

Committee: FINANCE AND RESOURCES
Date: 19 February 2007

Report: PROPERTY STRATEGY

Purpose of report

1. To seek Members' adoption of a strategy for the management of the Authority's land and buildings.

Strategic Planning Framework

2. The information and recommendation contained in this report are consistent with the Authority's statutory purposes and its approved strategic planning framework, and in particular its objective 'to manage all aspects of the Authority's business so as to make the most effective use of our resources' (Best Value Performance Plan 2006/07).

3. The strategy has been prepared in line with the 2006/07 BVPP target, to "Review current arrangements for asset management and procurement, and identify most appropriate approach to future management".

4. The Audit Commission Annual Governance report (September 2006) commented that "There is no asset management plan in place that details existing asset management arrangements. There is no formal programme of condition surveys, planned repair programme or up to date assessment of backlog repairs. We note that you have recognised the need to address this matter as part of your current improvement plan and that work is scheduled to be completed by December 2006". The following report had been destined for the December 2006 meeting of the Finance & Resources Committee, but was delayed when that meeting was cancelled.

Background

5. The small size of the Authority's property portfolio and the way that this has been managed (a split of responsibilities between three departments) has meant that the estate management process has been relatively straightforward. Nonetheless, it is recognised that we need to set down what we are doing (why, when, how and by whom) to be able to demonstrate that our approach is fit for purpose, and to identify any gaps; accordingly, a proposed strategy is attached as an **Annex**. One such gap was the absence of a complete register of all 'land and buildings' property held by the Authority; a central register has now been created.

6. Of the other main classes of assets that the Authority owns, Information Technology (IT) assets will be dealt with within the forthcoming IT Strategy, and other, typically smaller assets (such as Rangers' field equipment and leased vehicles) are covered by the Authority's accounting policy for fixed assets (in financial terms) and by day-to-day operational considerations (in physical terms). These assets are therefore excluded from this strategy.

A. Scope

7. This strategy covers all of the Authority's land and buildings, whether owned or leased. It includes the responsibility for management and maintenance of the buildings, but excludes cleaning of premises, which is simply part of the day-to-day running of facilities.

8. This strategy does not cover bridges (see box, below), which are not 'owned' assets in the same way as are operational buildings and land.

Bridges

The Authority inherited some £60k of unspecified bridges at the time of independence, and had these on its balance sheet until 2004; however, following a general revaluation of all assets as at April 2004, total asset values were restated to exclude this 'non-asset'.

As delegated Highway Authority for rights of way, on behalf of the County Councils, the Authority has various powers and duties in relation to the maintenance of the rights of way network. Under the Highways Act 1980, it has a statutory duty to maintain bridges that are maintainable at public expense, and the power to construct a bridge to carry a right of way – subject to the delegation agreement. The agency delegation agreements are currently under review. The Authority's responsibilities relating to river crossings are likely to change as part of this review, with the responsibility for larger bridges passing back to the County Councils. (The review of the rights of way delegation scheme is delegated to the Authority's Access Committee).

If, as a result of the above review, the Authority retains the obligation for maintaining smaller footbridges, that work will be budgeted for under the 'Rights of Way' budget heading.

B. Purpose

9. The purposes of this strategy are:

(i) To set out a strategic vision for our properties: what audience they are for and what plans are there for the longer-term future. This will dictate maintenance and development plans (i.e. what do we want to get out of our properties: staff accommodation requirements, changes in services etc), and provide staff with guidance whenever they are responding to proposals from external parties.

(ii) To keep the property portfolio under review, and so answer questions on whether to keep, dispose or develop the Authority's properties. This involves consideration as to how well each property meets its objectives.

(iii) To provide a coherent framework in which all building maintenance operations are set, in relation to the required life expectancy of the assets. In particular, to ensure that there is a clear focus and prioritisation in maintaining our buildings, to define clearly any

responsibilities and to ensure that all officers involved with a particular property know what is going on. This should support better financial planning and reduce the risk of misplaced effort or of buildings becoming neglected.

(iv) To provide clear statements of the methods to be employed in keeping premises fit for use and preserving their asset value.

C. Responsibility

10. Work on property maintenance is undertaken across three departments (Park Management; External Affairs, Finance & Resources), a situation that will continue. Lead responsibility for monitoring that the work set out in this strategy is completed, including that undertaken by other departments, sits with the Projects & Estates Officer.

