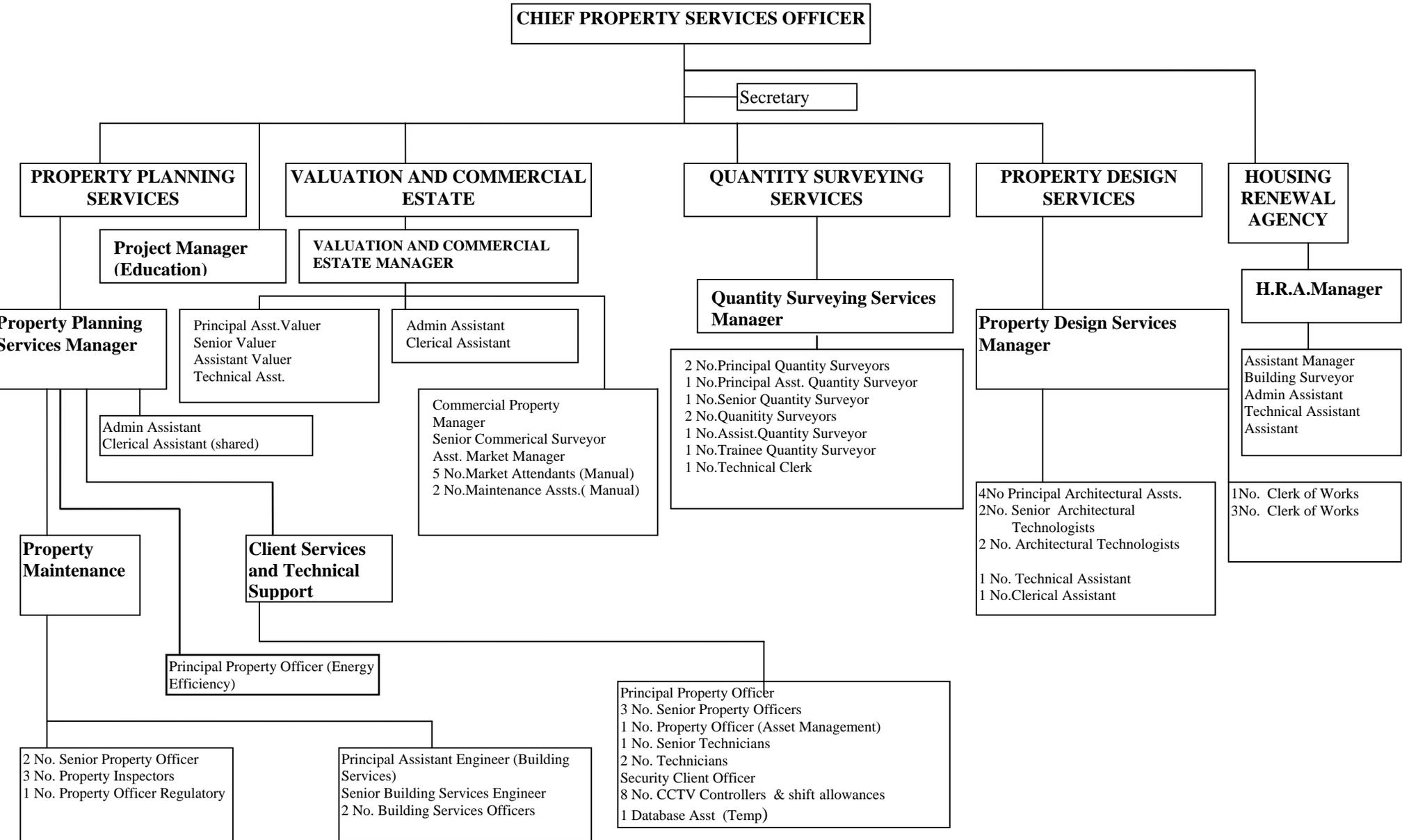
As the plan is implemented and reviewed the processes will become more robust providing a joint up approach to asset management.

APPENDICES





PROPERTY SERVICES DEPARTMENT



Examples of Accommodation and Land Identified and
Disposed of as Part of the Property Review Process

Education Land and Properties

Bangor on Dee C.P. - Land
 Frondeg Former School Site
 Gresford Aided School - Land
 Johnstown Infants School - land
 New Broughton Infants School Site
 Penley Madras Aided - Land
 Rhos Old School (Part)
 Ruabon High (Lower Site)
 Wrexham Cartrefle Admin Block
 Wrexham Bodhyfryd - Land
 Wrexham Alexandra/St Christophers/SEC
 Wrexham Barkers Lane - Land
 Wrexham Park Avenue - Land
 Worthenbury Former School Site

Transportation and Engineering

10/20 Kingsmill Road
 Ruabon By-Pass
 Wrexham Bus Station
 "Old Laboratory" and site - Llay Hall

Environmental Services

Land at Ruthin Road/Victoria
 Road, Wrexham
 Moreton Depot Site
 Acton Depot/Civic Amenity Site

Social Services

Wrexham 81 Benjamin Road
 Wrexham 5 Norfolk Road and 21 Daleside
 Marchwiell 'Centre'
 Minera, Penynant former E.P.H.

