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INTRODUCTION

This document is to be read in conjunction with the Council's Asset Management Plan 2006, which sets out the contextual background to the creation of the Council's Asset Management Planning process.

Asset management planning is an organic process and the provision of a printed Asset Management Plan (AMP) has to be seen as a one-off snap shot, at a particular point in time, of the utilisation of the Council's land and buildings to support the delivery of front line services to the public. Asset management plans are created to be flexible in their approach to allow for changes in service requirements as circumstances change over time. Asset Management and Property Services (AMPS) continues to review, with officers from all Directorates, the ongoing needs of the services in order to improve the suitability of the property assets utilised to deliver services.

The recent appointment of a joint Chief Executive for the Council and Primary Care Trust has extended the scope of property review to be undertaken and the current AMP process is designed to adapt to such circumstances to incorporate the opportunities which may now arise to share property assets.

Given the strategic nature of asset management planning, it is proposed to include the AMP as an appendix to the Resources Directorate service plan.

SECTION 1 -ORGANISATIONAL ARRANGEMENTS FOR CORPORATE ASSET MANAGEMENT

1.1 COMPREHENSIVE AREA ASSESSMENTS (CAA)

- 1.1.1 As with all Councils in England, the Council is in a transitional phase to best respond to the requirements of Comprehensive Area Assessments and Local Area Assessments (LAA), which will replace the existing Comprehensive Performance Assessments (CPA).
- 1.1.2 The Council has also restructured the Resources Directorate, which has responsibility for Asset Management Planning. The former Property Services has been restructured to create a new service – AMPS to incorporate a new Strategic Asset Management team with specific responsibility for developing the Council's asset management planning process.
- 1.1.3 The Head of AMPS is designated as the Council's Corporate Property Officer.
- 1.1.4 Member responsibility lies with the Cabinet Member for Resources.
- 1.1.5 Over the past year the AMP process has been reviewed and areas for improvement identified, including:
- Improved data collection and retrieval.
 - Broader base of survey data.
 - Better support and advice to Service managers.
 - Closer operating relationships/integration between the Corporate AMP and the Education AMP.

1.2 CORPORATE PROPERTY MANAGEMENT

- 1.2.1 The corporate management of property at the strategic level is overseen by the Corporate Asset Strategy Group (CASG). This group consists of senior officers from all Directorates with responsibilities for the property resource and who have knowledge of service plans and objectives. The group meets at regular intervals and is chaired by the Director of Resources. The Head of AMPS and Head of Financial Services are members of this group.
- 1.2.2 Two sub-groups have been created which report to the CASG, the Strategic Asset Review Group (SARG), chaired by the Head of AMPS and the Capital Strategy Monitoring Group, chaired by the Head of Financial Services.
- 1.2.3 AMPS continues to utilise the Institute of Public Finance AMP Network to share good practice.
- 1.2.4 In order to provide crossover with Schools Asset Management Planning activities, the Property Operations Manager and Property Review and Contract Commissioning Manager attend the Education Asset Management Group that exists to manage education properties under guidance provided by the Department for Children, Schools and Families (DCSF).

1.3 STRATEGIC FOCUS OF ASSET MANAGEMENT IN HEREFORDSHIRE

1.3.1 The Council recognises the importance of property towards meeting its aim and objectives. The Council has identified a set of property “drivers” that summarise the strategic management approach, in support of the Corporate Plan, for all property issues over a long-term planning period:

- i) **Rationalisation**
- ii) **Environmental sustainability.**
- iii) **Sharing assets**
- iv) **Accessibility**
- v) **Economic development**
- vi) **Suitability**
- vii) **Conservation**
- viii) **Innovative and flexible ways of working**
- ix) **Sound data management and data processing practices**
- x) **Economic viability**
- xi) **Flexible approach**

1.3.2 The informed utilisation of property assets will improve and support service delivery. As such AMPS are involved with a variety of projects to meet the aspirations of the property drivers:

- i) AMPS are leading on a major review of the Council's office accommodation needs in Hereford City. This project is a cross sector project, involving the PCT and West Mercia Police.
- ii) AMPS has undergone recent audits of the Council's GEM Policy towards achieving environmental sustainability. External funding from Salix was received (see section 5.2.7 and Appendix 11, reference 6).
- iii) Encouragement of sharing assets to include cross-service use and sharing with external partnering organisations, as noted in 1 above.
- iv) Accessibility with particular emphasis on meeting the Disabled Discrimination Act (DDA) requirements. AMPS has improved accessibility to public buildings from 50% of to 66%.
- v) Support for economic development to promote employment and agriculture.
- vi) Provision of property that is suitable, sufficient and of appropriate condition.
- vii) Conservation of the unique built and natural environment within Herefordshire and promotion of better quality of life.
- viii) Support for innovative and flexible ways of working and provision of property where financial and social benefits exist.
- ix) Development and maintenance of sound data management and data processing practices in order to provide information upon which informed strategic property

decisions can be made. The existing property databases are inadequate and a brief and specification will be prepared, in conjunction with colleagues in ICT.

- x) The Council's non-operational portfolio, which provides an annual income stream of £3,600,000 to support Council services, will be subject of a major review to assess the potential to increase the return on the capital invested in the portfolio.

SECTION 2 – CONSULTATION

2.1 REVIEW OF CONSULTATION OVER THE LAST 12 MONTHS

2.1.1 Review of For Action Plan 2007/08

2.1.1.1 The action plan for 2007/ 08 together with the outcomes as at January 2008 are detailed in Appendix 5.

2.1.2 Identification of Stakeholders

2.1.2.1 The Council recognises the importance of consulting with stakeholders on property-related issues and employs a variety of methods that are used on a 'one-off' scheme based arrangement, or repeatedly, over time in order to establish performance trends. Stakeholders include statutory authorities, building users, the general public and partnering organisations.

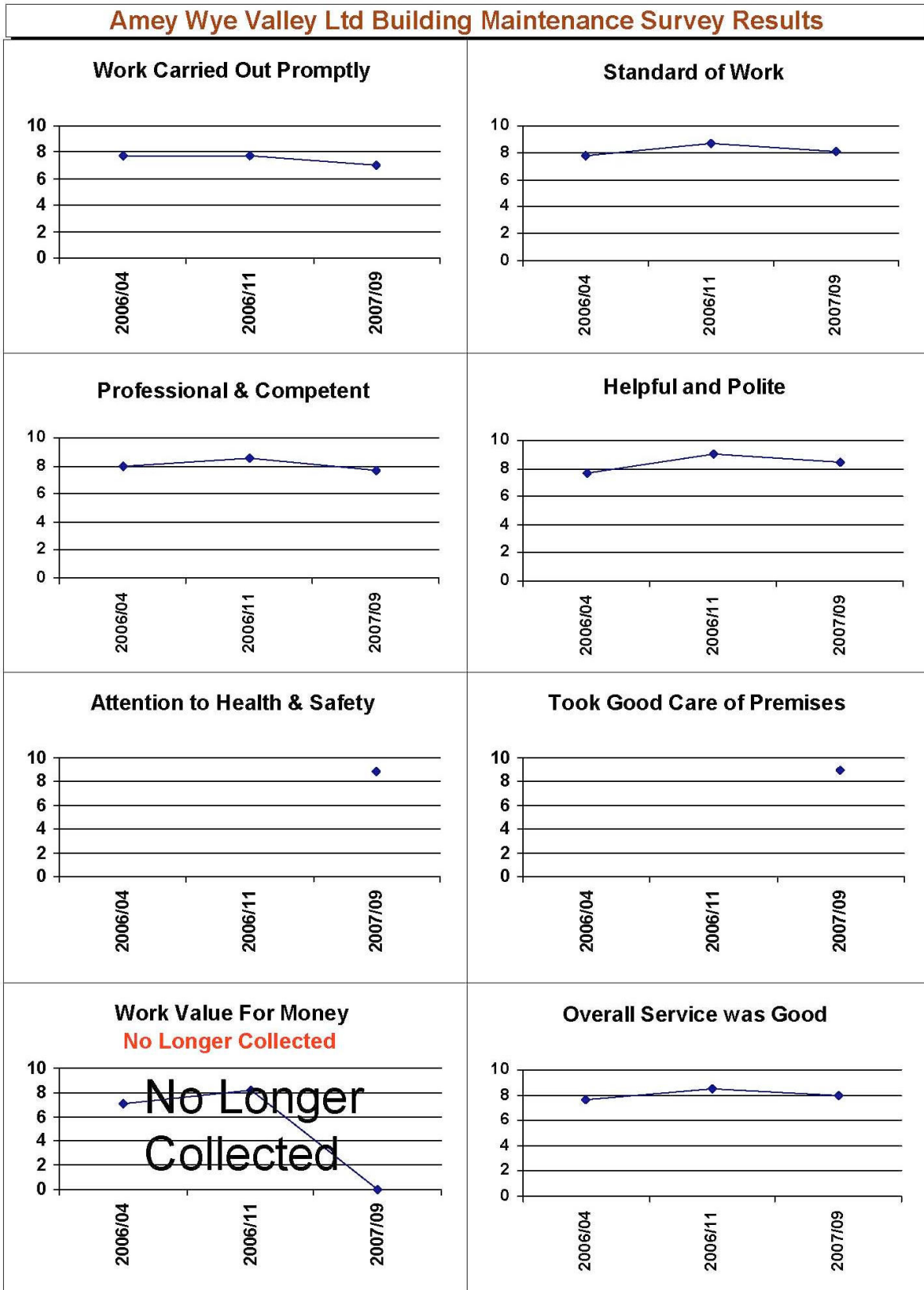
2.1.3 Consultation

2.1.3.1 As in previous years use has been made of the COPROP questionnaires survey undertaken by (to be confirmed). This enables us to benchmark our performance over a period of years and also against an average of other authorities within the group.

