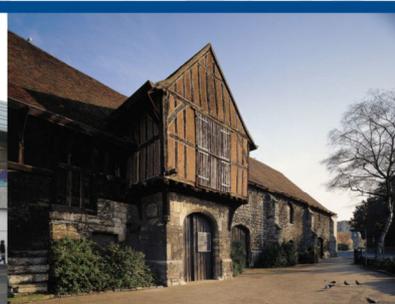


# Asset Management 2010-13



**MAIDSTONE BOROUGH COUNCIL**  
**ASSET MANAGEMENT PLAN 2010-13**

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## **FOREWORD**

With the current pressures on Council finances and the drive for greater efficiency in the use of Council and indeed all public assets, it is important that the Council continues to regularly review its asset base to ensure that all of it contributes to meeting the aspirations of the people of Maidstone.

The current economic climate means that income from investment assets is lower, and assets identified for disposal can be difficult to value and even more difficult to sell at advantageous prices. Changes in how we value assets and the financial arrangements for reporting are required. We will also need to consider innovative ways of disposal and to investigate alternative options for use.

The Council will be taking a close look at a number of key assets to see how they might better support the capital programme or our aspirations for regeneration.

We will soon be completing the review of the smaller parcels of land owned by the Council with a view to selling or transferring them to parishes. This will be followed closely by a review of community halls and similar provisions across the Borough.

Discussions are taking place with all other public agencies across Kent, as part of the Total Place pilot, to see how more efficient use can be made of the significant quantity of public assets owned by these agencies through increased sharing arrangements and whether tied up capital can be released for the public good.

We have already had detailed discussions with the police and will shortly be establishing a multi-agency Community Support Unit at the Council's main offices in Maidstone House.

The new face of the Council at the Gateway in King St will continue to be reviewed with our partners to bring more face to face transactions with our customers into a single location.

The Council has invested significantly over the last couple of years to improve the Town Hall, the Crematorium and the Leisure Centre, and to build the new Offices, the Gateway and a new Depot. Investment will continue in order to improve services and facilities at the Museum and in Mote Park and to encourage regeneration by carrying out major improvements in the High Street.

We have also published energy efficiency ratings for the larger Council buildings. This will be extended to all the Council's buildings over the next few years and we will be working hard to increase their ratings.

Councillor Richard Ash  
Cabinet Member for Corporate Services

## **1. INTRODUCTION**

- 1.1. The Council is a significant property owner within the Borough and the effective management of its land and property assets is crucial to the delivery of efficient services, and to support our priorities and corporate objectives.
- 1.2 Good asset management can:
- Deliver exceptional services for customers and residents, aligned with local priorities, whilst focusing investment clearly on need;
  - Empower communities;
  - Improve the economic well-being or promote the regeneration of an area;
  - Ensure that assets are properly maintained;
  - Introduce new working practices and encourage cultural organisational change;
  - Reduce carbon emissions and improve environmental sustainability;
  - Increase co-location and partnership working;
  - Improve the accessibility of services and ensure compliance with the Disability Discrimination Act;
  - Generate efficiency gains, capital receipts, or an income stream; and
  - Improve the quality of the public realm.
- 1.3 Asset management is the holistic management of property assets as a key corporate resource, requiring the integration and optimisation of capital and revenue expenditure for the benefit of the local community.
- 1.4 Property assets are defined as the buildings, structures and land owned by the Council which include a number of scheduled ancient monuments and historic memorials.

## **2. CONTEXT**

- 2.1 The Council's previous asset management plans have been predominantly focused on its own assets. However, in order to respond to evolving issues such as Comprehensive Area Assessment and Communities in Control, a more strategic approach to asset management is now required to ensure that not only do our assets meet the future needs of the Council but they also contribute to the wider needs of the community.
- 2.2 The Council's Vision, priorities and objectives are set out in the Strategic Plan 2009-2012.
- 2.3 Our vision is that we want Maidstone Borough to be a vibrant, prosperous 21<sup>st</sup> century urban and rural community at the heart of Kent, where its distinctive character is enhanced to create a safe, healthy, excellent environment with high quality education and employment where all people can realise their aspirations.
- 2.4 The Council has identified five priority themes to help deliver the vision. These are:
- A place to achieve, prosper and thrive;
  - A place that is green and clean;
  - A place that has strong, healthy and safe communities;
  - A place to live and enjoy;
  - A place with efficient and effective public services;
- 2.5 The Local Government policy framework stresses the need for us to develop sustainable communities whilst rigorously pursuing value for money. This encourages local authorities to achieve positive outcomes for people and places by having a strategic and political leadership, working together with partners, involving and empowering communities and providing wide ranging and strong local accountability.
- 2.6 This is reinforced by the Audit Commission's Comprehensive Area Assessment, Key Lines of Enquiry on the Use of Resources which encompasses the following principles:
- Assets should be used to the benefit of local communities;
  - Asset holdings should be considered in a wider context than the main service use of the asset; for example, using property to shape places or to deliver economic, environmental and social outcomes;
  - There should be integration of asset management with corporate goals and objectives and corporate business processes; and
  - Authorities should work together with partners on managing public buildings across an area.

2.7 The Asset Management Plan forms part of and is consistent with the Council's Strategic Planning process and the resultant priorities, aims and objectives. The top level plans and strategic planning charts in Appendices A and B show the various relationships. The key objectives to which well managed assets can contribute are included in Appendix C.

2.8 Assets, as a resource, support the delivery of the Council's objectives by:-

- Providing accommodation for services including those shared with other authorities
- Meeting the needs of the local community including providing parks and open spaces, leisure centres, museums and entertainment facilities, park and ride facilities etc.
- Safeguarding local heritage through ownership and preservation of historic and scheduled ancient monuments.
- Providing a revenue return through the investment portfolio and capital returns through sales of surplus assets.
- Assisting economic development and employment through provision of small business units.
- Facilitating strategic economic development or regeneration alone or in partnership in developments such as Fremlin Walk, the High Street and Wrens Cross.
- Providing the opportunity to work in partnership with or strengthen the local community through the provision or transfer of facilities such as community halls.
- Supporting the Local Development Framework through strategic acquisitions and disposals.