D. Budgets

11. Property maintenance budgets within the 2007/08 budget have been set at a comparable level to those in 2006/07; although these budgets are at a very low level, experience in 2006 has shown that considerable increases to budget are probable in a given year. For example, additional funding was found to redevelop parts of the office accommodation at Colvend, the toilets at Hawes and Clapham and office accommodation at Stonedykes. The workload this extra work creates makes it unnecessary to create additional budget and work plans in the short to medium term (i.e. prior to setting the 2008/09 budget, in autumn 2007). Additional work now planned for 2007 will include refurbishments of the National Park Centres at Malham and Grassington, and of public toilets at Stainforth.

12. By autumn 2007, the condition survey work and subsequent detailed planning described in this strategy will have been completed, and will inform the 2008/09 budget process.

E. Early work deriving from this strategy

13. As well as a BVPP target for a property strategy, the 2006/07 BVPP also includes a target to "Consider the future of Castle Bolton and Linton Car Parks and Toilets". On the assumption that the strategy (or a modified version of it) will be approved, a further paper on the agenda of this meeting deals with this action.

Conclusion

14. The Property Strategy sets down a coherent way of managing the Authority's land and buildings. It has already delivered a proper register of assets, and will make much clearer the roles and responsibilities of those offices responsible for asset management and maintenance.

RECOMMENDATION

15. That Members agree to adopt the Property Strategy.

Paul Drake
Projects & Estates Officer

Richard Burnett
Head of Finance & Resources

25 January 2007

Background documents: none

The Property Strategy

Aim

To manage and maintain the Authority's property (land and buildings) to the optimum standard for supporting the delivery of the Authority's services from those premises.

Introduction

The National Park Authority holds property represented by land and buildings at a current value of £8.1m (Statement of Financial Accounts 2006). This property includes medium sized offices, the Dales Countryside Museum, three National Park Centres and sundry other buildings, as well as several small areas of undeveloped land that – on independence in 1997 - the Authority 'inherited' from North Yorkshire County Council.

To date, the authority's property estate has been managed by a number of officers (for example, main offices by the Project & Estates Officer, access areas such as Victoria Cave by the Ranger service), and repairs and maintenance work has been similarly delegated. So it hasn't been possible to view the estates management process as a collective whole, and decisions about levels of maintenance, site use and development have been made in isolation.

This strategy addresses the above need, and has three main strands:

- Collecting together all the information about each property in one location, to create property profiles. This is a necessary step ahead of...
- Setting out the Authority's policy for managing its property portfolio, including disposals, acquisitions and site development work.
- Setting standards and responsibilities for maintenance and upkeep, and linking the requirements of these to the budget.

Much of the above work will take time to complete, and in particular the work on property profiles (see below), so an action plan is included at the end of this strategy (**Appendix C**).

Finally, certain items in this strategy are more technically policies, setting out how the Authority will approach an issue rather than how a particular outcome will be achieved. In practice, the brevity of these 'policy' areas means that they don't warrant a separate document(s), and so have been incorporated in this text.

1. Property profiles

A copy of the intranet pages for the register of land and buildings owned or rented by the Authority is attached at **Appendix A**. As part of this strategy, a 'whole site' profile for each of these assets will be built up, its contents including those items in the box below. The purpose of these profiles is to record the history and status of each sites, and any

constraints that they may be subject to, so that this information can be used in the **management** and **maintenance** (sections 2 and 3) of that property.

The register and 'whole site' profiles together meet the requirement of Financial Regulation 14.1.2, to "maintain an asset register of all properties owned or rented by the Authority. The register should record all known details of the properties".

'Whole site' profile

1. Plan of site; floor plans (for buildings)
2. Brief history and description of site, including photographs and a site map.
3. References to committee decisions relating to the site: why we hold the property, and any specific decisions regarding future use
4. Status (leases; deeds & where these are; extent of site)
5. Current commercial valuation
6. Constraints (legal; any imposed by grants spent on that site; Disability Discrimination Act, Health & Safety Regulations, Control of Asbestos at Work regulations).
7. Officer with overall responsibility for site
8. Officers responsible for separate maintenance aspects of site. Depending on the nature of the site, this may include:
 - Routine electrical and fire / burglar alarm testing
 - cleaning
 - 'on site' information centres: internal and external work
 - Toilets & car parks
 - grass cutting and other grounds work
 - Interpretation and other signage
 - 'Transport' furniture (bike racks, public transport facilities);
 - Site furniture (stiles & gates, footpaths, sculptures, seating)
 - Security, Health & Safety (including Fire Risk Assessments)
9. Particular issues associated with site, such as Rights of Way, wayleaves and sub-let areas.