2.1.3.2 The result for are shown as follows:

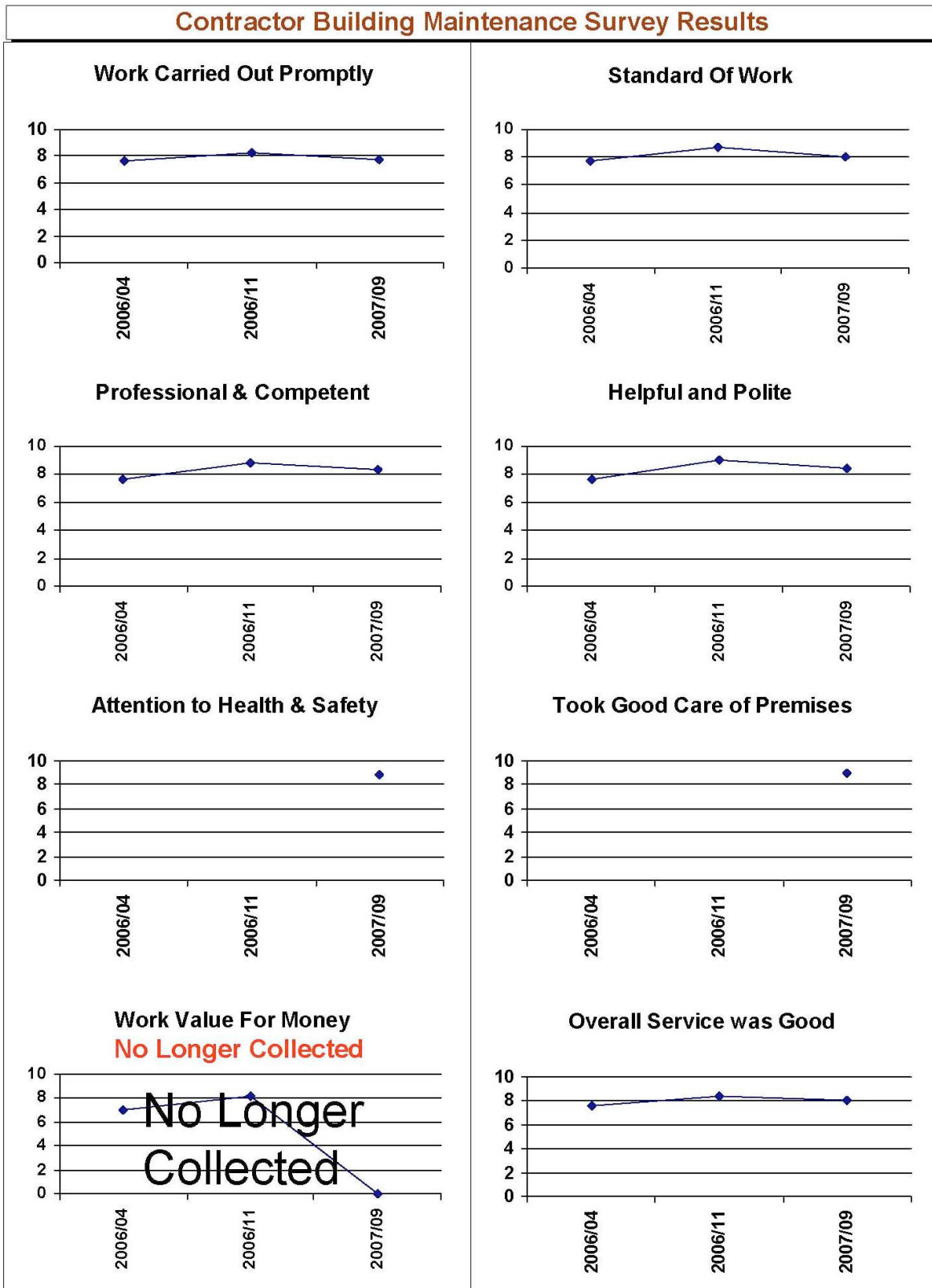
- Amey Wye Valley Service/COPROP Average Customer Satisfaction Assessment
Graph 2.1 (page 6)
- All Contractor Services/COPROP Average Customer Satisfaction Assessment
Graph 2.2 (page 7)
- Professional Services/COPROP Average Customer Satisfaction Assessment
Graph 2.3 (page 8)

Graph 2.1 – 2006 to 2007 Customer Satisfaction Survey Results – Amey Wye Valley Performance



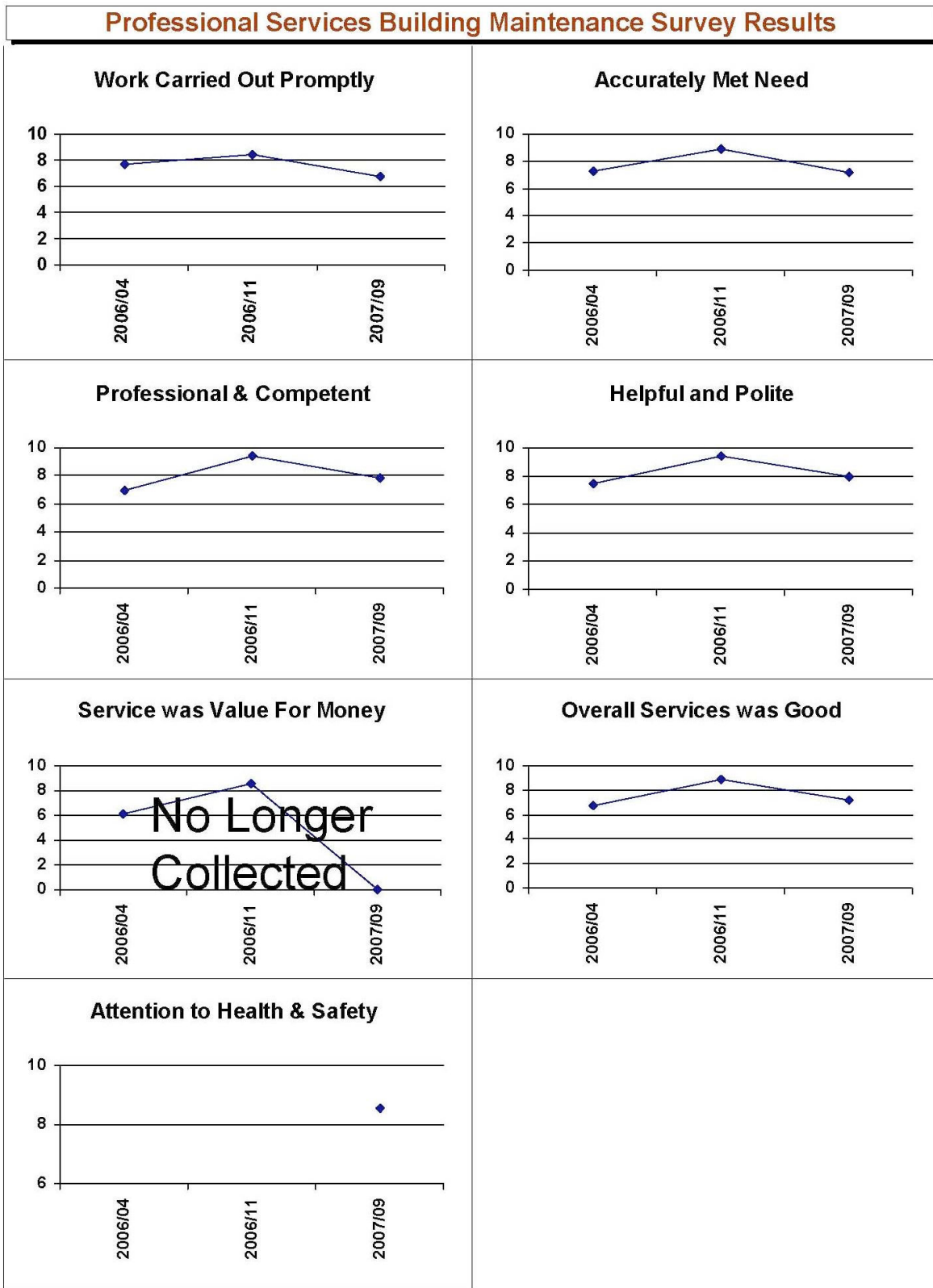
Y Axis is Average Score where 1 = Totally Dissatisfied and 10 = Totally Satisfied

Graph 2.2 – 2006 to 2007 Customer Satisfaction Survey Results –All Contractors Performance



Y Axis is Average Score where 1 = Totally Dissatisfied and 10 = Totally Satisfied

Graph 2.3 – 2006 to 2007 Customer Satisfaction Survey Results – Professional Services



Y Axis is Average Score where 1 = Totally Dissatisfied and 10 = Totally Satisfied

2.1.4 Joint Working

2.1.4.1 AMPS continues to be involved with joint working projects throughout the County:

- The ESG development enters into a more intensive phase with the appointment of the preferred developer in March 2008 for the £200,000,000 retail development of the former livestock market site at Newmarket Street and Edgar Street in Hereford. The preferred strategic partner for the second phase, the Urban Village, will be appointed late in 2008 and the brief and tender process for the third phase, the Civic Quarter, will also be brought forward later this year. All of these developments require detailed input from professional and technical staff in AMPS.
- West Mercia Police – as part of the proposals for ESG and the Council/PCT accommodation strategy, formal discussions will also take place to incorporate, where appropriate, the known accommodation needs of the Police Authority.
- AMPS are also involved in a number of proposed projects to be considered as part of the Council's response to the Quirk Review whereby Council assets may be transferred to Third Sector organisations. Specific projects include working with Leominster and Area Regeneration Company in a project to refurbish and revitalise Grange Court, Leominster; and with Ledbury and Area Development Trust for St Catherine's hospital; and the Master's House in Ledbury.

2.2 CONSULTATION OVER THE NEXT 12 MONTHS

2.2.1 Action Plan for 2008/09

2.2.1.1 The action plan for 2008/09 is detailed in Appendix 6.

2.2.2 Consultation

2.2.2.1 The Facilities Management team will consult with schools regarding Grounds/Catering/Maintenance contracts due for renewal as part of the Service Level Agreement between AMPS and the Schools.

2.2.2.2 Consultation will also be undertaken by the Council, involving Asset Management & Property Services, with stakeholders regarding the potential for the future development of the Buttermarket and with stakeholders in respect of the provision of a new Livestock Market.

2.2.3 Joint Working

2.2.3.1 The next twelve months will see increased joint working with:

- The PCT following the appointment of a joint Chief Executive and the creation of Herefordshire Public Services.
- Halo on the Halo Vision Statement. AMPS will continue to work with Halo to jointly fund DDA improvement works and also to identify further Salix funding to carry out carbon emission reductions.
- Shaw Health on Homes For Older People. AMPS will manage the Energy Management System on two homes for older people and provide data on energy use.
- ESG. The preferred developer for the Retail Quarter has been announced and work is already underway to conclude the Joint Venture Agreement between the

Council, AWM and ESG Developments Ltd and the Heads of Terms and Development Agreement between the Council and Stanhope, the developers.