### **3 VISION AND OBJECTIVES**

3.1 The vision for assets in support of the Council's vision and priorities is:

- To ensure that the Council's assets support the delivery of its services and objectives;
- To meet the challenge of working in an environment of change; and
- To ensure that all assets are demonstrably managed in the most economic, efficient and effective manner.

3.2 The strategic objectives for operational assets are that they should be:

- in the right location to allow customers to access the service and any other related services of partners (where co-located) and suitable for staff to deliver it;
- in good condition to the extent that services can be provided from them in a comfortable environment for both staff and customers without interruption;
- suitable and sufficient for the purpose for which they are being used in terms of size, type and layout of accommodation – including accessible to people with disabilities;
- flexible to the extent that they can be adapted economically to adjust to changing service needs, including sharing with partners in service delivery;
- able to demonstrate 'Best Value' in terms of a balance between efficiency in operation, running costs and long term sustainability;
- able to convey a positive image of the Council and the service being provided;
- able to contribute positively to the immediate environment, particularly where there is a need for physical regeneration of the locality;
- good examples of sustainable development if new or extensively refurbished;
- maintained in such a way so as to minimise reactive maintenance by improving planned maintenance arrangements; and
- managed to mitigate their impact on and the effect of climate change.

3.3 The strategic objectives for non-operational assets are that they should be:

- able to make the maximum contribution to service revenue budgets in terms of rental income; or
- able to make a positive contribution to the social wellbeing of the community either through its presence as a heritage asset or through use by others such as voluntary groups, charity organisations or small businesses; or
- acquired, disposed of or developed for reasons of strategic importance, such as to influence the physical and economic regeneration of the Borough.

#### 3.4 **Approach to acquisition and disposal**

The objectives to be achieved from any asset acquisition are that it should provide one or more of the following benefits and that the benefits are more valued than the cost of acquisition:

- a demonstrable contribution towards the delivery of the Council's priorities and the provision of its services;
- a strategic acquisition for redevelopment or tactical purposes;
- to facilitate regeneration, economic development; or
- to generate revenue income.

3.5 Where surplus capacity in property or land is identified, its future use or disposal will be considered in accordance with the Council's priorities and within the planning framework. The opportunity to share with partner organisations will also be explored as part of the options appraisal process.

3.6 Where property is proposed for disposal, consideration will also be given to the consequences of the piece of land or property not being subject to the Council's control in terms of standard of care, maintenance etc., by the inclusion, where appropriate, of covenants in the contract to maintain the required standards of care.

3.7 Options appraisals for capital investment or disposal will include whole life costings. These are the systematic consideration of all relevant costs, revenues and performance associated with the acquisition and ownership of an asset over its physical, economic, functional, service or design life. The contribution of the asset to community benefits and council objectives will also be taken into account.

#### **4. ORGANISATIONAL and FINANCIAL ARRANGEMENTS**

- 4.1. The Member with responsibility for Asset Management continues to be the Cabinet Member for Corporate Services.
- 4.2 The Council's Corporate Property Officer is the Head of Business Improvement, who is a member of the Senior Management Team. He reports to Corporate Management Team and Cabinet as necessary and is within the Directorate of Change & Environmental Services.
- 4.3 The Council augments its capacity to strategically manage its assets by the formation of:

##### **Corporate Property and Capital Programme Group** who:

- provides the strategic management of the Council's assets to maximise the benefits achieved from the capital employed;
- ensures that the Council's use and management of its corporate property assets is efficient and effective;
- reviews the Council's plans and strategies, relevant internal or external audits and service plans to identify property implications and future service property requirements and aspirations;
- considers the results of asset reviews and determining the appropriate action;
- agrees the corporate property workplan;
- develops and reviews the Asset Management Plan;
- reviews data gathered from condition surveys, suitability surveys, performance measures and benchmarking exercises and monitor actions to improve performance as necessary;
- reviews and monitors property related projects from initiation to completion to ensure effective project management arrangements are in place and to review outcomes against the expected benefits;
- considers and reviews strategic changes in office accommodation; and
- considers examples of best practice in asset management in the public and private sectors;

The group is chaired by the Director of Change and Environmental Services and comprises senior officers from all directorates.

- 4.4 Regeneration remains important for local government particularly as part of the place shaping agenda. To ensure Maidstone benefits from the

opportunities available, a **Regeneration Projects Group** has been created to take a strategic overview of those assets owned by the Council which could be developed without impacting upon the Council's core business of 'Service Delivery'. The Board comprises Officers from the key areas of land and property related disciplines, namely:

- Economic development;
- Corporate property;
- Planning Policy; and
- Social Housing.

The group is chaired by the Director of Prosperity and Regeneration.

### **Project and Asset Evaluation**

- 4.5 The Council's medium term capital programme over the next three years totals £21,650,000. A summary of the programme and the funding is set out in Appendix D. Schemes with implications for asset management are highlighted.
- 4.6 Capital projects are appraised for inclusion in the capital programme based on an objective method of prioritisation and assessment of capital projects using a standard form available on the Council's intranet.
- 4.7 This enables project sponsors to examine a project's contribution to Council objectives, its financial implications, both capital and revenue, and its deliverability. This process encourages sponsors to examine more closely how and when the project will be delivered with the intention of improving delivery in accordance with the programme.
- 4.8 Project sponsors for the larger schemes are from the Corporate Management Team and delivery is progressed through project groups which include key Council departments and external advice and skills where necessary.
- 4.9 The success of the project is reviewed by The Corporate Property and Capital Programme Group using a standard form for Post Implementation Review available on the Council's intranet.

### **Resources**

- 4.10 The Property & Procurement Section, within the Business Improvement Service is responsible for operational asset management and the maintenance and repair programme for corporate property. The structure chart is available on the Council's intranet.
- 4.11 Service Managers are responsible for the day to day management of the properties used by their services. Allocation of responsibilities between the Property & Procurement Section, as corporate landlord, and the services who occupy properties are set out in Service Level Agreements or in simpler guidelines.