Regular revaluations of existing property assets (item 5, above), as required by accounting standards, have been timetabled as part of the workload of the Projects & Estates Officer (see Action Plan). The results of such revaluations are reported to the Authority each year, within the annual accounts.

2. Developing the Authority's property portfolio

The Authority will intend to only hold property that will support the delivery of its objectives, as laid down in the Best Value performance Plan. To establish that this remains the case, a full review of the Authority's property portfolio will be undertaken every five years, using a simple model to identify whether a particular property should continue to be held (and also how well it meets its intended use). This assessment will initially be undertaken by the Projects and Estates Officer, with the results reported to the Finance & Resources Committee for consideration.

The model questionnaire to be used in the assessment process (**Appendix B**) applies the information gathered within the 'Whole Site' profiles, and looks at the reasons why a

particular asset is being held (and for what audience or user group), and at how well it meets those objectives.

The information collated will give officers a clear picture of the Authority's intentions, information that can be particularly useful when working with third parties who may have an interest in these sites.

As well as looking at disposals and developments (which flow from examining the current portfolio), the policy approach to acquisitions and leases is also set out below.

2.1 Disposals

Disposals will be considered whenever a property is identified as no longer meeting the requirements of the Authority. The technical process of disposing of property is covered by section 14.2 of the Authority's Financial Regulations; 'estate agency' and legal work will be managed by the Solicitor and the Projects and Estates Officer.

2.2 Acquisitions

The Authority will only consider acquiring new sites where these relate to supporting the delivery of services. In terms of sites with conservation value, it is considered that far more can be achieved through working with property owners across the whole area of the park than by owning and maintaining a small number of sites.

Where the acquisition of property for operational purposes is considered, an analysis based on the assessment process within **Appendix B** will be undertaken. This will also look at alternative opportunities for delivering the objectives that are envisaged for a new site. The conclusion of this analysis will be presented to the Finance and Resources Committee for a decision on whether to acquire.

An exception to the general rule on not acquiring property for conservation purposes may occur where ownership is linked to a significant external grant. Experience has shown that such rare instances generally result in a lease (see section 2.4) rather than outright ownership.

The process of acquiring property is covered by the Authority's Procurement procedures, set out in its Financial Regulations.

2.3 Developments

New one-off developments and 'alternative use' proposals for existing sites will need to take account of the information contained within the whole site profile, and in particular, information on why the Authority holds the property, and any constraints, whether imposed by the Authority or another body.

National Park Centres and the **Dales Countryside Museum** are subject to regular redevelopment, to ensure the messages they are intended to deliver are presented effectively. The cost of this work can be considerable, and will be met by rolling up budget allocations across several years to provide sufficient funds. This approach is set out in the Interpretation Strategy (January 2005), with a continuous programme of refurbishment over a cycle of 5 to 7 years. The work involved will be undertaken by a working group led by officers from the External Affairs department and by the Projects & Estates Officer, who will ensure that any refurbishments complement the timing of planned maintenance work so as to keep disruption to a minimum.

For **Public Toilets**, it is necessary to undertake a certain amount of routine maintenance work. However, because of the nature of these facilities and in particular the amount of wear and tear that they suffer (including vandalism) it is necessary to undertake full refurbishments over time. A continuous programme of this work, covering all facilities over a 10 year period will be established.

2.4 Leases

New property leases that the Authority plans to enter into will be dealt with in the same manner as property acquisitions.

The Authority may find that it is obliged to take out a lease in order to obtain grant funding for conservation work on the site concerned (for example, Craven Lime works). In such instances, a detailed report covering the lease-related aspects of the grant will be presented to the Finance & Resources Committee, and will include:

- The long-term financial implications of the lease, and how this cost relates to the authority's priorities
- Maintenance requirements.
- A plan for the site once the Authority's involvement ends.

The granting of leases against the Authority's property, in line with the process set out in section 7 of the Financial Regulations, will be subject to a report to the Finance & Resources Committee, with the proposal evaluated using the same criteria as in the 'Disposals' process.