- Rotherwas Futures. Work is ongoing with AWM on the provision of an enterprise hub by Evans Easy Space, and the future development of Rotherwas Estate.

2.2.4 Partnership

2.2.4.1 The Service Delivery Review for improved service delivery for the provision of Highways and Transportation and elements of grounds and property maintenance, which began in 2007, involves members of AMPS on the Project Team considering options for alternative models of service delivery. The review will continue with the Council's partners, Amey Wye Valley and Owen Williams.

2.2.4.2 In 2008 the Council will complete the preparation of the Joint Venture Agreement between the Council, Advantage West Midlands and ESG Developments Ltd for the onward delivery of the three phases of the ESG development; the Retail Quarter, the Urban Village and the Civic Quarter. The potential value of the completed developments will be close to £1 billion. The Head of AMPS will continue as the Council's main liaison officer with the ESG Board and Company.

2.2.4.3 The development agreement for the delivery of the Retail Quarter by Stanhope, who were announced in March 2008 as the preferred developers, will be completed between the Council and Stanhope in the autumn of 2008.

2.2.4.4 The preferred strategic partner for the delivery of the Urban Village will be decided and announced in summer 2008 and the tender process for the delivery of the Civic Quarter will be brought forward by summer 2008.

SECTION 3 – DATA MANAGEMENT

3.1 REVIEW OF DATA MANAGEMENT OVER THE LAST 12 MONTH

3.1.1 Review of Action Plan for 2007/08

3.1.1.1 The action plan for 2007/08 together with the outcomes as at January 2008 are detailed in Appendix 7.

3.1.1.2 A review of the systems utilised by AMPS in the delivery and management of data was taken, which highlighted the need for future investment into a Corporate Property Database, to replace the numerous legacy, non-supported systems currently in operation.

3.1.2 Strategic Data Management

3.1.2.1 The use of GIS (Geographical Information System) MapInfo has continued, and is the preferred tool for providing the front end of any new Corporate Property Database. The information captured on the systems has continued, and proved invaluable with the land mapping project required for the ESG.

3.1.2.2 Coupled with the use of a Unique Property Reference Number (UPRN) created locally to record new sites, the service has adopted BS7666 guidelines for the Land and Property Gazetteer, when naming properties, and highlighted the need to purge existing data to ensure conformity to this national standard.

3.1.2.3 Electronic property drawings for all principal operational properties now exist and are usually plotted at a 1:500 scale. However, the detail contained in these plans has proved to be rather limited in Asset Management terms, and larger scale, more detailed plans have been sourced where possible, and a new room naming standardisation regime has been drawn up, but yet to be implemented.

3.1.2.4 The Asbestos Register Database has been rebuilt to take into consideration HSE comments regarding our management of Asbestos Containing Materials, and will now enable the Council to proceed with improvements to the on-site management of these materials.

3.1.3 Data Management Systems

3.1.3.1 Due to the Herefordshire Connects programme being temporarily suspended, a service decision was made to carry out a review of the IT systems utilised by AMPS. This review highlighted that a lot of the systems were legacy, non supported and generally not fit for purpose. The main areas of data are split between 5 or more data platforms, Evolution – Asset Data and Condition Surveys, CUPID - Building Maintenance ordering and contract management, MapINFO – mapping of Council assets & deeds, DataEase – Property Terrier and in-house access databases and excel spreadsheets – Asbestos & Legionella management and asset valuations. Time and effort is then taken to extract data from all these various IT platforms to manage the assets.

3.1.4 Staffing and Training

3.1.4.1 GIS training has been given to the Information Assistants and to the Terrier Officer, from basic to intermediate level, to allow for greater use and interrogation of the data tables held within the system. AutoCAD training has also been available at a basic entry level as well as more advanced, and also user specific training identified through a survey has been completed.

3.2 DATA MANAGEMENT OVER THE NEXT 12 MONTHS

3.2.1 Action Plan for 2008/09

3.2.1.1 The action plan for 2008/09 is detailed in Appendix 8.

3.2.2 Strategic Data Management

3.2.2.1 The potential of GIS to provide a usable and more adaptable end users interface will be explored more fully, with the intention of being able to provide a more comprehensive and user friendly method for AMP staff, members and other services to interrogate our data.

3.2.2.2 The issue of a Corporate Property Database will be addressed and proposals for the replacement of the legacy systems with integrated procedures for improved ways of data management.

3.2.3 Data Management Systems

3.2.3.1 The whole Data Management structure will be reviewed to ascertain what data any new system or systems will be required to hold, report and utilise to provide the wide and varied utilisation of property related data in conjunction with Service and Corporate Plans. A brief and specification will be prepared in association with colleagues from ICT as part of business plan for approval.

3.2.4 Staffing and Training

3.2.4.1 Training for staff on any new system will need to be provided, plus the continuation of existing training schedules for new staff.

3.2.5 Data Validity

3.2.5.1 Existing Data will need to be validated and purged prior to any transfer to a new system.

SECTION 4 – PERFORMANCE MANAGEMENT MONITORING AND INFORMATION

4.1 REVIEW OF PERFORMANCE MANAGEMENT MONITORING AND INFORMATION OVER THE LAST 12 MONTHS

4.1.1 Review of Action Plan 2007/08

4.1.1.1 The action plan for 2007/08 with the outcomes as at January 2008 are detailed in Appendix 9.

4.1.2 Property Performance Indicator

4.1.2.1 AMPS continue to contribute to the performance indicators of the Council at three levels:

- National Best Value Performance Indicators
- Regional Benchmarking, and association level
- Local Performance Indicators.

4.1.2.2 The sole national P.I. for Property is B.V.P.I. 156 which indicates the percentage of public buildings accessible by persons with disabilities. The Council performance in this area has continued to improve as a result of building adaptations and some disposal of non-compliant properties.

4.1.2.3 In 2003/04 access was provided to 32% of property, in 2006/07 this had increased to 50%. The target for 2007/08 of 63% was exceeded with over 66% of buildings now being compliant. The target for 2008/09 is 80%.

4.1.2.4 At a regional level the Council produces 15 P.I.s as detailed in this AMP. These are submitted to I.P.F and benchmarked with similar Councils. The Council also participates in the COPROP Survey comparing Maintenance and Estate Services with other Councils (section 2.1.3 refers).

4.1.2.5 Finally at local level AMPS have a list of P.I.s contained in the Directorate and Service plans.

4.1.3 AMPS Plan 2008-2011

4.1.3.1 The AMPS Service Plan 2008-11 is in preparation as is the AMPS contribution towards the Resources Directorate service plan.

4.1.4 Area Property Studies and Service Specific Property Reviews

4.1.4.1 Through the CASG and SARG, AMPS continues to support the frontline Council services by raising the awareness of the importance of efficient and effective use of property assets to improve service delivery.

4.1.5 Monitoring of the Capital Programme

4.1.5.1 As in previous years Prince 2 Methodology for the monitoring of the capital programme has been adopted. Property Services now sits at Board or Project level for the following schemes:

- Replacement Crematorium
- Accommodation Project

- Weobley Sports Hall
- The Minster College
- Wyebridge Sports College
- Livestock Market
- Edgar Street Grid
- Sutton Primary School
- Children and Family Centres

4.2 PERFORMANCE MANAGEMENT, MONITORING AND INFORMATION OVER THE NEXT 12 MONTHS

4.2.1 Action Plan for 2008/09

4.2.1.1 The action plan for 2008/09 is detailed in Appendix 10.

4.2.2 Area Property Studies and Service Specific Property Studies

4.2.2.1 AMPS continues to give advice regarding the review of Social Care Training Centres.

4.2.2.2 The provision of suitable accommodation for Info Centres continues, focussing on Ledbury and Ross-on-Wye.

4.2.2.3 The DDA access audits will continue and the present programme of upgrading property in line with the access audits will be implemented.

4.2.2.4 AMPS involvement in the review of educational establishments will continue, to identify the appropriate disbursement of over £30 million in government funding for the improvement of school buildings.

4.2.3 Monitoring of the Capital Programme

4.2.3.1 All capital schemes are now undertaken utilising through Prince 2 project management methodology.

4.2.4 Property Performance Assessment

4.2.4.1 AMPS will continue to benchmark through appropriate networks.

SECTION 5 – PROGRAMME AND PLAN DEVELOPMENT AND IMPLEMENTATION

5.1 REVIEW OF PROGRAMME AND PLAN DEVELOPMENT AND IMPLEMENTATION OVER THE LAST 12 MONTHS

5.1.1 Review of Action Plan 2007/08

5.1.1.1 The action plan for 2007/08 together with the outcomes as at January 2008 are detailed in Appendix 11.

5.1.2 Programme Developments

5.1.2.1 The previously identified objectives continue to be relevant:

- To secure significant efficiency saving in line with the Carbon Management Action Plan.
- To ensure that the Council's essential assets are in the right condition for the long term and cost effective in delivery of services.
- To understand the needs and preferences of service users and council taxpayers.
- Recruit, retain and motivate high quality staff.
- Embed corporate planning, performance management and project management systems within the ethos of Asset Management and Property Services.

5.1.3 Capital Programme

(This section to be provided by Financial Services)

5.1.4 Acquisitions and Disposals Programme

5.1.4.1 The Council has continued with its programme of disposals of surplus assets, this includes the disposal of a number of barns on the Smallholdings estate, offices and a large high school site. The target of £1 million per annum on average for the Smallholdings estate has been exceeded and the total capital receipts for 2007/08 to date are in excess of £1.8 million. In addition to disposals the Council has acquired a number of properties, paid for by AWM on behalf of ESG (Hereford) Ltd. The list of acquisitions and disposals is as follows:

Property Disposals

1. New House Farm
2. Westbrook Manor Farm Barns
3. Tow Tree Farm Land
4. Pool Farm Offices
5. Former Whitecross High School (Conditional)
6. Toll House, Hoarwithy
7. Former Ledbury Road Nursery, release of restrictive covenant.

Property Acquisitions

1. Blueschool House
2. 32 Conningsby Street
3. 5 Blackfriars Street
4. Livestock Market Site
5. Cradley Primary School Playing Field
6. Crematorium Site

5.1.6 Planned Maintenance Programme

5.1.6.1 The Council uses the following criteria to select priorities for the maintenance programme.

- i) Health and Safety requirements
- ii) Keeping the building wind and watertight
- iii) Works to prevent further deterioration
- iv) Works to keep the property fit for purpose

5.1.6.2 The Council has continued to reduce its maintenance backlog by:

- i) Disposing of high maintenance cost buildings
- ii) Using low maintenance materials in constructing properties
- iii) Eliminating felt roofs

5.1.6.3 Guidance notes have been issued to in-house staff and external consultants advising them of the good practice guide for building design and construction for Herefordshire Council.