- 4.12 Rent reviews, lease renewals, development appraisals, asset valuations, property inspections, asset reviews, suitability surveys, and property purchases and disposals are carried out by the Corporate Property Section. Further specialist advice is occasionally sought from external property specialists.
- 4.13 Management of the Council's property maintenance programme, condition surveys and project management of small to medium size construction projects is carried out by the Property Services section. The team is augmented by external Consultants when specialist advice or additional resources are required.
- 4.14 Compliance with numerous statutory requirements relating to maintenance and management of properties are dealt with in-house, augmented by external Consultants when specialist advice is required. The main legislation covered is:
- Disability Discrimination Act;
  - Control of Asbestos Regulations;
  - Environment Protection Act (contaminated land);
  - Control of Substances Hazardous to Health Regulations (legionella); and
  - The Regulatory Reform (Fire Safety) Orders
- 4.15 A rolling five year programme of condition surveys, regular inspection of the properties and liaison with service managers determines the revenue and capital budgets required over the medium term.
- 4.16 Budgets for, and the cost of repairs and maintenance are split between planned maintenance and reactive maintenance in order to monitor and measure the progress of improving the proportion of expenditure on the former at the expense of the latter. Outcomes for 2006/7 to 2008/9, estimates for 2009/10 and forecasts up to 2012/3 are shown below.

<b>Year</b>	<b>Planned</b>		<b>Reactive</b>	
<b>2006/7</b>	£795,052	80%	£196,650	20%
<b>2007/8</b>	£631,211	75%	£215,730	25%
<b>2008/9</b>	£481,695	71%	£202,550	29%
<b>2009/10</b>	£477,300	71%	£198,230	29%
<b>2010/11</b>	£535,900	79%	£145,330	21%
<b>2011/12</b>	£560,000	80%	£140,000	20%
<b>2012/13</b>	£576,000	80%	£144,000	20%

- 4.17 The budget for the acquisition of land and buildings as opportunity purchases has been omitted from the capital programme due to pressures on the Council's capital budgets.

## **5. THE CURRENT PORTFOLIO**

- 5.1. The total value of the Council's properties as at 31 March 2009 (excluding fixtures and fittings, plant and machinery) was £71.9m, an increase of approximately 38% on the 2007 figure, due, in the main, to the re-profiling of certain substantial operational assets held by the Borough.
  - 5.1.1 In the summer of 2008 world financial markets suffered a sudden and sharp decline in value brought about by the collapse of a number of financial institutions. Maidstone Borough Council's asset register has generally remained insulated from the fallout of this 'global recession' due to the nature of its holdings, although there has been a noticeable fall in property rents and capital values; both commercial and residential, accompanied by a decline in operational businesses within the Borough.
  - 5.1.2 This decline in values has coincided with an ambitious programme of flagship capital projects, such as the Improvements to Maidstone High Street, the development of the Maidstone Museum East Wing and improvements to Mote Park, which combined with a reduction in Central Government funding has led to a projected shortfall in capital funding of some £4m by 2012/13. Options for overcoming the shortfall include prudential borrowing and asset disposal. Members have expressed their preference for the latter.
  - 5.1.3 Officers are currently examining a number of assets for disposal not only to seek a capital receipt but also to help deliver the Council's aspirations for regeneration. The ability to maximise the value of the assets through the development process by considering changes of use and site assembly should be used to advantage. Capital receipts from disposals are not linked to particular schemes but feed into the overall capital budget which could be used to invest in infrastructure projects prompting further development and regeneration.
- 5.2 The Council's property can generally be divided into two categories, operational and non-operational and within these categories a number of further breakdowns can be effected. These uses and the property values are summarised in Appendix K, together with a note regarding the method of valuation. The list excludes the many parks, open spaces and other small parcels of land owned by the Council. Details of these are held on the Council's property terrier.
- 5.3 Valuation of the Council's assets is carried out in accordance with the RICS Valuation Standards 6<sup>th</sup> Edition (more commonly called the Red Book) and, where appropriate, CIPFA Local Authority Accounting Code.
- 5.4 A key task relating to the Council's land holdings will be a 'Market Value - net of all disposal costs' valuation of all land and property held by the Council. Being more market-focussed than an asset valuation, this exercise will provide the Council with a clearer understanding of the likely value of its land-holdings.

- 5.5 A number of the Council's properties are listed buildings and Scheduled Ancient Monuments, some of which are of national historic importance; e.g. the Archbishop's Palace and Old College Complex. These buildings are expensive to operate, maintain and improve and are discussed further in Section 7.
- 5.6 In addition to property owned by the Council as Local Authority, the Council -as Corporate Trustee- owns a 999 year leasehold interest in the Cobtree Estate and 7/9<sup>th</sup> of the Cobtree Manor Golf Course; the other 2/9<sup>th</sup>s is within the freehold ownership of the Council as Local Authority. A separate Asset Management Plan has been prepared by the Cobtree Officer and is outside of this plan.
- 5.7 The Council holds a number of 'non-social housing' residential properties within the general fund portfolio. Depending upon circumstances relating to the property, it is Council policy to dispose of residential premises when they become vacant.
- 5.7.1 Annexed to the general fund portfolio are a number of residential properties managed by the Council but owned by Kent County Council. Management responsibility for these properties is being transferred back to KCC.
- 5.8 The Council encourages small business growth and holds a number of small industrial units at Parkwood Industrial Estate. These units support light industrial, trade counter or ancillary office use and have proved to be very popular.
- 5.8.1 A further 17,000sqft (1580sqm) of units will shortly be delivered to the Council as part of the redevelopment of the former Carpet Express site (to be called Equilibrium) on Bircholt Road. These units are slightly larger than the Council's standard units but will be capable of sub-division (subject to planning).
- 5.9 The Estateman Property Management System has been in use for several years to maintain a register of assets. The system operates a date management system to notify when rent reviews, lease, licence renewals, and property inspections are due for attention and can therefore be actioned without detriment to the asset management programme.
- 5.10 Estateman is an invaluable Estate Management system to the Corporate Property and Legal departments enabling to access property files held on the Council's central server, thereby creating a 'virtual office' permitting reports to be 'run off' with ease.
- 5.11 The Estateman database is currently being overhauled and rationalised to enable data access using various search parameters including: deeds packet, legal and property file numbers, post-code and address. The GIS team are also undertaking the recording and identification of all Council land holdings, following on from the commission to 'Teraquest', by focussing on accurate display of the Council's land holdings. Further work including referencing land to the Land Registry title number and where

possible Rating or Council Tax reference is to be incorporated with the GIS mapping system and Estateman.