A register of all leases, both to and from the Authority, will be maintained on the intranet, based on the Deeds Book maintained by the Legal section. This register will identify who is responsible for each lease and when the lease is due to end, and will allow an annual timetable for lease renewal to be prepared for the start of each financial year.

3. Maintenance and upkeep

This key area of property management has three components: establishing maintenance needs through **condition surveys**, applying maintenance **policy** to those requirements, and **planning** the necessary work.

3.1 Condition Surveys

A full cycle of condition surveys for all properties will be prepared every five years, including faults and problems notified by the property's users. For practical purposes, surveys will be undertaken to a rolling programme (so many every year), with the work to be managed by the Project & Estates Officer (although other officers will be involved in surveys of any property where they have specific responsibilities, for example, woodland, car parks and toilets).

The survey work will establish the rolling repair and maintenance needs of the Authority's property. It does not, of course, preclude necessary maintenance work that may arise outside this cycle, but the survey results will direct work of a recurring nature, such as decoration.

3.2 Maintenance policy

The Authority's policy on property maintenance is to ensure that all of its properties are in a condition that is **fit for purpose** and one that **preserves their asset value**.

The identification of what is 'fit for purpose' is inevitably qualitative, but will relate to the use pattern of each property. This includes the presumption that premises at which the public receives a service will be maintained to the highest standard.

Assets will be maintained on the basis that they have an indefinite life. Whilst this contradicts accounting practice (to write off buildings over 25 years) in reality the Authority will seek to maintain its existing buildings for a much longer time-frame, in keeping with its approach to sustainability and to maintaining a rich fabric of different-aged buildings across the park.

Guidance on general maintenance issues is required, to cover such matters as gritting/salting, expected standards of services (e.g. car park surface maintenance, dealing with asbestos-related issues); this work forms part of the attached Action Plan (**Appendix C**).

3.3 Maintenance Planning

Responsibilities for occasional maintenance work are noted on the 'whole site' profiles. Larger scale planned maintenance is the responsibility of the Projects and Estates Officer. Responsibility for maintenance of other assets (field areas, access sites and woodland) rests with the Ranger service. Where more than one officer has maintenance responsibilities for one site (for example, the Dales Countryside Museum), all maintenance work will be discussed with the officer with overall responsibility for the site (from the 'whole site' profile) to ensure that any work undertaken is complimentary.

A five year cyclical maintenance plan will be used to cover all premises over that period, combining the work needed across the three areas listed above. This plan will:

- Prioritise maintenance work in line with the rolling condition survey work, and so will alter each year according to necessity.
- Estimate the cost of the work required, and thus inform the budget setting process, for which purpose it will be completed annually by September of each year.
- Identify individuals responsibilities for undertaking the work required, and the timing of such work (either to limit disruption or where the work has a seasonal aspect)

The Authority also has a small number of maintenance commitments on property that it does not own or occupy, as an outcome from conservation projects that have been supported by external grant funding. A register of these maintenance requirements will be maintained to ensure that any necessary work is included in the overall Maintenance Plan.

Procurement of maintenance work (and other work for redevelopment and refurbishment) will follow 'value for money' principles. Many projects can benefit from a hybrid approach, using a combination of external contractors and internal work (specifically, the Maintenance Officer and, on occasion, the Ranger service), the whole project managed internally. However, where a project does lend itself wholly to outside contracting, consideration will be given to amalgamating available work to achieve the best price for the work concerned. This approach supports the intention of Financial Regulations in

setting limits for cost quotations, by collecting work into one cost, rather than individually allocating separately-costed jobs to one contractor which - collectively - exceed the limit above which the requirement for competitive quotations applies, and also provides an opportunity for a more thorough consideration of sustainability than would be practical if dealing with many small contracts.

4. Security, insurance and risk

Financial regulation 14.1.1 states that it should be ensured that "...there is proper security on all assets...".

The responsibility for physically securing buildings is identified within the 'whole site' profiles. The Authority has burglar alarms fitted at all its operational premises (excludes toilets) and maintains a call-out system in response to alarms; it also has fire alarms at all work premises, although some shortfalls were noted during the October 2006 review of fire hazards (see **Appendix C**).

The asset register is shared with the authority's insurers and insurance advisers, to ensure that the optimum levels of property and third party liability insurance are maintained.