Total Backlog Cost Per/m2 By Directorate

Directorate	GIA m2	Total Cost £	Cost Per/m2 £
Adult & Community Services	30,505	1,634,766	53.59
Children's Services/Schools	199,387	12,227,414	61.32
Corporate & Customer Services	1,224	103,274	84.37
Environment	11,682	233,766	20.01
Resources	146,904	3,631,809	24.72
TOTAL	389,702	17,831,029	244.01

5.1.6.4 As part of the AMPS process the Council will begin to benchmark these costs with other Councils.

5.2 PROGRAMME AND PLAN DEVELOPMENT AND IMPLEMENTATION OVER THE NEXT 12 MONTHS

5.2.1 Action Plan for 2008/09

5.2.1.1 The action plan for 2008/09 is detailed in Appendix 12.

5.2.2 Programme Development

5.2.2.1 The Council will continue to develop its property strategy, which is linked to the property drivers detailed in Section 1.3.

5.2.3 Option Assessment and Project Appraisal

5.2.3.1 The arrangements for project appraisals will continue and be developed to take into account whole life costing. Staff training for options appraisal will be organised in conjunction with IPF who hold a number of workshops each year.

5.2.4 Capital Programme Over The Next 4 Years

5.2.4.1 The Council has a very ambitious capital programme over the next 4 years, which will put a strain on the limited resources available within AMPS. Decisions will need to be taken on a case by case basis as to the appropriate level of internal and external support provided for each project. A list of the major projects requiring AMPS resources is given below:

- Replacement Minster College = £20m
- Replacement Wyebridge Sports College = £22.5m
- Other Schools = £30m
- Replacement Crematorium = £3.4m
- New Livestock Market = £5+m
- Info Centres = £3.5m
- New Back office = £30m+
- ESG = £200m+

5.2.5 Acquisitions and Disposals Programme

5.2.5.1 The acquisition of properties within the Edgar Street Grid will continue as opportunities arise. The disposal programme for the Smallholdings estate will reflect the fact that Farm Business Tenancies give the Council greater opportunity to continue its programme of rebuilding the estate.

5.2.6 Planned Maintenance Programme

5.2.6.1 Expenditure on the landlord elements for schools has increased from £900,000 in 2007/08 to £1.2 million for 2008/09. Expenditure on the Councils Corporate estate is set at £1.17 million and £184,000 on the agricultural estate.

5.2.6.2 Specific capital works have been included in the 2008/09 programme to carry out Legionella preventative measures and this is to be funded from the Capital Programme.

5.2.7 Carbon Management

5.2.7.1 The present commitment against the Salix allocation of £200,000 is £140,000. The expenditure has included installing lighting controls to properties and fixing the Power Perfector system to the incoming mains of larger sites. This results in a reduction in energy consumption of approximately 10% per annum and produces a payback period within 5 years. Similar schemes will continue to be identified.

5.2.7.2 The installation of a Trend Energy Management System to Council properties will be extended to include school buildings. The system permits remote monitoring and control of building energy usage.

5.2.8 Disabled Access Programme

5.2.8.1 The undertaking of adaptation works to improve disabled access to council properties will continue in 2008/09. Capital funding of £200,000 has been secured and properties will be identified from access audits and in discussions with the disability group.

APPENDIX 1 Herefordshire Council's Property Strategy

Herefordshire Council's Property Strategy March 2008
Justify Council property holding, rationalise, release capital, reduce revenue costs, maximise revenue from Investment holdings and achieve critical service factors

What are the Council's Top Service Priorities?

- The best possible life for every child, safeguarding vulnerable children and improving educational attainment
- Reshaped adult health and social care, so that more older and other vulnerable people maintain control of their lives
- The essential infrastructure for a successful economy, enabling sustainable prosperity for all
- Affordable housing to meet the needs of local people

What are the Council's Organisational Priorities?

- Better services, quality of life and value for money, particularly by working in partnership with the Herefordshire Primary Care Trust and other local organisations

Which influence the way we manage the portfolio.

Office Accommodation:

- Consolidate offices in Hereford
- Increase utilisation by improved use of space and new work style.
- Satellite offices in market towns.

Direct Service Property:

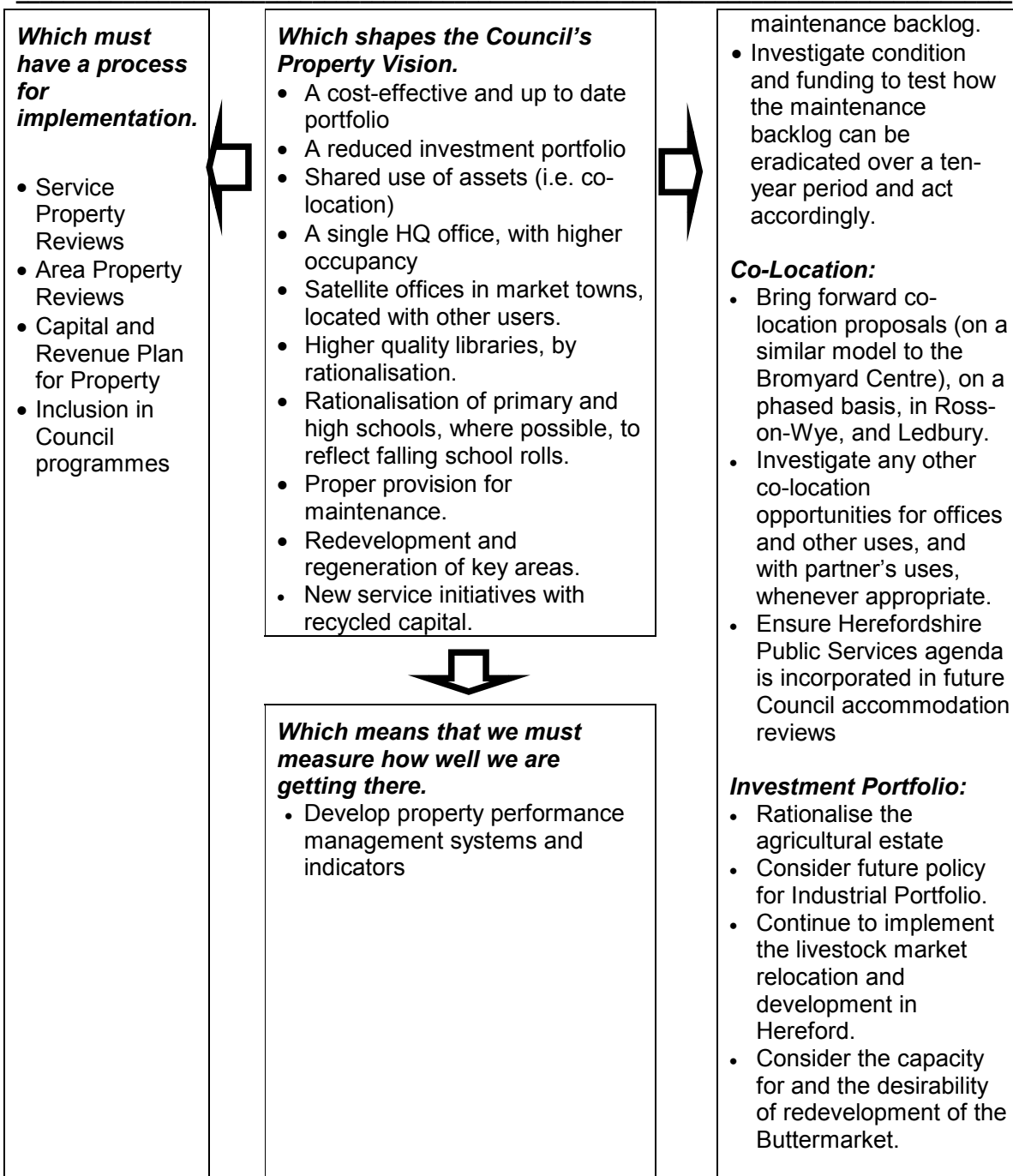
- Build new crematorium.
- Review Library provision and assess scope for rationalisation and improvement.
- Investigate refurbishment of the museum and bring the heritage centres up to full DDA compliance.
- Continue to implement the public conveniences Best Value Review recommendations.
- Ongoing review of schools to assess scope for rationalisation in light of falling schools rolls.

Maintenance:

- Seek to eradicate the maintenance backlog.

This drives the Council's Property Objectives.

- To provide cost-effective and up to date property meeting service needs.
- To minimise property ownership to that necessary for the Council's needs.
- To justify fully, continued ownership of all property no matter what its use.
- To release capital, to reduce total revenue costs and to achieve value for money.
- To maximise revenue income from investment properties.
- To use property in a sustainable and environmentally friendly manner.
- To improve access to council property.



APPENDIX 2 – REMIT OF THE CAPITAL ASSET STRATEGY GROUP (CASG)

- To promote capital strategy and asset management issues throughout the Council
- To ensure that asset based strategies were linked in to other council strategies
- To develop and maintain the Council's medium and short term property aims
- To present the AMP to the Cabinet Members for approval
- To promote a long term (in excess of 5 years) strategic overview by considering Directorate accommodation bids and service development strategies.
- To challenge property use, retention or disposal, taking into account the long-term drivers towards a Corporate Property Strategy.

APPENDIX 3 – REMIT OF THE STRATEGIC ASSET REVIEW GROUP

- To assist Services and Departments to achieve a sustainable property asset base, which is both sufficient and suitable for service delivery.
- To assess the Council's operational land and property needs.
- To consider the property content of Service and Departmental Plans.
- To consider departmental and service delivery proposals that have an impact on Council land and property.
- To prepare the Council's Asset Management Planning documentation at a strategic level, covering the assessed or perceived needs of the Council in the medium to long term.
- To assess the opportunities to co-locate with other public sector and third sector organisations.
- To assess the opportunities for joint working with other public sector organisations.

APPENDIX 4 – REMIT OF THE CAPITAL STRATEGY MONITORING GROUP (CSMG)

- To assist the CASG with the development of Council-wide capital monitoring procedures.
- To monitor capital expenditure on behalf of the CASG .
- To prepare capital outturn reports for each financial year for the CASG to consider.
- To collate information on capital expenditure needs and proposals in order to assist the CASG with their task of reviewing and updating the capital programme.
- To promote capital monitoring procedures throughout the Council.