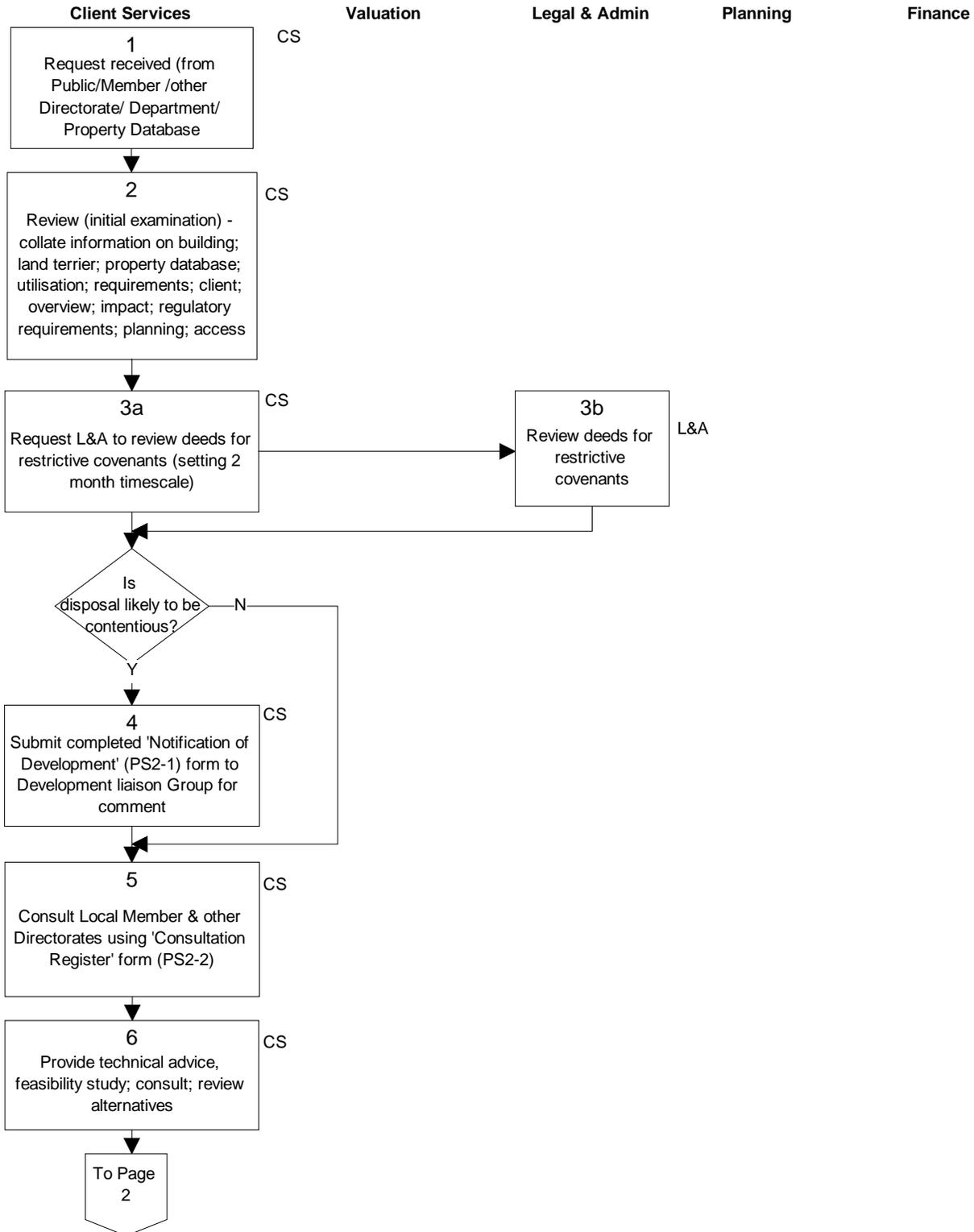
Corporate

Wrexham Thomas Field Allotments
 Land at Pleasant View, Broughton
 Land at Abenbury
 Land at Top Road, Summerhill
 Rossett Yew Tree Nurseries
 Wrexham Town Centre (Henblas)
 Conery Farm House, buildings and land.
 Waenreef Farm (land, house and
 outbuildings)
 Trevor - land at Station Road
 Wrexham 1 Grosvenor Road
 Old Hall, Lane End Holding

PS2 – DISPOSALS PROCESS

Authorised:

Process: Disposals
Scope: WCBC property - Client Services and Valuation Services only (other areas mentioned are outside the control of the Property Services Department)
Ref Docs: Valuation Procedure V8 – Disposals; Planning & Compensation Act 1991 S.66; Local Government Act 1972; Critchell Down procedure; WCBC Financial Regulations