- 5.12 Corporate Property and Economic Development also subscribe to FOCUS. This is a 'real-time' national database of property deals, it holds financial information relating to available premises and completed sales for industrial, retail and office accommodation, there is also access to corporate accounting data and financial health-checks of PLC's and Limited companies as well as socio-economic reports on town centre property environments. The system provides both Economic Development and Corporate Property with invaluable property research data.

## 6. OPERATIONAL ASSETS

- 6.1. The Council is committed to making the best use of its resources. Efficient management of its assets over the next three years will be challenging for many reasons. Chief amongst these will be the current recession and its effect on property values, the shared services agenda, the Council's ambitious programme of capital projects and aspirations for regeneration.
- 6.2. Much has been achieved over the past few years to improve the efficiency and delivery of services from operational assets and to increase ease of access for customers to Council services. These include:
- **New Offices** - The relocation of the Council's main offices in June 2008, to a town centre location on one site in open plan offices with a range of meeting rooms and member and staff facilities, and the opening of the Gateway in January 2009, a one stop customer services reception shared with Kent County Council and a range of other third sector partners.
  - **New Council Depot** - The relocation of the Council depot in December 2009 from a worn out and inefficient site to a newly constructed bespoke premises in Parkwood.
  - **Museum East Wing Development** - The finalisation of the scheme with significant Heritage Lottery funding to provide improved reception, education, storage, exhibition and associated facilities at the Museum. A start on site is expected in March 2010.
  - **Town Hall** - The improvements to the Council Chamber in the Town Hall in 2007 to provide improved environmental conditions, audio/visual facilities and flexible arrangements to accommodate a wide variety of uses.
  - **Corn Exchange Complex** - Work was completed in 2008 to improve the facilities at the Corn Exchange complex to provide gallery space, an information point, rehearsal space and improved sound separation between the Hazlitt and the Exchange Room venues resulting in better and wider usage of the complex.
  - **Maidstone Leisure Centre** - Following its transfer to the Maidstone Leisure Trust during 2009, a substantial package of improvements to the building and facilities is planned with approximately £4,000,000 being spent in the first year. These include a new 100 station gym and changing facilities, a new Wet Change village, new Dance and Spinning Studios, refurbishment of the Lagoon and Terrace Area, Soft Play Area, dry change area, reception and bar area and repair of the glazed roof.
  - **Vinters Park Crematorium** - The three old cremators were replaced with two modern ones fitted with mercury abatement equipment to satisfy new mercury emission regulations along with

associated adaptations to the crematory. These included an upgraded electrical supply, via an on-site sub-station, an upgraded standby generator, and refurbishment of the operational and public areas. The vacant cottages were also adapted to provide new office accommodation and a public reception area.

### **6.3 New Offices Project**

6.3.1 After many years of false starts and examination of various options the Council committed to a fifteen year lease with the Mall Corporation for 36,000 sq ft of refurbished office accommodation above the Chequers Centre linked to 9,000 sq ft of new build office accommodation on King St. Completed between June 2008 and January 2009, the project relocated all of the Council services from its fragmented accommodation in London House and 13 and 26 Tonbridge Road sites to modern open plan offices in a Town Centre location with easy access for the public. The scheme has been enhanced by the inclusion of a Maidstone Gateway, a partnership with Kent County Council to provide an integrated one stop shop for Council services. This has been further extended to include a range of public and third sector partners such as the Primary Care Trust, Citizen's Advice Bureau and the police.

6.3.2 The successful delivery of the project has meant:

- Improved access to services for customers including co-sharing with other public sector partners, most notable Kent County Council;
- A reduction in office floor area of around 25%;
- More flexible work patterns and longer opening hours;
- More efficient working through being in one location;
- Modern air conditioned offices in an open plan environment that provides better communications between staff;
- Introduction of improved Information and Communications Technology;
- Improved environmental performance through a bio-mass boiler, various energy and water saving devices and a green roof;
- Lower CO<sub>2</sub> emissions including lower staff parking provision and better facilities for cyclists.

6.3.3 One outstanding issue from the scheme is that due to the economic downturn the former office sites at 13 and 26 Tonbridge Road remain unsold. This has created a shortfall in the capital receipts, with implications for the medium term capital programme. The Council has decided to maximise the attractiveness of these sites to developers by demolishing the existing buildings, completing an archaeological survey,

obtaining planning permission for residential development and to re-market the sites.

6.3.4 Other key aspects of the project to be managed over the next few years are:

- maintaining a viable and sustainable supply for the bio-mass boiler;
- ensuring robust repair, maintenance and cleaning arrangements are in place;
- maintaining effective relationships with the landlord, KCC and other partners;
- implementing more effective facilities management arrangements; and
- improvements in customer numbers and satisfaction, energy and water usage, resource consumption and space utilisation.

## **6.4 New Council Depot**

6.4.1 The new Council Depot at Parkwood was completed and open for business in December 2009. The project was assisted by £1,500,000 grant funding from the Department for Communities and Local Government to make up the difference between the cost of the site and construction of the depot and the capital receipt from the old depot. The project also provided improvements to the South Park recreation ground. The previous depot site is also to be developed with a Registered Social Landlord.

6.4.2 As well as bringing the Council and our contractor together in a single building the new depot provides a modern, efficient facility for the street cleansing, grounds maintenance and waste collection services along with a number of other street scene related services.

6.4.3 The building also incorporates a number of environmentally friendly features, such as rainwater harvesting, sustainable drainage, solar panels, high efficiency condensing boiler, PIR lighting, and natural ventilation. The building achieved a very good BREEAM rating despite being a green field development.