APPENDIX 5 – REVIEW OF ACTION PLAN FOR 2007/08

SECTION 2 - CONSULTATION

Short-Term Action Plan 2007/08

<i>Ref</i>	<i>Task</i>	<i>Target</i>	<i>Outcome</i>
1.	Send out monthly Customer Satisfaction Survey questionnaires on maintenance	March 2008	Completed
2.	Consult with partners on the HJS and Owen Williams arrangements	June 2007	Completed
3.	Organisation Consultation meeting with companies and individuals involved in the Edgar Street Grid	June 2007	Completed
4.	Undertake a major exercise on sustainability as part of the Council's Carbon Management Plan	March 2008	Completed
5.	Participate in the DDA initiative on improvements to Council Property	December 2007	Completed

APPENDIX 6 – ACTION PLAN FOR 2008/09

SECTION 2 - CONSULTATION

Short-Term Action Plan 2008/09 (Within 12 Months)

<i>Ref</i>	<i>Task</i>	<i>By Whom</i>	<i>Completion Date</i>
1.	Consult with schools regarding Grounds /Catering/Maintenance SLA Contracts	CPO	December 2008
2.	Stakeholder consultation on Livestock and Buttermarket	CPO	March 2009
3.	Continue Service Area Review with partners Amey and Owen Williams	CPO	September 2008
4.	6 monthly Customer Satisfaction Surveys on Estates and Maintenance issues	L & P I O	May and November 2008

APPENDIX 7 - REVIEW OF ACTION PLAN FOR 2007/08

SECTION 3 – DATA MANAGEMENT

Short Term Action Plan 2007/08

<i>Ref</i>	<i>Task</i>	<i>Status</i>	<i>Outcome</i>
1.	Continue with data capture of GIS system for terrier data (deeds, lease and disposals) in conjunction with deed registration schedule..	On Going	Continuing
2.,	Continue with programme of five-yearly building/mechanical/electrical condition surveys.	Completed	18% of portfolio surveyed
3.	Initiate programme of asbestos priority risk assessments and re-surveys.	Completed	Superseded by Asbestos Policy Revision
4.	Carry out audit of status of drawings held by Property Services to compile a Drawing Register	Completed	Superceded. New task under development.
5.	Provide AutoCAD training for existing and new users with reference to new software release	Completed	On site training completed for basic users plus advanced training for new staff
6.	Provide additional Geographical Information System (GIS) training to Property Services staff.	Completed	All necessary staff have had initial training
7.	Explore options to link databases to produce a Property Details Folder of Corporate Assets	Completed	Project superseded by requirement for new Corporate Property Database

APPENDIX 8 – ACTION PLAN FOR 2008/09

SECTION 3 - DATA MANAGEMENT

Short-Term Action Plans 2008/09(Within 12 Months)

<i>Ref</i>	<i>Task</i>	<i>By Whom</i>	<i>Completion Date</i>
1.	Continue with data capture of GIS system for terrier data (deeds, lease and disposals) in conjunction with deed registration schedule.	L & P I O and Terrier Officer	March 2009
2.	Continue with programme of five-yearly building/mechanical/electrical condition surveys.	Property Information	November 2008
3.	Roll out programme of new Asbestos Surveys following revised Asbestos Policy and creation of Asbestos Management Logbooks	Property Information & Asbestos Surveyors	20% completed by March 2009
4.	Provide GIS Property Data via Exponare Software for all of Property Services and reduce numbers of MapINFO licences	Property Information section	December 2008

Herefordshire Council
Asset Management Plan 2008

5.	Review AMPstructure	Strategy Team	October 2008
6.	Carry out assessment of data requirements for a Corporate Property Database to replace legacy and non supported existing databases	Strategy Team	November 2008

APPENDIX 9 – REVIEW OF ACTION PLAN FOR 2007/08

SECTION 4 – PERFORMANCE MANAGEMENT MONITORING AND INFORMATION

Short Term Action Plan 2007/08

<i>Ref</i>	<i>Task</i>	<i>Target</i>	<i>Outcome</i>
1.	Produce monthly Customer Satisfaction Survey Questionnaires on maintenance performance	Review results March 2007	Completed
2.	Continue with external benchmarking exercises	November 2007	Completed
3.	Audit OIC's energy returns and move information collection to WMS website.	October 2007	Completed
4.	Improve BVPI 156 from 50% to 60%by works and property disposals	March 2007	Completed (Achieved 66%)
5.	Implement an action plan to reduce the backlog of maintenance by 10%	December 2007	Completed
6.	Complete Social Services Property Review and make recommendations on a strategy	December 2007	Target revised to March 2009
7.	Carry out Area Property Review of Ross-on-Wye	December 2007	Completed
8.	Participate in review of Educational Properties by producing performance data on property	March 2007	Completed
9.	Implement Prince 2 Project Management on all Capital Projects	September 2007	Completed

APPENDIX 10 – ACTION PLAN FOR 2008/09

SECTION 4 – PERFORMANCE MANAGEMENT MONITORING AND INFORMATION

Short Term Action Plan 2008/09 (Within 12 Months)

<i>Ref</i>	<i>Task</i>	<i>By Whom</i>	<i>Completion Date</i>
1.	Produce 6 monthly Customer Satisfaction Survey Questionnaires on maintenance performance	L & P I O & Lead Surveyor	May 2008 and November 2008
2.	Continue with external benchmarking exercises	L & P I O	November 2008
3.	Improve BVPI 156 from 60% to 80%by works and property disposals	D&M Manager/ E&V Manager	March 2009
4.	Complete Social Services Property Review and make recommendations on a strategy	CPO	March 2009

APPENDIX 11 – REVIEW OF ACTION PLAN FOR 2007/08

SECTION 5 – PROGRAMME PLAN DEVELOPMENT AND IMPLEMENTATION

Short Term Action Plan 2007/07

<i>Ref</i>	<i>Task</i>	<i>Target</i>	<i>Outcome</i>
1.	Produce a programme of objectives for both the Investment and Direct Services panels as detailed in the Property Strategy	October 2007	Superseded
2.	Implement option appraisal to the Scheme Selection and Prioritisation System	December 2007	Completed
3.	Disposal of property and land on the Council's Smallholding Estate to produce capital receipts in excess of £1 million	December 2007	Annual target achieved
4.	Join the Edgar Street Grid (ESG Ltd) Projects Board to represent the Council's property interests within the grid.	September 2007	Completed
5.	Implement the outcome of the Ledbury Property Review	March 2008	On going
6.	Establish and operate an 'Invest to Save', scheme for Carbon Management Plan objectives using the £200,000 grant awarded from the Salix Fund.	September 2007	£140,000 committed. £30,000 annual savings
7.	Implement £200,000 worth of DDA works in accordance with the Council's Disable Strategy	March 2008	Target achieved £232,000 spent
8.	Review the Value for Money concept of the HJS/Council partnership	December 2007	Superseded Service Delivery Review

APPENDIX 12 – ACTION PLAN FOR 2008/09

SECTION 5 – PROGRAMME PLAN DEVELOPMENT AND IMPLEMENTATION

Short Term Action Plan 2008/09 (Within 12 Months)

<i>Ref</i>	<i>Task</i>	<i>By Whom</i>	<i>Completion Date</i>
1.	Implement remainder of £200,000 budget for DDA works	D & M Manager	March 2009
2.	Continue 'Invest to Save' scheme for carbon Management Plan on remaining £60,000 grant	D & M Manager	March 2009
3.	Disposal of property and land on the Council's Smallholding Estate to produce capital receipts in excess of £1 million	E & V Manager/Land Agent	March 2009
4.	Implement any Improved Methods of Working resulting from the Service Delivery Review	CPO	December 2009

Herefordshire Council
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5.	Implement 'Whole Life Costing' into Option Appraisal arrangements.	CPO/D&M Manager	December 2009
6.	Implement the outcome of the Ledbury Property Review.	D & M Manager	March 2009

APPENDIX 13 – pPI 1A

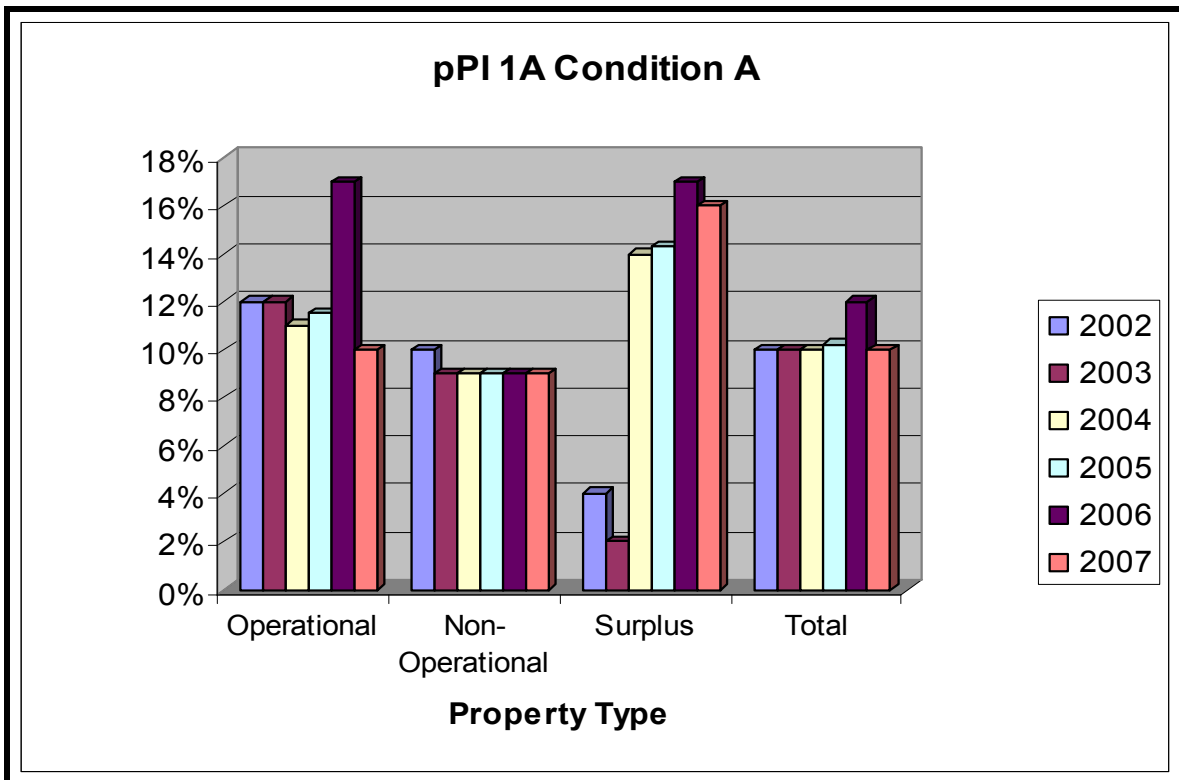
<i>HEADING</i>	<i>DESCRIPTION</i>
PERFORMANCE INDICATOR REF:	pPI 1A
NAME:	% Gross internal floor space in ODPM condition categories A –D
SOURCE	ODPM
REASON	Support annual AMP Submission
FREQUENCY	Annual
TARGET AUDIENCE	ODPM Government Office for West Midlands Elected Members CASG CMB
METHOD	Analysis of condition categories for all buildings / land using GIA floor area data. Grade A – Good - Performing as intended and operating efficiently. Grade B – Satisfactory - Performing as intended but exhibiting minor deterioration. Grade C – Poor – Exhibiting major defects and/or not operating as intended. Grade D – Bad – Life expired and/or serious risk of imminent failure.
INCLUSIONS	All operational and non-operational properties.
EXCLUSIONS	Schools
DATE	Data as at end December 2007. Report date January 2008.
RESULTS	The total GIA excluding schools is 259,453 m² The results are set out in the table below.
LESSONS LEARNT	The data proves that the majority of the Herefordshire Council's building assets are in a satisfactory condition.
ACTIONS TO BE TAKEN	A target will be added to the AMPS annual business plan to achieve an overall level of 85% of the Council's buildings being Good or Satisfactory.