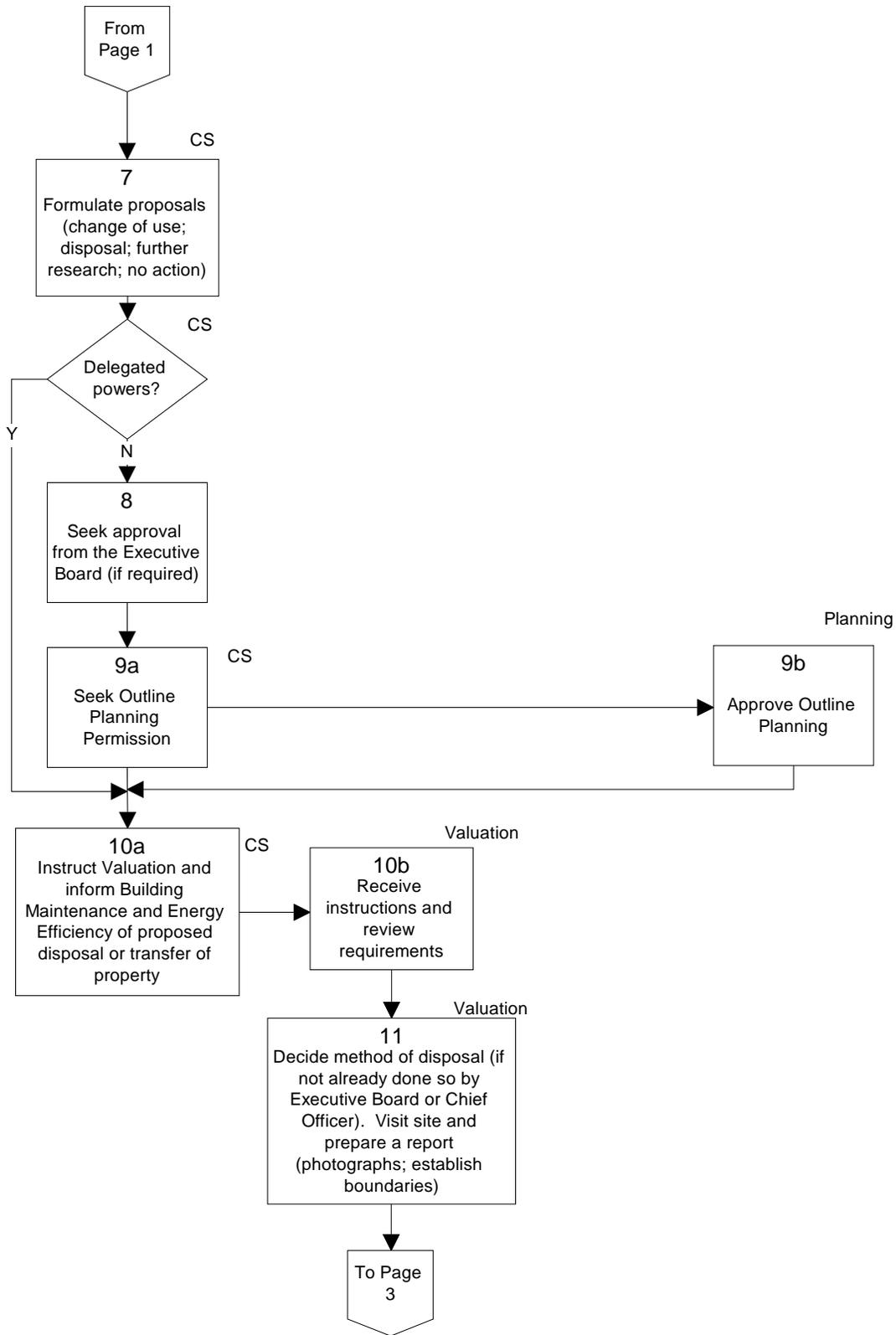
Client Services

Valuation

Legal & Admin

Planning

Finance



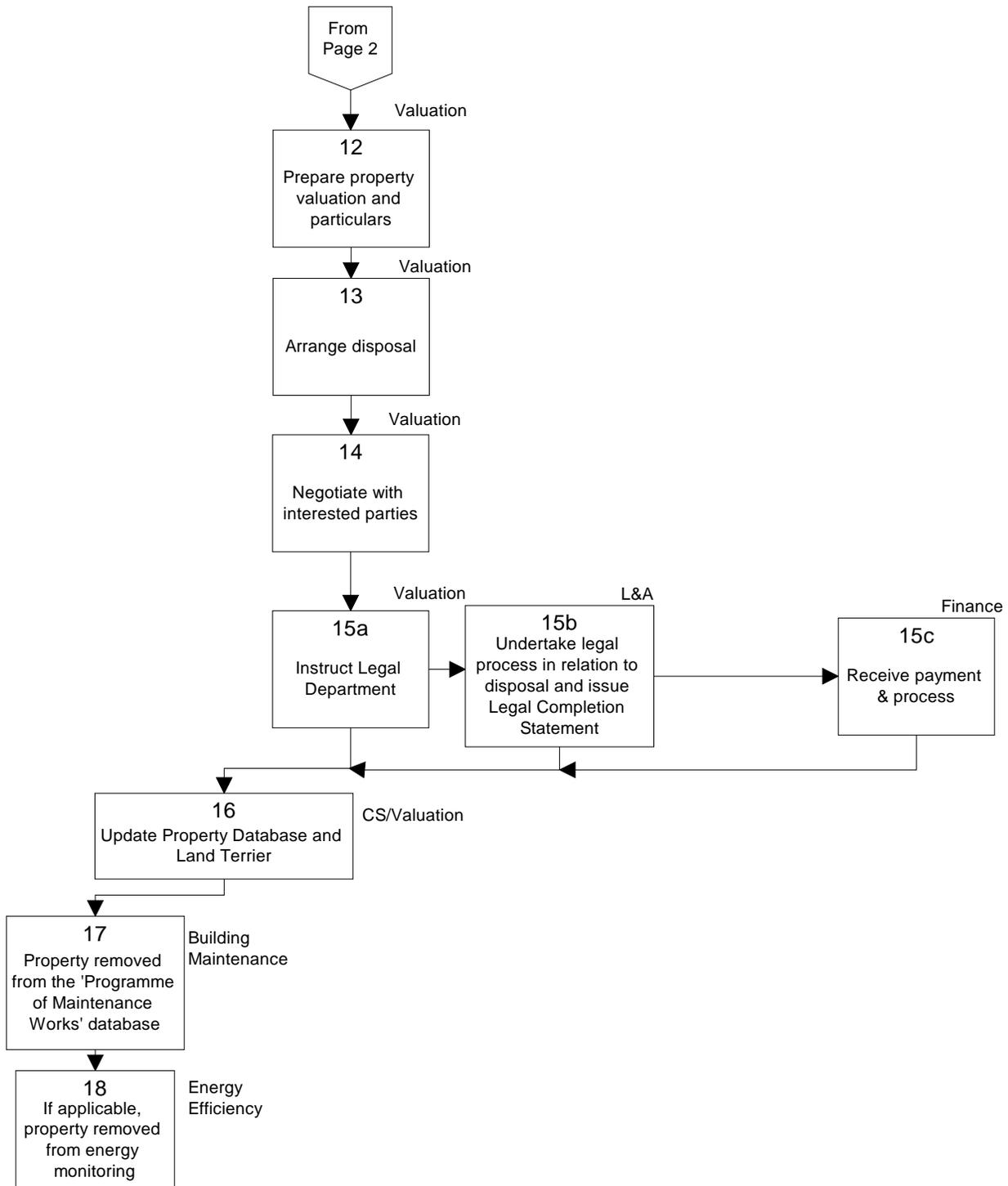
Client Services

Valuation

Legal & Admin

Planning

Finance



CLAW PERFORMANCE INDICATORS

<u>Strategic Property Management</u>	<u>Estates and Land Management</u>	<u>Building Maintenance</u>	<u>Financial Analysis</u>
PI 1. Building Area per Head of Population	PI 1a. Staff Costs as % of Receipts up to £10,000	PI 1 : Maintenance expenditure as % of Total Asset Value	Total actual costs 2002-03 for property asset management
PI 2. Condition of Buildings	PI 1b. Staff Costs as % of Receipts over £10,000	PI 2 : Maintenance expenditure as % of Original Budget	Total actual costs 2002-03 for Building maintenance (client only)
PI 3. Total expenditure on buildings per m2	PI 2. Average Staff costs per Valuation	PI 3 : Asset value of surveyed buildings as % of Total Asset Value	Total actual costs 2002-03 for Estates and land Design services
PI 4 (a) Total Management Cost/m2 – Operational	PI 3. Average Staff Costs per RTB Valuation	PI 4 : No. of surveyed buildings as % of Total No.	Total actual costs 2002-03 for Other, including Housing
PI 4 (b) Total Management Cost/m2 – Non-Operational	PI 4. Average of staff Costs per acquisition	PI 5 : Staff Costs as % of Expenditure	
PI 5. (a) Value of Capital Receipts	PI 5. Staff Costs as % of Rental Income	PI 6 : Client Satisfaction Survey	
PI 5. (b) Number of Sales	PI 6. Percentage Yield		
PI 5. (c) Average Sale Value	PI 7. Staff Costs as % of Rental Income		
Energy Conservation	PI 8. Average Staff Costs per Property	Design	
PI 1 Electricity Consumption kwhr per m ² of Gross Floor Area	PI 9. Rent Arrears as % of Rental Income	1) Cost of service as % of Total Contract Payments	
PI 2 Fossil Fuel kwhr per m ² of Gross Floor Area	PI 10. Staff Costs per m2	2) Number of Contract Over Time >10%	
PI 3 Water Consumption litres per Building Occupant	PI 11. m2 per occupier	3) Number of Contracts Over Budget >10%	