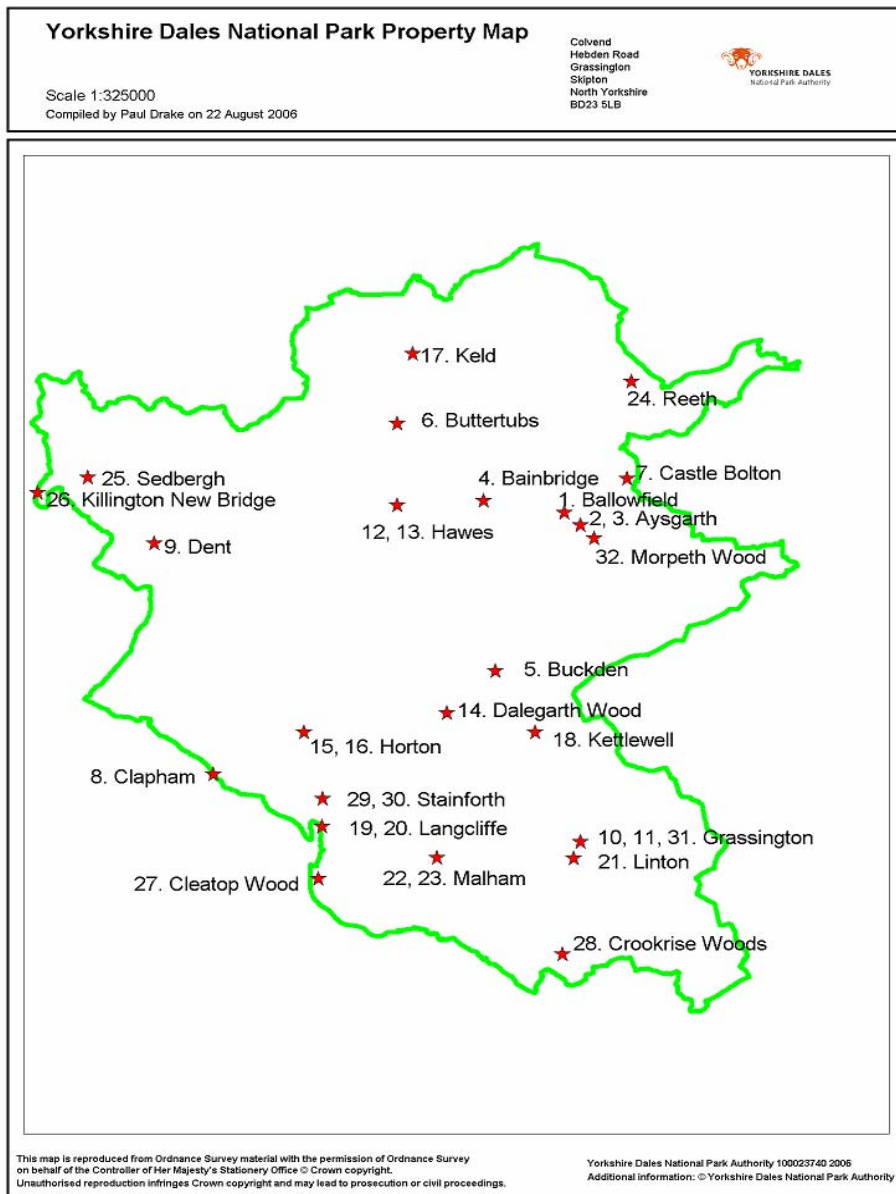
The Authority's property is considered within the regular 'whole organisation' review of Risk, in accordance with the Authority's Risk Management policy. Certain areas not covered elsewhere in the above strategy will be dealt with as they arise by the Projects & Estates Officer. For 2007, these include reviews of necessary works in relation to asbestos in premises and to that ensure that any likelihood of Legionnaires Disease is minimised.

5. Communication of this Strategy

This will be achieved through internal publication (on the Intranet), to include:

- Site map and register, and register of leases.
- 'Whole site profiles'.

Intranet pages (extract), Register of Land and Buildings



PROPERTY LIST

Please click on the property below for a description.