	GIA Floor Area (m ²)	A (Good) %	B (Satis.) %	C (Poor) %	D (Bad) %	Total %
Operational	81965	10%	76%	11%	3%	100%
Non-Operational	167700	9%	75%	14%	2%	100%

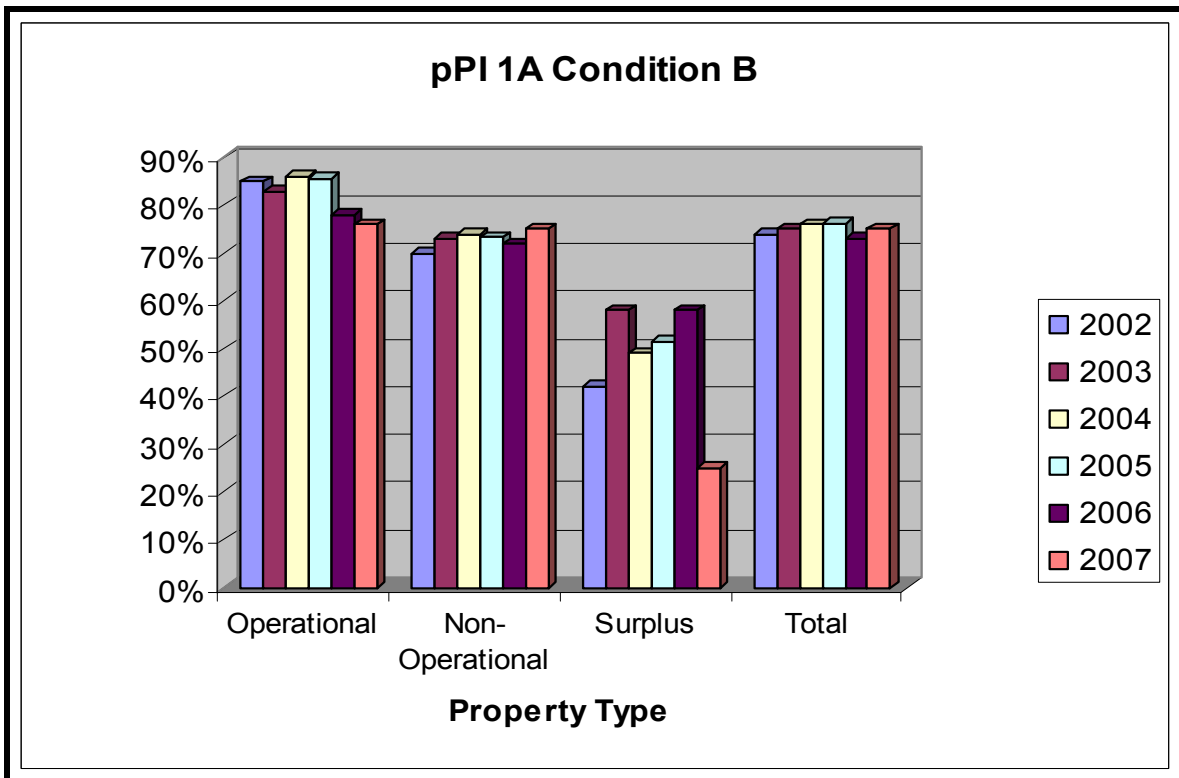
Herefordshire Council
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Surplus / Empty	9788	16%	25%	31%	28%	100%
Total	259,453	10%	75%	11%	3%	100%

APPENDIX 13 – pPI 1A GRAPHS 6 YEAR COMPARISSON

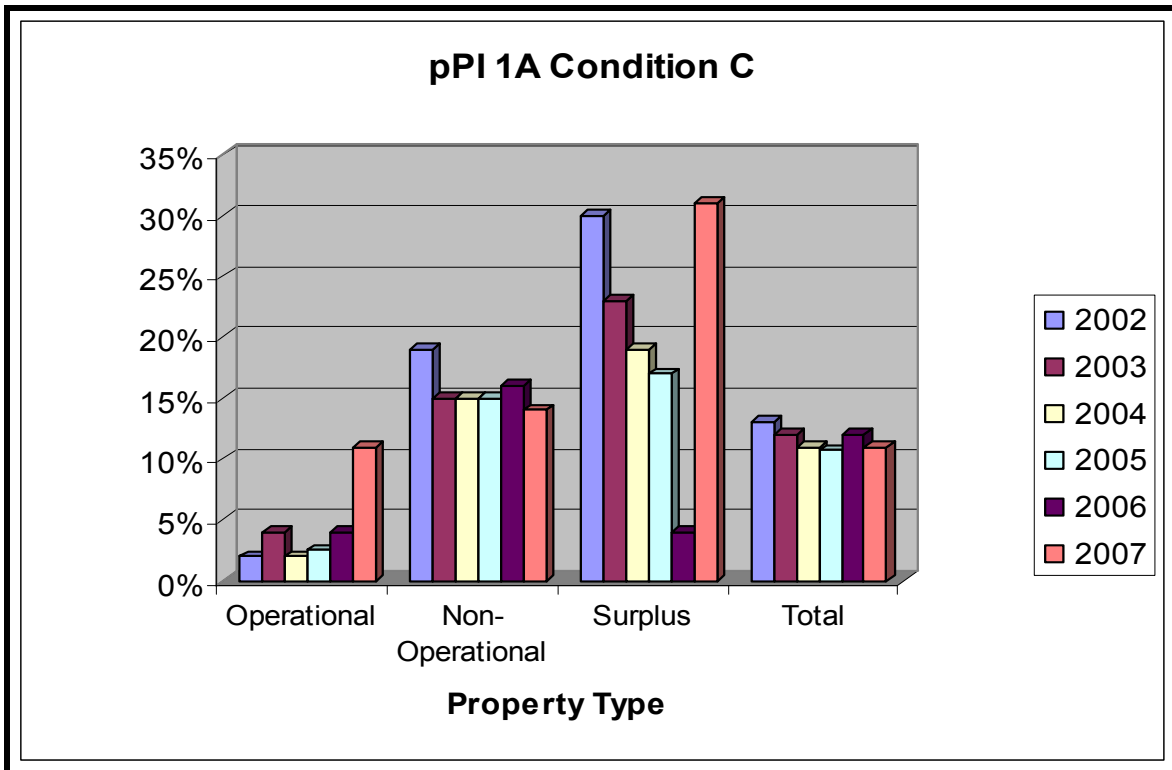


Graph 13.1 Condition A 2002 to 2007

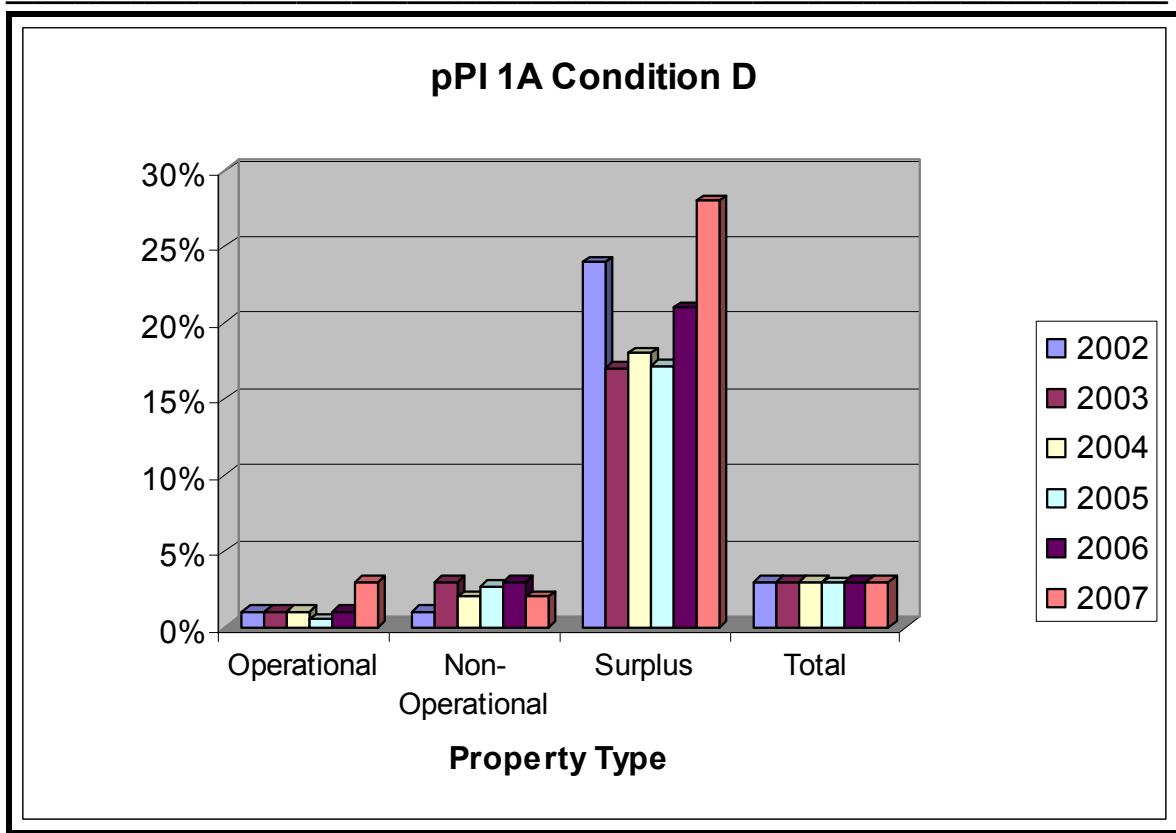


Graph 13.2 Condition B 2002 to 2007

APPENDIX 13 – pPI 1A GRAPHS 6 YEAR COMPARISSON Cont.