PI 4 Total Carbon Dioxide Production of Building in kg per m ²	PI 12. Internal rate of Return (IRR) for the portfolio	4) Quality of Property Design Service	
		5) Quality of End Product - Building/works	

**EEF/
Compared to Primary Schools with over 250 pupils**

For each of the benchmarks and other main comparisons three figures are given. The first figure is for the school. The second figure, shown in *italic font*, is the average for the schools in the same size group in the authority. The third figure, shown in **bold italic font**, is the average for all the schools in the same size group from all authorities who have submitted data.

1st figure: This school's value, 2nd figure: Average from 9 Wrexham schools, 3rd figure: Average from 172 schools

Cost per pupil £208.9 £223.9 £202.6	Cost/m² £27.4 £38.4 £34.4			LEA-Funded Maintenance £11.2 £15.1 £6.0	Reactive £7.5 £5.0 £2.4
				Budget Funded Maintenance £0.9 £1.3 £3.9	
			Rates £3.6 £6.0 £6.2	Planned Capital £3.2 £9.5 £2.3	
			Caretaking and Cleaning £7.8 £11.0 £11.1		
			Energy £3.5 £4.0 £4.7		
			Water & Sewerage £0.5 £0.9 £1.4		
			m²/Pupil 7.6 5.9 6.0	General Teaching Space 1.8 1.8 2.3	
			Teaching Space 3.8 3.0 3.3	Specialist Area 2.0 1.2 1.0	
			Ancillary Space 3.9 2.7 2.7		
			Space not used - 0.1 0.1		

School Enrolment			
% of Pupil Capacity	99.6%	89.9%	90.8%
m ² /Pupil at Capacity	7.6	5.2	5.8

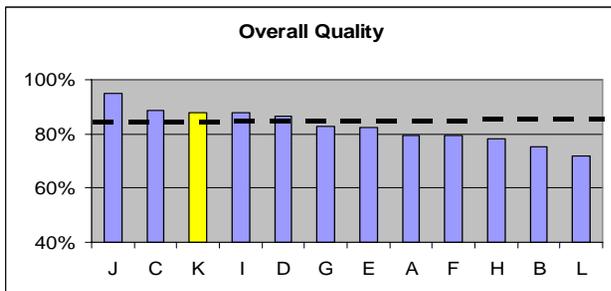
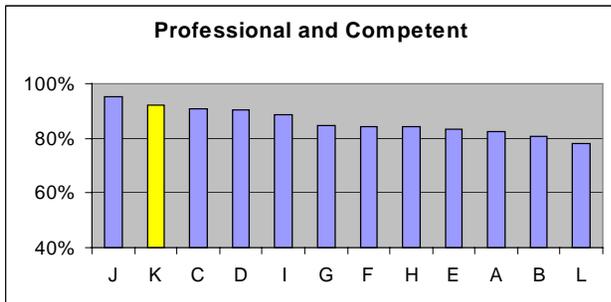
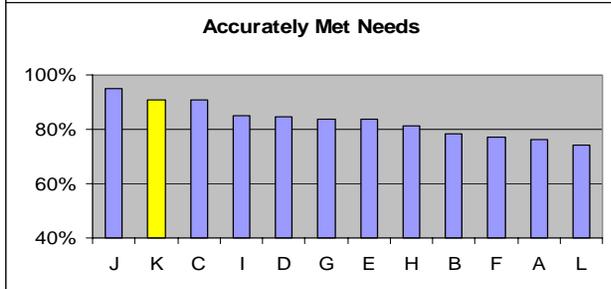
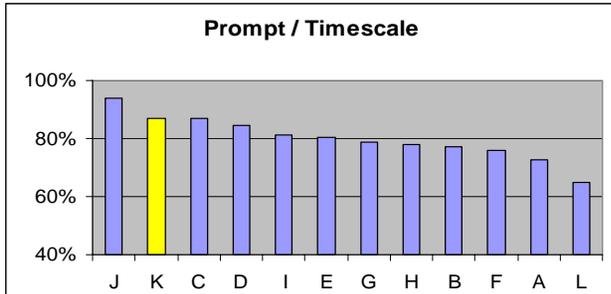
School Details									
Pupils			School Area			Age of Buildings			
Type	Number	Capacity				%		Averages	
Nursery	0.0	0.0	General Teaching	486	Pre-1919	0.0%	0.0%	22.2%	
Primary	269.0	270.0	Specialist Area	528	Inter-war	0.0%	11.1%	8.4%	
Total	269.0	270.0	Sub Total	1014	1944-1966	0.0%	11.1%	11.8%	
Pupils with statements		19.0	Usable Space	-	1966-76	0.0%	27.2%	25.0%	
Type	LEA		Ancillary Space	1037	Post 1976	100%	48.3%	26.2%	
			Gross Internal Area	2051	Temporary	0.0%	2.2%	5.0%	