1	ASKRIGG	Ballowfield Local Nature Reserve
2	AYSGARTH	NPC, Toilets, Car Park and Woodland
3	AYSGARTH	Freeholders' wood and Riddings Field Local Nature Reserve
4	BAINBRIDGE	Yoredale, (Yorebridge House now sold)
5	BUCKDEN	Toilets, Car Park
6	BUTTERTUBS	Viewing Area (Lease)
7	CASTLE BOLTON	Toilets, Car Park (Lease)
8	CLAPHAM	Toilets, Car Park
9	DENT	Toilets, Car Park, Bus Shelter (leased to Dent Parish Council)
10	GRASSINGTON	Colvend Offices, Workshop, NPC, Toilets, Car Park
11	GRASSINGTON	Wood Lane Car Park
12	HAWES	Dales Countryside Museum, NPC, Toilets and Car Park
13	HAWES	Bruntacres Workshop (lease)
14	HAWKSWICK	Dalegarth Wood
15	HORTON	Warehouse (leased)
16	HORTON	Toilets, Car Park
17	KELD	Wainwath Force (lease)
18	KETTLEWELL	Toilets, Car Park
19	LANGCLIFFE	Langcliffe & Attermire Scars Local Nature Reserve
20	LANGCLIFFE	Craven Lime Works (leased)
21	LINTON	Toilets, Car Park
22	MALHAM	NPC, Toilets, Car Park
23	MALHAM	Goredale Lane
24	REETH	NPC (which is leased in Hudson House)
25	SEDBERGH	Former NPC, now leased to a community office and book shop
26	SEDBERGH	Killington Bridge Local Nature Reserve
27	SETTLE	Cleatop Park Local Nature Reserve
28	SKIPTON	Crookrise Wood
29	STAINFORTH	Toilets, Car Park and picnic area
30	STAINFORTH	Stonedynes Workshop (leased)
31	THRESHFIELD	Woodland
32	WEST BURTON	Morpeth wood

[Detailed extract for one location \(Grassington: Colvend site\)](#)

Grassington: Offices, Workshop, National Park Centre, Public Toilets, Bus Interchange and Car Park

Grassington Offices

The offices consist of the main building, cottage annex and adjacent workshops, and are used by around 50 NPA staff from various departments. The main building was built in the late 19th century, and a two storey extension was built in the early 1990s bringing the total floor area to 584 m². The building saw repairs to the exterior in 2004 and improvements to the entrance, reception areas and ground floor toilets in 2005.

The cottage is a small two storey building of an area of 98 m² built in 1842, and is in the grounds of the main building. Refurbishment and improvement works were completed in 2006. This building now has five offices, a kitchen and a bathroom.

There is a small shed close to the cottage known as either the 'volunteer's room' or the 'potting shed' and is a single storey building probably built around a similar time to the cottage. This building was renovated in 2004, and is used as a storage room.

The workshop sited behind the main building was built in 1980 and has a floor area of 75 m², and is managed by the Maintenance Officer with the ranger's service also using the premises.

Close to the workshop are two separate stone sheds.

Lastly, surrounding the main building are garden areas and at the rear an area for parking leased cars.

Grassington National Park Centre

Built circa 1980, this is a single storey building with an area of 120 m² consisting of a retail area and also interpretation on the main themes of farming, Industry, and communication. Adjacent to this building are a number of cycle lockers.

Grassington Interchange

Grassington Interchange was created in 1999 to provide facilities for public transport users including a bus shelter which was awarded a commendation for good design in 2005.

Grassington Toilets

This is a single storey building constructed of stone with a traditional pitched roof. The toilets were refurbished in the 1990s.

Grassington Car park

The car park consists of approximately 600 spaces (70 of which are hard standing) including 6 dedicated for coaches. The north east corner of the site close to the entrance is set aside for recycling bins. In the middle of the car park is a fenced off area set aside as a meadow grass area with picnic tables.

Grassington Bowling club lease part of the land close to the main offices.

Property Review Questionnaire

Property Name:

Brief Description:

Date:

Completed by:

Section 1 – Assessment of Property

Q1.1 Please complete the questionnaire below:-

How does the property fulfil NP purposes, Score between 1 and 10, 1 being low, 10 being high	
How important is the property for service delivery. Score between 1 and 10, 1 being low, 10 being high	
Total	

Q1.2 Does the property score more than 5 points, if yes go to Question 1.3, if no go to the Section 2

Q1.3 Could the property possibly achieve the purposes and service delivery by another owner, or another manager (leased), If yes go to the Section 3, If no, the conclusion is to retain the property and this should be noted in Section 6 recommendations.