Graph 13.3 Condition C 2002 to 2007



Graph 13.4 Condition D 2002 to 2007

APPENDIX 14 – pPI 1B

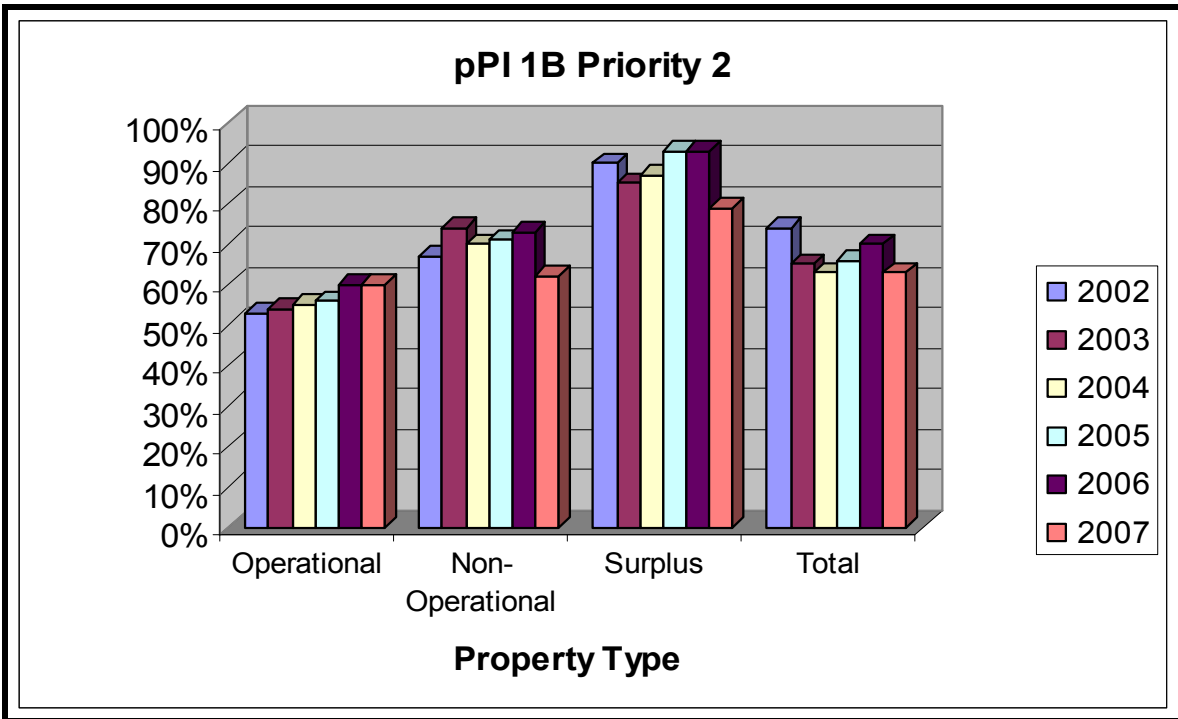
HEADING	DESCRIPTION
PERFORMANCE INDICATOR REF:	pPI 1B
NAME:	Backlog of maintenance by cost expressed (1) as total value and (2) as a % in priority levels 1-3.
SOURCE	ODPM
REASON	Support annual AMP Submission
FREQUENCY	Annual
TARGET AUDIENCE	ODPM Government Office for West Midlands Elected Members CASG CMB
METHOD	Total maintenance backlog for all Operational and Non-Operational Properties. Total value of maintenance backlog divided into work priority 1-3 at individual job level and expressed as an overall % of the total in priorities 1-3. Priority 1 – Urgent works that will prevent immediate closure of premises and/or address an immediate high risk to the health and safety of occupants and/or remedy a serious breach of legislation. Priority 2 – Essential work required within 2 years that will prevent serious deterioration of the fabric or services and/or address a medium risk to health and safety of the occupants and/or remedy a less serious breach of legislation. Priority 3 – Desirable work required within 3-5 years that will prevent deterioration of the fabric or services and/or address a low risk to the health and safety of the occupants and/or remedy a minor breach of legislation.
INCLUSIONS	All operational and non-operational properties
EXCLUSIONS	Schools
DATE	Data as at end December 2007. Report date January 2008
RESULTS	The cost and percentage results are shown in the table below.
LESSONS LEARNT	The Herefordshire Council now has an accurate figure for the overall maintenance backlog. This can be used to target improvements.
ACTIONS TO BE TAKEN	The Council will seek to continue to manage the maintenance backlog within acceptable limits.

	Priority 1	Priority 2	Priority 3	Total
Operational	£650.00	£2,069,351	£1,356,735	£3,426,736

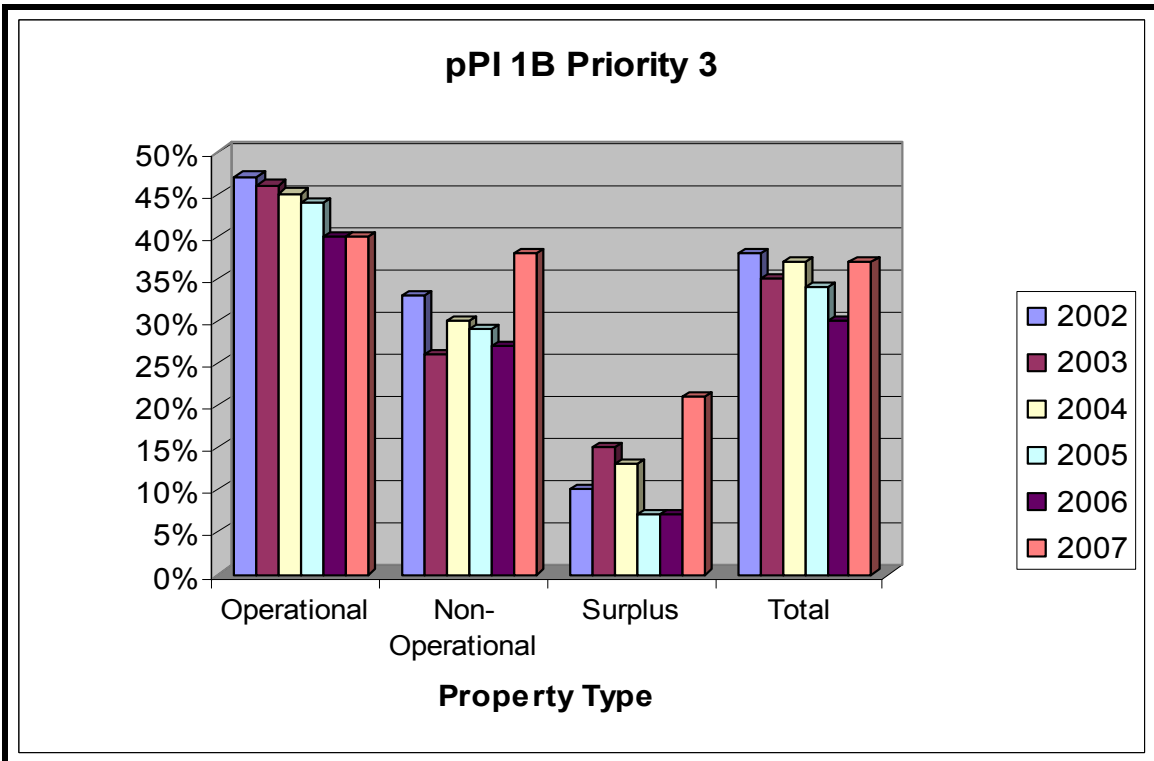
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	0%	60%	40%	100%
Non-Operational	£8600.00 0%	£1,652,7721 62%	£992,083 38%	£2,653,404 100%
Surplus	£0.00 0%	£559,726 79%	£151,081 21%	£710,807 100%
Total	£9250.00 0%	£4,281,798 63%	£2,499,899 37%	£6,790,947 100%