6.4.4 Other key aspects of the project to be managed over the next few years are:

- ensuring robust repair, maintenance and cleaning arrangements are in place;
- maintaining effective relationships with Sita, the current waste collection contractor;
- ensuring a robust and clear allocation of responsibilities for the operation, care and maintenance of the depot through a Service Level

Agreement between Corporate Property (the landlord) and Environmental Services (the tenant)

- implementing effective facilities management arrangements; and
- improvements in energy and water usage, resource consumption and space utilisation.

## **6.5 Museum East Wing Development**

6.5.1 The project comprises the construction of an extension of approximately 462m<sup>2</sup> to provide additional gallery and public space and associated ancillary and storage areas and refurbishment of approximately 682m<sup>2</sup> of existing accommodation to provide improved or additional gallery, public and storage space, teaching facilities and associated ancillary areas.

6.5.2 The Project will bring real, measurable benefits:

- A new gallery of Japanese art, showcasing one of the finest collections in the UK;
- 30% more display space in the East Wing;
- Two new environmentally controlled exhibition galleries capable of hosting priceless artefacts from national collections;
- Environmentally controlled, accessible storage allowing the Museum's exceptional collections to be preserved for future generations to enjoy;
- Greater access to the Museum's historic buildings, many of which have been inaccessible for decades.
- Improved facilities such as a passenger lift, accessible toilets, baby-changing, buggy storage and a cloakroom will enhance our visitors' experience.
- An improved Maidstone Visitor Information Centre offering a better information service to residents and visitors;
- Better facilities for visiting school parties and improved opportunities for learning;
- New meeting spaces for community groups and business users;
- An attractive new shop will provide a greater range of souvenirs for visitors to purchase;

- Opportunities to redevelop the existing café in the space vacated by the present shop to provide a better service with a greater choice for visitors; and
- Reduced energy demand and cost savings through the use in the East Wing of environmentally friendly technologies, such as a geothermal heat pump and photovoltaic panels. The technology will be displayed to form an educational and inspiring exhibit.

6.5.3 Key issues are to ensure that the project is completed on time, within budget, to the quality required and that the benefits listed above are delivered. The project will be managed in accordance with the principles of Prince 2, and workstream leaders have been appointed to ensure delivery of every aspect of the project.

6.5.4 Other issues to be considered are the redevelopment of the existing café, transfer of the Visitor Information Centre from the Town Hall and ensuring that robust facilities management, maintenance and cleaning regimes are in place.

6.5.5 The opportunity to link the Museum's services to Kent County Council's Adult Education services in the adjacent building are also being explored.

## **6.6 The Town Hall**

6.6.1 It is expected that the Visitor Information Centre will relocate to the Museum East Wing development following its completion during 2011-2012. Options for the use of the vacated space at the Town Hall will be examined, which will include the possibility of revenue earning commercial use, which may be enhanced by the High Street regeneration project.

6.6.2 Following a review of several options, the Council has decided to continue to house the CCTV Control Room in an enhanced basement.

## **6.7 Total Place**

6.7.1 The Council is taking part, along with all other public authorities in Kent, in the Total Place programme, as one of the pilots. Total Place is a Communities and Local Government pilot programme to test new approaches to efficient use of resources and service improvement in local areas.

6.7.2 It is a pilot programme looking at how public money is spent in a local area and how it can be used more efficiently to improve local services. One of the intended outcomes of the project is to explore ways in which business, voluntary and public sector bodies can work together to provide a wide range of public services under one roof.

- 6.7.3 The Kent pilot is focussing on integrated services (online and telephone) and shared buildings and resources.
- 6.7.4 For the foreseeable future the constraints on public spending will be severe. However, the period also coincides with an increased awareness, not just financially-driven, of the benefits of a joined-up public realm to simplify customer access and expedite service delivery, in its widest sense, for all public service customers.
- 6.7.5 The potential for improved customer access, a shift to self-service and the consolidation of transactional services will be matched by the opportunity to reduce the property and land holdings needed by public agencies from which to deliver services. In addition to the service and customer benefits, the financial benefits are expected to be a realisation of capital receipts and a reduction in revenue costs.
- 6.7.6 It is important that the Council plays an active part in the programme to ensure it derives the full benefit from it.

## **6.8 Mid Kent Improvement Partnership**

- 6.8.1 MKIP is a partnership between Ashford Borough Council, Kent County Council, Maidstone Borough Council, Swale Borough Council and Tunbridge Wells Borough Council to work together and seek opportunities for joint or shared services with the aim of improving the quality and resilience of services while delivering efficiency savings.
- 6.8.2 As the partnership develops it is inevitable that there will be some relocation of staff towards or away from Council offices, so it is important from an asset management aspect that the Council understands the implications on office accommodation and is responsive to changes. A protocol for dealing with change will be developed with our partners in MKIP to ensure that it is dealt with in the most efficient way.

## **6.9 Other Issues**

- 6.9.1 Other major issues to be considered over the next three years are:
- A sustainable use for the Archbishop's Palace Stables, which houses the Carriage Museum,
  - The development of an integrated parking strategy, in conjunction with the Local Development Framework, that considers Town Centre Car Parks and on-street parking, the Park and Ride service, the associated revenue costs, congestion relief and carbon dioxide reduction.
  - The future of the Lockmeadow Market,

- Improvements to the environmental conditions in the Corn Exchange venues.
- Management of and improvements and additions to existing Gypsy sites.