Cost Details									
Occupancy Costs			£'000		Maintenance Costs			£'000	
Caretaking/cleaning	16.0		LEA Funded – Reactive	15.3					
Non-domestic Rates	7.3		LEA Funded – Planned Revenue	1.1					
Energy	7.2		LEA Funded – Planned Capital	6.5					
Water and Sewerage	1.0		Funded By School Budget	1.8					
Sub-total	31.5		Sub-Total	24.7					

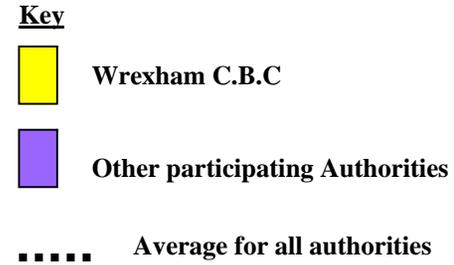
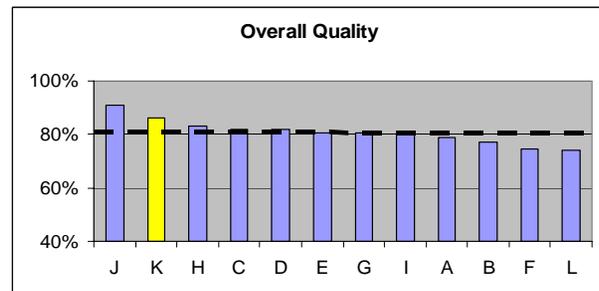
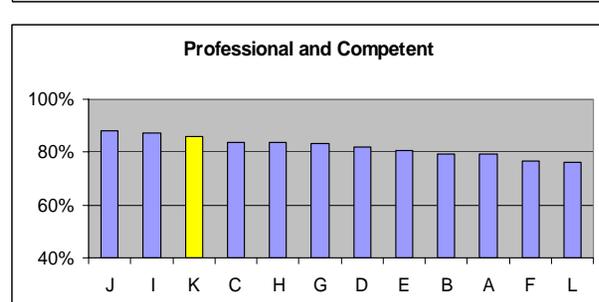
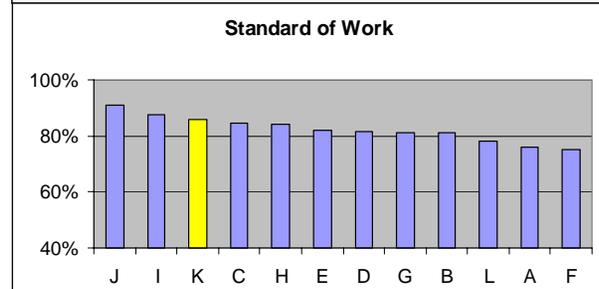
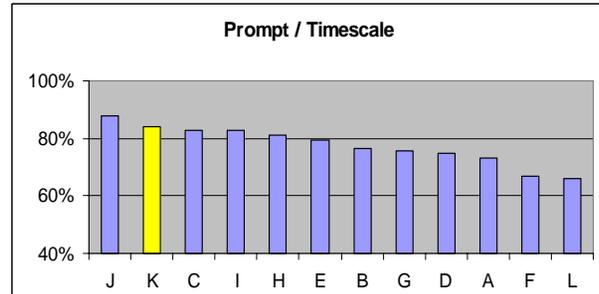
Maintenance Backlog											
			£'000	£/m ²	Averages				£'000	£/m ²	Averages
Roofs	32.4		15.8	16.7	22.1	Mechanical Services	8.3		4.0	20.0	21.5
Floors and Stairs	0.9		0.5	2.8	6.1	Electrical Services	-		-	28.9	15.0
Ceilings	1.0		0.5	0.5	3.3	Redecorations	39.2		19.1	18.9	17.1
Ext Walls, Windows., Doors	0.7		0.3	2.9	19.5	Fixed Furniture, Fittings	0.5		0.2	0.1	1.0
Internal Walls and Doors	1.6		0.8	2.2	2.8	External Areas	4.2		2.1	2.5	12.0
Sanitary Services	-		-	0.5	1.3	Playing Fields	-		-	-	0.1
Net Asset Value		1,389,000				Total	88.9		43.4	96.1	114.3
Backlog % N.A.V		6.4%		13.6%		Date Surveyed		2000			
				15.8%							

Results for Wrexham From the October Customer Satisfaction Benchmarking Club

Professional Services Performance



Contractor Performance



Asset Management Planning

Service Asset Management Plan

Introduction

The Corporate Asset Management Plan

Each Unitary Authority in Wales is required to produce a Corporate Asset Management Plan by April 2004. The purpose of the Asset Management Plan, is to manage Wrexham Councils property and land assets efficiently, effectively and economically within the resources available, whilst having regard to legislative requirements and issues such as sustainability and E-Government. The aim of the asset management plan together with the capital strategy is to achieve better use of capital assets and to take account of, and join up, the accommodation and capital consequences of all the council's plans.

The Service Asset Management Plan

As part of the Corporate Asset Management Plan, each Service Manager will need to be responsible for developing a Service Asset Management Plan. The purpose of the Service Asset Management Plan is to define the long-term service accommodation requirements of each service, needed to deliver its service objectives. This document will be used to compare these accommodation requirements with the current property portfolio, and thereby identify key areas for change over the five year life of the plan. The Service Asset Management Plans must all derive clearly from the Departments Service Objectives, which in turn are derived from Corporate Objectives.