APPENDIX 14 – pPI 1B GRAPHS 6 YEAR COMPARISSON

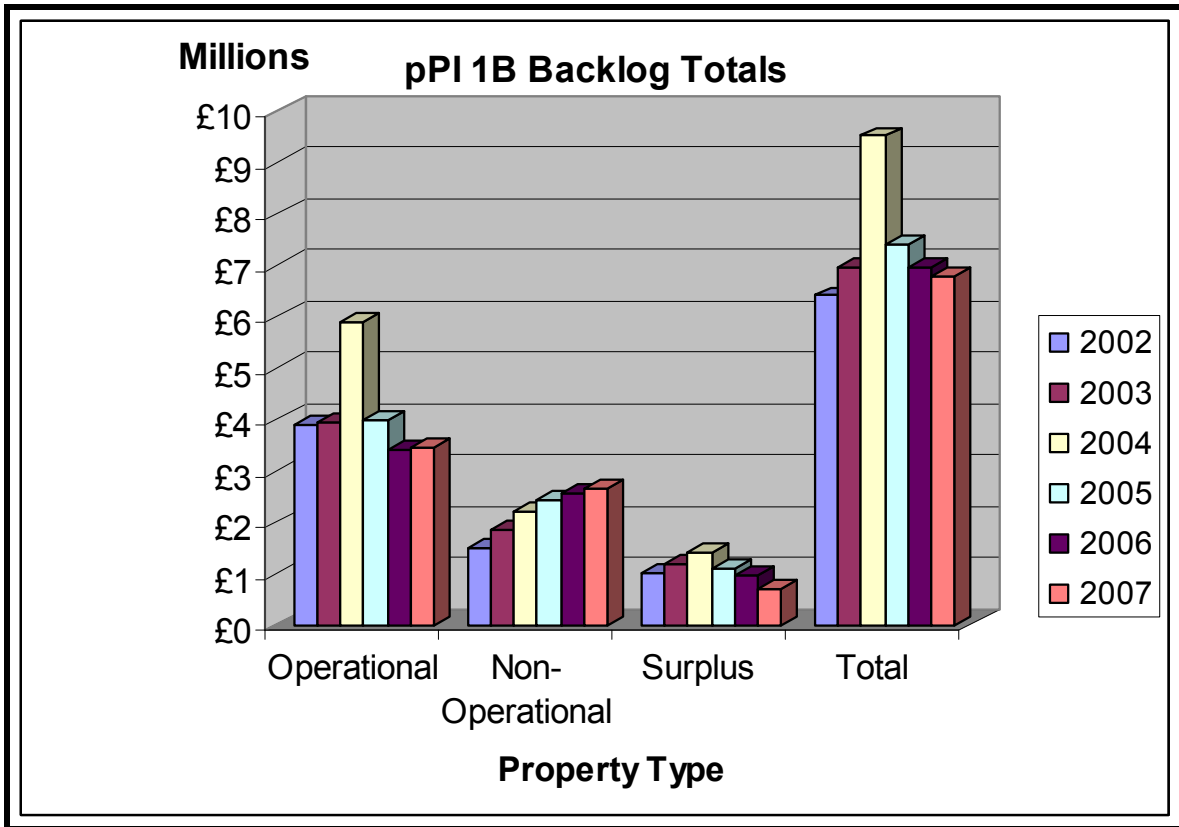


Graph 14.1 Priority 2 2002 to 2007



Graph 21.2 Priority 3 2002 to 2007

APPENDIX 14 – pPI 1B GRAPHS 6 YEAR COMPARISSON Cont.



Graph 14.3 Total Backlog 2002 to 2007

APPENDIX 15– pPI 3

<i>HEADING</i>	<i>DESCRIPTION</i>
PERFORMANCE INDICATOR REF:	pPI 3
NAME:	Total annual management costs per square metre (GIA) for the property portfolio
SOURCE	ODPM
REASON	Support annual AMP Submission
FREQUENCY	Annual
TARGET AUDIENCE	ODPM Government Office for West Midlands Elected Members CASG CMB
METHOD	Assessment of staff time spent on strategic property management
INCLUSIONS	The indicator covers the strategic management of the portfolio of the whole estate including; <ul style="list-style-type: none"> • Corporate preparation of both AMP and Capital Strategy documents • Preparation of other property related programmes and strategies • Corporate management of programmes • Condition and suitability surveys • Data management • Option appraisal, prioritisation • Input to service reviews • Corporate property reviews
EXCLUSIONS	<ul style="list-style-type: none"> • Management of projects • Carrying out condition surveys • Data entry
DATE	Data based upon financial year 2007/08. Report date January 2008.
RESULTS	<ul style="list-style-type: none"> • The Total Cost is £96,937.24 • The Total Floor Area is 389,702m² <p>Total annual management costs per square metre (GIA) for the property portfolio is £0.25/ per m².</p>
LESSONS LEARNT	This figure has increased from last year.

ACTIONS TO BE TAKEN	Results of the pPI will be compared with figures from other authorities with a similar property portfolio so that conclusions can be made.
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APPENDIX 16 – pPI 4A

<i>HEADING</i>	<i>DESCRIPTION</i>
PERFORMANCE INDICATOR REF:	pPI 4A
NAME:	Repair and maintenance costs per square metre GIA
SOURCE	ODPM
REASON	Support annual AMP Submission
FREQUENCY	Annual
TARGET AUDIENCE	ODPM Elected Members CASG CMB
METHOD	Repair and maintenance costs per square metre GIA for operational buildings only. Data is based upon information from Cedar Financials (corporate financial system) for full financial year 2006/07
INCLUSIONS	The following financial codes for all Operational properties: <ul style="list-style-type: none"> • Code 1000 - Repairs and maintenance • Code 1050 - Emergency work • Code 1051 - Planned maintenance • Code 1052 - Local Orders • Code 1054 - Revenue funded capital • Code 1055 - Energy management • Code 1056 – Servicing • Code 1010 – Alarm maintenance
EXCLUSIONS	<ul style="list-style-type: none"> • Schools • HALO Properties • Code 1053 - Minor improvements
DATE	Data for Financial Year 2007/08. Report date January 2008.
RESULTS	<ul style="list-style-type: none"> • The total floor area for operational properties excluding HALO properties, housing and schools as at 01/04/2007 was 55,288.64 m2. • The total repair and maintenance cost for 2007/08 was £801,455.54. <p>Repair and maintenance costs were £14.50 per square metre for the financial year 2006/07 for operational properties.</p>
LESSONS LEARNT	The Herefordshire Council now has an accurate figure for repair and maintenance costs that can be used as a benchmark for

ACTIONS TO BE TAKEN	targeting of future improvements. This figure needs to be benchmarked against figures from other local authorities that have a similar size and profile of operational estate.
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APPENDIX 17 – pPI 4B

<i>HEADING</i>	<i>DESCRIPTION</i>
PERFORMANCE INDICATOR REF:	pPI 4B
NAME:	Energy costs per square metre GIA (gas, electricity, oil, solid fuel)
SOURCE	ODPM
REASON	Support annual AMP Submission
FREQUENCY	Annual
TARGET AUDIENCE	ODPM Government Office for West Midlands Elected Members CASG CMB
METHOD	Energy costs per square metre GIA for operational buildings only. Data is based upon information from Cedar Financials (corporate financial system) and from West Mercia Supplies (bulk energy purchaser) for full financial year 2006/07
INCLUSIONS	All Operational properties
EXCLUSIONS	<ul style="list-style-type: none"> • Leisure Centres/Swimming Pools now managed by the Herefordshire Community Leisure Trust (HALO)
DATE	Data for Financial Year 2007/08. Report date January 2008.
RESULTS	<p>The available data has considerable shortcomings for a variety of reasons. A decision has been taken to report upon the core of the operational properties where a good data set exists. On this basis</p> <ul style="list-style-type: none"> • The total GIA for the core sample properties is 45,924.75.m² (approximately 83% of the total GIA of 55,288.64 m²) • The total fuel cost for the properties was £645,495.80 <p>The energy cost per square metre GIA for 2006/07 was £14.05/m²</p>
LESSONS LEARNT	<p>The Herefordshire Council has a mixture of energy purchased direct from energy suppliers and of energy purchased through a bulk-purchasing organisation – West Mercia Supplies. Data from West Mercia Supplies has been of a far better quality than from the Council's corporate financial system Cedar financials. There are numerous operational issues that prevent a comprehensive set of data being available. Amongst these are properties where fuel costs are paid for within rents and properties with shared supplies where sub-metering needs to be introduced.</p>

ACTIONS TO BE TAKEN	Work already started to rationalise and improve energy data will be continued.
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APPENDIX 18 – pPI 4C

HEADING	DESCRIPTION
PERFORMANCE INDICATOR REF:	pPI 4C
NAME:	Water costs per square metre GIA
SOURCE	ODPM
REASON	Support annual AMP Submission
FREQUENCY	Annual
TARGET AUDIENCE	ODPM Elected Members CASG CMB
METHOD	Water costs per square metre GIA for operational buildings only. Data is based upon information from Cedar Financials (corporate financial system) for full financial year 2007/08.
INCLUSIONS	All Operational properties
EXCLUSIONS	<ul style="list-style-type: none"> • Schools • Leisure Centres/Swimming Pools now managed by the Herefordshire Community Leisure Trust (HALO)
DATE	Data for Financial Year 2007/08. Report date January 2008.
RESULTS	<p>The available data has considerable shortcomings for a variety of reasons. A decision has been taken to report upon the core of the operational properties where good data exists. On this basis</p> <ul style="list-style-type: none"> • The total GIA for the core sample properties is 55,288.64m² • The total water cost for the core sample was £94,006.50. <p>The water cost per square metre GIA for 2007/08 was £1.70/m²</p>
LESSONS LEARNT	There are numerous operational issues that prevent a comprehensive set of data being available. Amongst these are properties where water costs are paid for within rents, and properties with shared supplies where sub-metering needs to be introduced
ACTIONS TO BE TAKEN	Work already in-hand to consolidate water accounts will be continued. Further consideration will be given to reviewing supplies at properties where water is paid for on a rateable value basis as opposed to a metered basis.

GLOSSARY

AMP	Asset Management Plan
AMPS	Asset Management and Property Services
CAA	Comprehensive Area Assessment
CAWR	Control of Asbestos at Work Regulations 2006.
CEDAR	Herefordshire Council's Corporate Financial System
CFs	Community Forums
COPROP	Chief Corporate Property Officers in Local Government
CIPFA	Chartered Institute of Public Finance and Accountancy
CPA	Comprehensive Performance Assessment
CSMG	Capital Strategy Monitoring Group
CPO	Corporate Property Officer
CPO	Compulsory Purchase Order
CROW	Countryside and Rights Of Way Act (2000)
CASG	Corporate Asset Strategy Group
CUPID	Property Services 'in-house' property maintenance system
CMT	Corporate Management Team
DDA	Disability Discrimination Act (1995)
DCSF	Department for Children, Schools and Families
ESCO	Energy Services Company
EVOLUT1ON	Herefordshire Council's Corporate Asset Management Planning System
GEM	Good Environmental Management
GIA	Gross Internal Area
GIS	Geographic Information System
GOWM	Government Office of the West Midlands
HALO	Herefordshire Community Leisure Trust
ICT	Information and Communications Technology
IEG	Implementing Electronic Government

IPF	Institute of Public Finance
IRR	Internal Rate of Return
LAA	Local Area Assessments
L&PIO	Land and Property Information Officer
LPSA	Local Public Service Agreement
NDS	New Deals For Schools
ODPM	Office of the Deputy Prime Minister
PDs	Property Drivers
pPI	Property Performance Indicator
PFI	Private Finance Initiative
SCE (R)	Supported Capital Expenditure (Revenue)
SCQS	Society of Chief Quantity Surveyors
UDP	Unitary Development Plan
UPRN	Unique Property Reference Number