## **7. NON OPERATIONAL AND INVESTMENT PROPERTY**

- 7.1 Income in the region of £1,240,000 per annum is achieved from the Council's non-operational property portfolio. It is a very important source of funding for both capital and revenue. In recent years a number of investments have been sold to help fund the capital programme.
- 7.2 It is important to keep the property under review in order to optimise the income either through disposal or restructuring of leases etc.
- 7.3 The Parkwood Industrial Estate, a significant investment asset, was reviewed by external valuers in 2009. The findings of the review are being taken forward by the Regeneration Projects Group who will be considering changing land use policies and exploring future uses in the context of the Local Development Framework with a view to enhancing the value of the asset.
  - 7.3.1 The former Courage site at Bircholt Road is currently being redeveloped to provide an amount of mixed commercial uses B1& B8, the Council is benefiting from the construction 17,000sqft of starter and 'step-up' business units. Strict criteria apply to the type of business permitted occupation of these units which are incorporated into the leases.
  - 7.3.2 Independent of the Council, the former Booker site at the junction of Bircholt and Cuxton Road is being redeveloped to provide a variety of business opportunities. Planning consent has also been granted to permit redevelopment of the former Dutton Forshaw site as a new showroom and workshop for Mercedes-Benz.
- 7.4 The remainder of the investment portfolio will continue to be reviewed by the Corporate Property Officer, using external expert advice where appropriate, ensuring that the resources applied to such assets and the income from them reflect the objectives of the Council as a whole and represent Best Value to the community.
- 7.5 The Council owns a number of heritage assets, listed buildings and scheduled ancient monuments. They are expensive to maintain and many of them have proved unsuitable for operational use. Some of them, for example: the Archbishop's Palace; the Palace Gatehouse; and the Master's House, have been let in such a way that secures their future. The Council will continue to explore similar opportunities in order to secure the future of other similarly threatened heritage assets.
  - 7.5.1 Cemetery Lodge has stood vacant for many years after works to the interior to eradicate dry rot resulted in the removal of all the first floor joists and flooring. The building has undergone assessments for a change of use and is now to be progressed as a leasehold disposal for office use. The lease agreement will require the incoming Tenant to repair and fit out the building in sympathy with its status and location
- 7.6 A number of other heritage assets, for example, the Volunteer's Memorial and the Queen's Monument, have no operational use and are extremely

unlikely to be of commercial interest, but still need to be safeguarded as they can make a positive contribution to the social wellbeing of the community. They can be relatively expensive to maintain, and so, in order to maximise deployment of resources on Council priorities, opportunities will be explored to procure grant funding from such bodies as the Architectural Heritage Fund and the Heritage Lottery Fund, shared management with the community or engagement with the voluntary sector.

7.7 In 2007 Central Government published the Quirk Review, focussing on Local Authority Community Assets and the opportunities available for their management by the 3<sup>rd</sup> Sector –charitable groups and other ‘not for profit’ public organisations.

7.7.1 The Council holds a number of Community Halls throughout the Borough, including: Senacre Hall, Heather House and Fant Hall, and has recently acquired a new Community Hall, within a new-build housing estate at Barming. The Hall forms part of the Section 106 Agreement between the Council and the developer. To ensure this property is managed effectively from hand-over, the Council has put in place a range of measures including:-

- The establishment of a Management Committee formed of local residents and a Ward Councillor; and
- Preparation of an outline lease and Service Level Agreement suitable for use with a community asset.

The emphasis is focussed upon the community taking responsibility for the management of the building, both operationally and physically, with the Council offering assistance and guidance with funding and training, where necessary. It is proposed that the management of future new community buildings will be managed using a similar process.

7.7.2 The Council is undertaking a review of all its community halls based on a policy adopted by Cabinet in October 2009. The Cabinet, at the same time, also adopted a strategy for transfer of community assets.

## 8 REGENERATION

8.1 In recognition of several drivers which include Draft PPS4, the Sustainable Community Strategy, the Economic Development Strategy, the South East Plan, the Kent Structure Plan, and the Maidstone Borough Wide Local Plan, the Council has adopted a Regeneration Statement, with objectives to:

- address economic, social, physical decay and decline in areas where market forces will not do this without support from the Council and its partners including areas of deprivation and the town centre; and
- ensure that the needs of local residents and businesses drive regeneration.

8.2 It is proposed that the Council's role should be to:

- lead collaborative working with the community and key partners including providers of affordable housing, health, education and training and skills services;
- specifically seek out experience and expertise from the third sector;
- target investment to ensure that resources are not spread too thinly;
- lever in funding for example through work with the regional improvement and efficiency partnership on improving economic and neighbourhood renewal leadership capacity and with the Homes and Communities agency in identification and promotion of regeneration areas in Maidstone;
- co-ordinate local efforts to mitigate the effects of the economic downturn;
- specifically for the Council to:
  - use its land as a catalyst for regeneration;
  - explore opportunities for site assembly using, if necessary, its powers of compulsory purchase;
    - address housing need and achievement of the council's housing targets;
    - enable the creation of higher quality jobs and access to employment;
    - improve the value of land and building assets and improve associated income streams for example at Parkwood Industrial Estate; and
    - ensure that design and sustainability are taken into account.

8.3 The key areas and sites within the Borough identified for regeneration are:

(a) Local Authority and other public body land such as:

- 13 and 26 Tonbridge Road;
- Medway Street car park;
- King Street Car Park;
- land adjacent to Upper Stone Street (Wren's Cross, George Street/Brunswick Street); and
- redundant school sites.

(b) Privately owned sites where market forces have not brought about change. These include:

- Land at Ashford Road / Sittingbourne Road;
- 27 Mote Road and other existing office locations;
- Areas of housing in the control of Maidstone Housing Trust such as Parkwood; and
- Areas of housing in the control of other Registered Social Landlords (RSLs).

(c) Sites where market forces may bring about change in the future when the economic climate is right but where intervention now may be appropriate which include:-

- Springfield;
- Maidstone East;
- St Peter Street/sites along the River Medway;
- Palace Avenue; and
- The Zeneca site at Yalding.

8.4 Development and regeneration projects are only one of a variety of activities which will demand capital resources in the future. It is also anticipated that the resources available to the Council through traditional channels, including cash income and government grant and investment programmes, will become more constrained over the period of the medium term financial strategy as overall levels and the distribution of public spending are adjusted. The Council has therefore given consideration to increasing its liquid assets in the short term through the disposal of land and property.