Section 2 - Review on whether to retain or dispose or change management of a property

Q2.1 Please complete the questionnaire below:-

Please read the following statements and tick the box you agree with.	Agree	Disagree	Possibly
The site is not highly valued in supporting biodiversity objectives (either habitat or for a particular species)			
The site is not highly valued for landscape or historical objectives			
The site is not highly valued for access reasons			
This site does not form an integral part with other sites whether owned by the NP or not			
The site does not have worthwhile potential that could be effectively developed to meet the NP purposes			
Another organisation could do as good as job of managing the site (own or lease)			
We could possibly persuade anyone else to take on this site (own or lease)			
Leasing the property to another organisation would provide benefits to the community			

If answered agree or possibly to any of the questions above, carry out a detailed appraisal as detailed in Section 4

If answered Disagree to the questions above, the decision is to retain the property, and should be recorded in Section 6 Recommendations.

Section 3 - Review on whether to change management of a property (ownership or lease)

Q1 Please complete the questionnaire below:-

Please read the following statements and tick the box you agree with.	Agree	Disagree	Possibly
Another organisation could do as good as job of managing the site (own or lease)			
We could persuade someone else to take on this site (own or lease)			
Leasing the property to another organisation would provide benefits to the community			

If answered Agree or possibly to any of the questions above, carry out a detailed appraisal as detailed in Section 5.

If answered Disagree to the questions above, the decision is to retain the property, and should be recorded in the recommendations.

Section 4 – Detailed Appraisal to retain/dispose or change management

4.1 Cost appraisal	Income	Expenditure
	£	£
Projected Income over the next 5 Years (show how calculated)		
Projected maintenance costs over the next 5 years (show how this is calculated)		
Projected running costs over the next 5 years (show how calculated)		
Other Income or Expenditure, give details		
Total		

4.2 Other considerations

Please also refer to statements agreed or possibly agreed to in Section 2.

- Advantages to the NP of disposing the property
- Disadvantages to the NP of disposing the property
- Advantages to the NP of leasing the property

- Disadvantages to the NP of leasing the property

4.3 Interaction of cost appraisal and other considerations

4.4 Conclusion

(Input Conclusions and then go to Section 6 Recommendations)

Section 5 – Detailed Appraisal to retain or change management (lease)

5.1 Cost appraisal	Income	Expenditure
	£	£
Projected Income over the next 5 Years (show how calculated)		
Projected maintenance costs over the next 5 years (show how this is calculated)		
Projected running costs over the next 5 years (show how this is calculated)		
Other Income or Expenditure, give details		
Total		

5.2 Other considerations

Please also refer to statements agreed or possibly agreed to in Section 3.

- Advantages to the NP of leasing the property
- Disadvantages to the NP of leasing the property

5.3 Interaction of cost appraisal and other considerations

5.4 Conclusion

(Input Conclusions and then go to Section 6 Recommendations)

Section 6 – Recommendations

The review is complete and the recommendation is to retain/dispose/ change management (delete as appropriate)

Action Plan

The following actions, derived from the Strategy are, except where stated, the responsibility of the Projects & Estates Officer

- Complete whole site profiles for all property; will involve discussions with a range of officers. By September 2007
- Re-valuations: annual 'partial', and five yearly 'full' valuations. By March 2007 and March 2009 respectively
- Timetable for five-year property portfolio review. By June 2007
- Preparation of Lease Register. By September 2007
- Preparation of an annual schedule of leases due for renewal, ahead of the beginning of each financial year. By August 2007
- Planned cycle of condition surveys of all properties over 5 years. By September 2007
- Prepare Guidance on general maintenance issues, including gritting/salting, expected standards of services (e.g. car park surface maintenance, dealing with asbestos-related issues). Contracts Manager / Projects & Estates Officer, December 2007.
- Prepare annual maintenance plan, based on rolling condition surveys, ahead of budget process. By September 2007
- Prepare schedule for making sure all Toilets refurbished to a 10 year cycle. Contracts Manager, August 2007.
- Planned review and action plan re: Asbestos. By May 2007.
- Planned review and Action Plan re: Legionnaires disease. By May 2007.
- Creation and maintenance of register of maintenance requirements on grant funded conservation projects (e.g. CLW). By September 2007.
- Augmentation of fire alarm system, following October 2006 fire hazards review. By April 2007.