The following Corporate Objectives have been adopted by the Authority:

- Improve the Quality of Education
- Improve the Quality of the Economy
- Improve the Quality of Care, Health and Well-being
- Improve the Quality of Life
- Improve the Quality of Services

The service asset management plan will need to be completed by the end of September 2003 to enable all the information to be analysed and fed into the Corporate Asset Management Plan.

Compilation of the Service Asset Management Plan

For each service or strategy one questionnaire (Section 1) should be completed. (ie in Leisure, Libraries and Culture, one questionnaire can be completed for each of the following :- Libraries, Community Centres, Museums, Leisure Centres, Sports Centres etc.).

To aid analysis of current accommodation used by each department a template has been provided (Section 2) which examines how effective any current

accommodation is at providing appropriate facilities and identifies areas for change.

Summary of the Service Asset Management Plan.

In the summary section (Section 3), all the service/strategy questionnaires will be brought together to form a summary of the prioritised needs of each department.

Section 1 - Service/Strategy Questionnaire

Questions to be answered For Each Service Delivery/Strategy

Q1. What is the service/strategy?

Please give a brief description of provision - e.g. To provide access to leisure facilities. To provide nursery education to under 3's.

Q2. Is this service expected to grow, decline or remain static in the future?

Q3. Does this service relate to any Government or regulatory requirements? If so please specify.

e.g. Relates to specific Government Act, (Disability Discrimination Act, Care Standards Act, E-government).

Q4. For what other purpose is the service provided?

e.g. to meet a corporate objective. Relates to the community plan. To meet a specified service objective. Based on historical factors rather than service delivery. To react to changing population growth.

Q5. On what geographical basis is this service to be delivered?

e.g. Area basis, Regional basis, Centrally, Community based, Population based.

Q6. What are your foreseen accommodation requirements?

e.g. Town centre accommodation. Rural location. Public access points
Back room staff office accommodation. One stop shops.

Q7. Are you aware of any anticipated infrastructure requirements?

e.g. Information Technology requirements (satellite office, one-stop shops, hot-desking facilities, home-based working requirements).
Telecommunication requirements.

Q8. Is the service currently delivered through shared/dual-use accommodation? If yes, please state where and if this is complimentary with service delivery requirements.

If not, please indicate whether sharing accommodation with another relevant service or partner may benefit the delivery of your service and how this will enhance service delivery.

e.g. In-house partnering with other strands of council departments delivering complimentary service (e.g Youth Service, Child Protection Team, Sports and Recreation Development Team).
External agencies/partners (Health Authority, WDA)

- Q9. Please state which, if any existing accommodation that you currently occupy, is seen as appropriate for the existing/future needs of this strategy/service? If any existing accommodation is unsuitable please also state why? (Please give examples using specific accommodation addresses where applicable).

e.g. The Location of Redwither Office is too remote from the general public. Office accommodation on third floor does not conform to DDA standards. The accommodation is not flexible enough to accommodate expected increase in staff. Will require a one-stop shop.

- Q10. Please state any options that may be considered for achieving your future accommodation requirements.

e.g. Rationalisation of services/accommodation at a particular location. Examples of existing or anticipated funding initiatives that may be available to upgrade existing accommodation or relocate the delivery of the service. Declaring under-utilised accommodation surplus.

Q11. Based on the options provided in Q10, please provide an indication of any priority that you would give to these options. Please give any supporting reasons.

i.e. Our first priority based on the need to comply to (Government Legislation, Community Plan, Service Objective etc.) would be to establish a (one stop shop, Satellite office, day centre, life-long learning centre etc.), which is centrally located within Wrexham Town Centre.

A large, empty rectangular box with a thin black border, intended for the respondent to provide their answer to question Q11.

Q12. Are there any other comments that you wish to make, or information that you wish to provide that may have not been covered by the preceding questions.

A large, empty rectangular box with a thin black border, intended for the respondent to provide their answer to question Q12.

Section 2 – TO BE USED AS AN AID FOR ANALYSIS OF EXISTING ACCOMMODATION

Fiscal Code	Property Name	Reason Held (see key)	Current use	Key Areas for Change	Options for Change	Preferred Option
				<p>Quality i.e. Is the condition of the building good or poor. Does it meet current standards, i.e the Disability Discrimination Act or Care Standards Act.</p>	<p>i.e. i) upgrade current accommodation to bring it in line with current standards. (Cost implications) ii) relocate iii) Service no longer required</p>	Upgrade (Cost implications)
				<p>Fit for Purpose i.e. is its location and accessibility suitable for the persons intended to use the accommodation.</p>	<p>i) Accommodation too remote for public ii) Location unsuitable</p>	
				<p>Sufficiency Does the accommodation suit its purpose i.e. are the rooms sufficient size,</p>	<p>i) No room for confidential meetings</p>	

Section 2 – TO BE USED AS AN AID FOR ANALYSIS OF EXISTING ACCOMMODATION

Fiscal Code	Property Name	Reason Held (see key)	Current use	Key Areas for Change	Options for Change	Preferred Option
				shape. Are there enough meeting rooms, rest rooms etc.		
				Surplus Is the accommodation surplus to your service requirements.	i) Accommodation is surplus	
				IT Requirements Are the IT facilities adequate to meet current and future needs.	i) Require upgrade of some computers ii) Require IT and telecommunication facilities to provide a call in centre	

Section 3 - Summary Sheet

The service asset management plan will bring together all the strands of each department into one plan, which will aim to prioritise accommodation needs based on service and corporate objectives. The summary sheet will therefore reflect the priorities of each service department based on a 5 year cycle.

In order to provide a long-term plan of your accommodation needs, and link these to the Capital Strategy, please indicate any preferred options to achieve your accommodation needs for the whole service, based on priority of deliverance. Please give information to support these priorities and where applicable any funding mechanisms that may be available to achieve this.

A large, empty rectangular box with a thin black border, intended for the user to provide detailed information regarding accommodation needs, priorities, and funding mechanisms as requested in the text above.