- 8.5 The scale of investment required and the current economic landscape suggest that a mix of funding tools and partners are needed to deliver investment and, potentially, generate long term economic gains for the Council (or ultimately the treasury). One way of addressing the need to generate resources for investment through the council's own efforts is the contribution that can be secured from its existing assets both now and on an on-going basis.
- 8.6 To that end, the Council has agreed that a long term approach be taken with respect to securing investment for development and regeneration projects and that this could be underpinned by public/private collaboration. Further work has been undertaken to identify assets for disposal in the short term and assets that could be considered for inclusion in a public/private partnership for the future delivery of development and regeneration projects over the medium to long term.

## **9 PERFORMANCE MANAGEMENT**

9.1 An essential part of local authority asset management is measuring the performance of the assets in relation to their strategic objectives and outcomes and using the results to shape future plans for the buildings.

9.2 In accordance with best practice the Council measures the following aspects:

- Condition of asset, required maintenance and spend on maintenance;
- Customer satisfaction;
- Suitability;
- Accessibility;
- Environmental performance
- Capacity and Utilisation

9.3 The results of the above measurement are included in Appendix F and are compared with previous years and other authorities who report to the CIPFA benchmarking initiative.

9.4 In recent years there has been a shift in attitude towards community/area based outcomes. These are reflected in such issues as Communities in Control and Comprehensive Area Assessment and the associated Use of Resources Assessments. Developing measures of performance in these areas is challenging but is among the most important areas to be measured. It is proposed to consider how best to measure asset related community/area based outcomes during the first year of this plan.

9.5 From the results for 2008/9 included in Appendix F, a summary of the conclusions that can be drawn are:

- there is a continuing improvement in the condition of the property which compares very favourably with others in the sector;
- consumption of fuel and water continues to reduce and also compares favourably with others in the sector;
- however, CO2 emissions have increased as a result of government changes in method of calculation;
- the cost of energy has increased, reflecting the sharp increases in world energy costs in 2008;

- customer satisfaction with the Council's main reception has increased, reflecting the brief period that the Gateway featured in the reporting period;
- efficiency of use of office space is above the norm.

9.6 Further improvements in the condition of the property and environmental performance will be reflected in the move to the new Depot in December 2009.

9.7 The total cost of required maintenance has increased to reflect the improvements required in environmental conditions at the Hazlitt Arts Centre and still includes the urgent work needed to repair and refurbish the Cemetery Chapel steeple. A bid for funding for the former is being considered for the 2012/13 capital programme, whilst there remains little demand to use the latter and it remains closed to the public.

## **10 THE ENVIRONMENT**

- 10.1 The Council reports the CO2 emissions from its operations in accordance with National Indicator 185. These include CO2 emissions from its estate which are approximately 67% of the total. The Council has set a target of a 20% reduction by 2015 and a 30% reduction by 2020.
- 10.2 The Council also reports on annual water consumption from its operational properties and has set a target reduction of 2% over the next three years.
- 10.3 Significant improvements have been made over the past few years with the introduction of water conservation measures such as rainwater harvesting, and water main replacement; and energy or CO2 reduction measures such as biomass heating, replacement of incandescent lighting with fluorescent lighting, insulation of pipework, automatic lighting, voltage optimisation, and solar power. This has run alongside work to promote energy efficiency initiatives with officers.
- 10.4 However, further measures will need to be taken to identify further opportunities for energy and water reduction. These include:
- Thermographic surveys;
  - Automatic meter reading; and
  - Further staff energy awareness.
- 10.5 The introduction of the Energy and Water Management Database in 2006 has been successful in increasing the Council's ability to analyse energy and water consumption to identify and address excessive consumption. However, collation of the data is time consuming and consideration will be given to automatic remote meter reading in the future.
- 10.6 Awareness of energy and water consumption for new and existing staff will continue to be raised and particularly through an energy and water consumption awareness leaflet and inclusion in the staff induction process. The Council also has an Energy and Water Management Policy which is available on the Council's intranet.
- 10.7 Thermographic surveys will be carried out to highlight areas where heat losses and wastage can be reduced resulting in lower costs and carbon emissions. They locate not only areas of heat loss but also areas where plant and machinery such as electrical equipment is running at an inefficiently high temperature resulting in shortened life of the equipment and excessive consumption.
- 10.8 Improvements will be reflected in the Display Energy Certificates which are required to be displayed and reviewed annually.