Partnership Initiatives

An *e-govt @ Wrexham* fund has been established with the objective to promote modernisation and service improvements by part funding proposals to deliver projects utilising ICT. To-date four schemes have been approved with a total cost of £117k:

- ***Submitaplan.com*** – access to building control applications via the Internet
- ***Information sharing with the NHS Trust*** – to support joint assessment of adult care clients
- ***Wrexham Heritage on-line*** – improving access to museums and archive information
- ***Library Catalogue*** – upgrade library computer systems to allow web based searching of the resource catalogues by the public.

Brynteg Lifelong Learning Centre (West Wrexham Learning Network)

The Brynteg Lifelong Centre is a multi-purpose community based centre designed to provide an ICT suite, conference, training and meeting rooms for community and local businesses to meet their training needs, creche facilities and a community hall. The centre also incorporates access to a variety of learning materials and resources. The Community training held at the centre has proved popular with 574 people attending one or more training courses during the first 12 months. A single standalone kiosk is located at the redeveloped library to provide information about services and events at the centre together with other information about the Council. The Centre opened in September 2002 and visitor numbers have increased by 400%.

Llay Park Resource Centre

Building is underway on the Llay Park Resource Centre, which is due for completion in March 2004. The centre is designed to provide an ICT suite, youth facilities and training, training rooms, a study room with a wide range

of learning materials and resources, community café and business start-up units for first time business ventures.

Brymbo Community Enterprise Centre

The Urban II team area currently working closely with the Brymbo URBAN II Community Committee to develop this project. It is envisaged that the Centre will include formal office/business space, a training facility and also encompass some needed community enterprise activities. Work is on-going to produce a viable business plan for this project

Coedpoeth Learning Centre

The vision for the Coedpoeth Learning Centre is for a further multi-purpose community based learning centre with an additional commercial business element which will be developed to respond to both the community's needs as well as providing complementary provision to the other centres in West Wrexham. Consultants area currently commissioned to develop a viable business plan for the project.

Bersham Enterprise Centre

Wrexham Council also operates an ICT Advice Centre from Wrexham Council's Bersham Enterprise Centre. With the support of the WDA the centre provides an advice and guidance service for small and medium sized enterprises (SMEs).

Wrexham County Borough Council					
Education Capital Programme – Criteria for Project Prioritisation					
School	A	B	C	D	Total
PUPILS					
Deficit in Permanent Accommodation	6				
Deficit in Overall Capacity		4			
Percentage of Pupils in Temporary Accommodation		4			
Number of Mobiles – consider more than 2		4			
Growth – projected increase over next five years			2		
Trend – previous 5/next 5					
Surplus places			2		
TOTAL					
PROPERTY					
Split site	6				
Basic need –Facility Deficit		4			
Condition of Structure		4			
Investment Desirability (value for money)		4			
Capital receipts possibilities (In/Out)		4			
Receipt Pre or Post Construction (work in advance of)			2		
Revenue Savings			2		
Deficit in site area			2		
Deficit in recreation area				1	
TOTAL					
	A	B	C	D	Total
PROPOSAL					
Phasing possibilities			2		
Governor committment				1	
TOTAL					
OVERALL TOTAL					

Notes:

CAPITAL PROGRAMME PROCESS

IDENTIFY PROJECT - Service

- 1 Service Managers identify need with reference to:
 - Service priorities
 - Asset Management Plan
- 2 Appraisal of options for delivering project
- 3 Preferred option for project designed and costed
- 4 Details entered on Capital Project Proposal Form (Appendix 1)

PROJECT EVALUATION - Finance, Property, Corporate Services

- 5 Risk Analysis of project proposal undertaken
- 6 Capital Prioritisation Group evaluates projects by scoring projects against criteria (agreed by Executive Board) of need and importance and ranks projects according to score against criteria.
- 7 Evaluation recorded on Evaluation Form (Appendix 2)
- 8 Results of evaluation considered by:
 - Asset Management Stakeholder Group
 - Strategic Management Team

FORMULATION OF CAPITAL PROGRAMME - CMT, EB, COUNCIL

- 9 Corporate Directors agree to priority ranking of new capital projects
- 10 Available Capital Funding including capital receipts and revenue resources for unsupported borrowing identified.
- 11 Five year Capital Programme, incorporating agreed ranking, prepared and reported to Executive Board
- 12 Integrated 3 – year revenue budget and capital programme considered and approved by EB
- 13 Council approves Council Tax and Prudential Indicators

MONITORING – Capital Accountant, Capital Working Group

- 14 Expenditure and funding sources for projects included in Capital Programme is monitored continuously by Capital Accountant during the year and reported to Capital Working Group, SMT and Executive Board in October and January
- 15 Capital Expenditure out turn for previous financial year reported to Executive Board in June.

1

¹ This is subject to review following the Project Management away-day held on 10 May 2004.



CAPITAL PROJECT PROPOSAL FORM

PLEASE COMPLETE ALL SECTIONS OF THIS FORM AS FAILURE TO DO SO WILL MEAN THAT YOU ARE UNLIKELY TO OBTAIN A SCORE WHICH REFLECTS THE TRUE VALUE OF YOUR PROJECT

PROPOSING OFFICER / MEMBER:		TEL NO:	
DESIGNATION & DEPT / WARD NAME:			
PROJECT TITLE:			
PROPOSED START DATE:			

OUTLINE OF PROJECT

--

JUSTIFICATION

HOW WILL THE PROJECT ASSIST IN ACHIEVING CORPORATE OR SERVICE DELIVERY OBJECTIVES?

--

WHAT OTHER OPTIONS ARE BEING CONSIDERED WHICH MAY ACHIEVE THE SAME OBJECTIVES?

--

WHAT ARE THE CONSEQUENCES OF NOT CARRYING OUT THIS PROJECT?

--

PLEASE OUTLINE THE ANTICIPATED REVENUE SAVINGS OR GENERATION OF INCOME , AS A RESULT OF UNDERTAKING THIS PROJECT

--

ANY OTHER RELEVANT INFORMATION

--

ESTIMATED PROJECT COSTS

	Year 1 #	Year 2 #	Year 3 #	Year 4 #	Total
	£	£	£	£	£
Capital Project					
Capital Salaries					
Total					
Revenue Expenditure					

PLEASE ENSURE COSTS ARE SHOWN AT THE OUTTURN PRICES FOR THE YEAR IN WHICH THEY ARE EXPECTED TO BE INCURRED

STATUS OF COSTS: ARCHITECT'S SKETCH / PRE TENDER ESTIMATE / ACCEPTED TENDER*

* PLEASE DELETE, AS APPROPRIATE

OPTIONS FOR FUNDING

	£	£	£	£	£
BCA					
SCA					
Capital Receipt					
Contribution					
Grant (please specify)					
Total					

AUTHORISATION

	NAME	SIGNATURE	DATE
PROPOSING OFFICER			
PROPOSING DIRECTOR			
DIRECTOR OF FINANCE			

PLEASE RETURN THIS FORM TO:

THE ACCOUNTANCY MANAGER
ACCOUNTANCY SECTION
P.O. BOX 1295
LAMPBIT STREET
WREXHAM
LL11 1WS

FOR ACCOUNTANCY PURPOSES ONLY

DATE RECEIVED:	EVALUATION DATE:
EVALUATING OFFICER:	SCORE:
SIGNATURE:	

Asset Management Plan/Capital Investment Strategy
Reporting Framework

ISSUE	EXECUTIVE BOARD	C.M.T	MEMBERS SCRUTINY COMMITTEE
PROPERTY AUDIT AND PERFORMANCE OF PORTFOLIO (INCLUDING PERFORMANCE INDICATORS)	MARCH (ANNUAL)		APRIL (ANNUAL)
ASSET MANAGEMENT PLAN/CAPITAL INVESTMENT STRATEGY – REVISIONS	APRIL (ANNUAL)	SEPTEMBER (ANNUAL)	
CAPITAL BIDS	OCTOBER (ANNUAL)	JANUARY/FEBRUARY (ANNUAL)	
PROGRESS OF IMPLEMENTATION OF CAPITAL PROGRAMME	OCTOBER AND MARCH (BI-ANNUAL)		OCTOBER AND MARCH (BI-ANNUAL)
UPDATE ON MAINTENANCE BACKLOG	SEPTEMBER AND MARCH (BI-ANNUAL)		SEPTEMBER AND MARCH (BI-ANNUAL)

CURRENTLY BEING AMENDED TO
INCORPORATE SERVICE ASSET
MANAGEMENT PLANS AND
EVALUATION/PRIORITISATION
PROCESSES

Capital Programme 2004 - 2009

Appendix P

	Original Programme 2003/04 £	Revised Forecast 2003/04 £	Variance (Over/-Under) £	Planned Programme 2004/05 £	Planned Programme 2005/06 £	Planned Programme 2006/07 £	Planned Programme 2007/08 £
<u>Expenditure at Outturn Prices</u>							
Corporate Schemes	1,161,000	3,762,514	2,601,514	1,607,336	1,010,000	425,000	425,000
Economic Development	1,122,208	2,868,694	1,746,486	3,448,445	1,258,148	0	0
Education	7,680,400	9,320,273	1,639,873	15,721,351	11,100,000	6,161,000	4,445,500
Leisure	4,267,000	732,831	-3,534,169	835,635	140,325	1,830,000	1,830,000
Environmental Services	3,417,038	1,339,101	-2,077,937	2,919,182	25,599	0	0
Social Services	664,000	890,661	226,661	783,322	250,000	250,000	250,000
Transportation & Engineering	12,218,205	6,926,014	-5,292,191	4,825,728	3,393,000	2,500,000	12,474,000
Private Sector Housing	5,812,534	5,867,941	55,407	5,165,000	2,500,000	2,500,000	2,500,000
Total Capital Expenditure	36,342,385	31,708,030	-4,634,356	35,305,999	19,677,072	13,666,000	21,924,500
<u>General Capital Funding</u>							
BCA / General Capital Grant / Unhypothecated Supported Borrowing	7,333,000	7,333,000	0	7,571,000	7,571,000	7,571,000	7,571,000
Unsupported Borrowing	0	0	0	1,000,000	1,000,000	315,500	50,000
SCA - Non-Housing	4,014,538	1,208,119	-2,806,419	425,268	0	0	0
SCA - Private Sector Housing	2,847,434	2,847,434	0	0	0	0	0
<u>Specific Grants & Contributions</u>							
Local Regeneration Fund	200,000	1,277,988	1,077,988	1,624,445	418,148	0	0
Transport Grant	5,133,792	907,230	-4,226,562	2,294,000	1,423,000	1,225,000	11,549,000
Severe Weather/Land Drainage Grant	17,749	90,215	72,466	0	0	0	0
School Buildings Improvement Grant	2,217,000	2,316,222	99,222	2,964,000	6,900,000	3,182,000	1,382,000
Broadband Grant	0	102,990	102,990	102,990	0	0	0
New Opportunities Fund	1,668,000	316,650	-1,351,350	1,476,350	0	0	0
Lottery / ACW Grant	4,185,000	147,872	-4,037,128	173,000	0	1,372,500	1,372,500
Welsh Development Agency	1,593,032	2,249,466	656,434	307,728	0	0	0
ERDF - URBAN II	825,000	1,028,033	203,033	715,901	402,644	0	0
Waste Management Strategy	545,000	210,000	-335,000	491,268	0	0	0
Housing Renewal Area Grant	0	0	0	2,100,000	0	0	0
Other Contributions	639,950	2,110,759	1,470,809	850,734	7,681	0	0
Total Grants & Contributions	17,024,523	10,757,425	-6,267,098	13,100,416	9,151,473	5,779,500	14,303,500
Usable Capital Receipts Applied	5,122,890	9,562,050	4,439,160	13,209,315	1,954,599	0	0
Total Capital Funding	36,342,385	31,708,029	-4,634,356	35,305,999	19,677,072	13,666,000	21,924,500