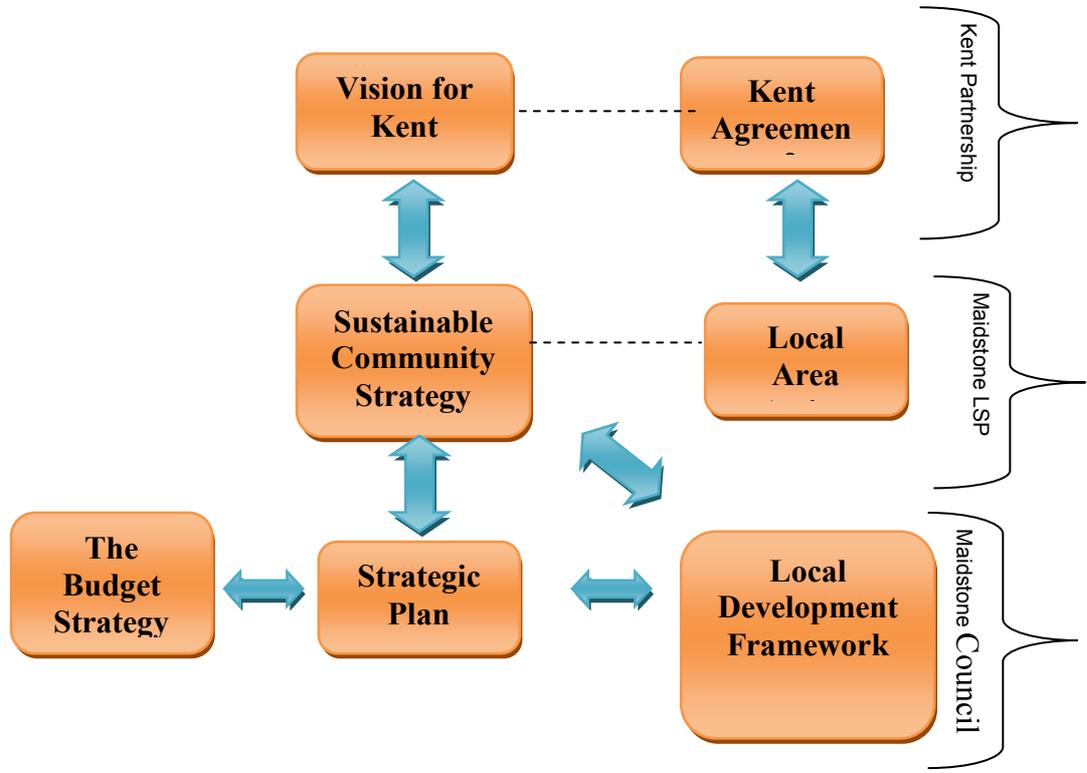
## 11 Risk Management

11.1 The identification and management of risk is an integral component of asset management and is incorporated into the decision making process when considering property acquisitions and disposals, projects, maintenance regimes and property management. A table of areas of asset management, some risks and examples of mitigating action is set out below:

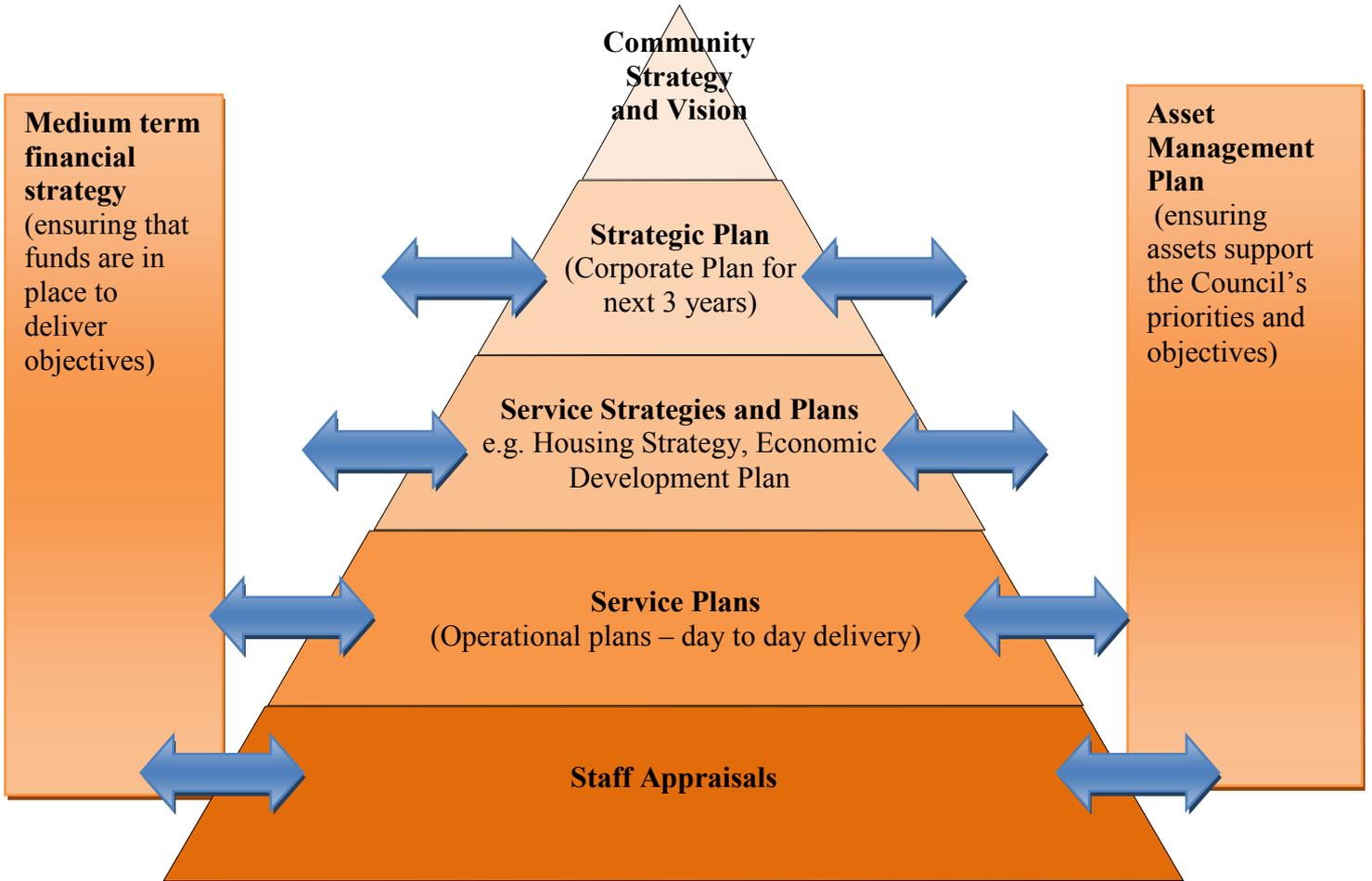
<b>Area</b>	<b>Risk</b>	<b>Action to mitigate</b>
Property acquisition	<ul style="list-style-type: none"> <li>• Tenant defaults</li> <li>• Maintenance costs excessive</li> <li>• Failure to meet objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Check status of incoming tenant</li> <li>• Condition survey</li> <li>• Options appraisals</li> </ul>
Property disposal	<ul style="list-style-type: none"> <li>• Inappropriate development</li> <li>• Insufficient proceeds</li> </ul>	<ul style="list-style-type: none"> <li>• Covenants/conditions included in sale</li> <li>• Obtain valuation advice</li> </ul>
Project	<ul style="list-style-type: none"> <li>• Not focused on Council priorities</li> <li>• Time and cost overruns</li> </ul>	<ul style="list-style-type: none"> <li>• Project appraisal process</li> <li>• Effective project management</li> </ul>
Property management	<ul style="list-style-type: none"> <li>• Assets fail to meet needs of service</li> <li>• Deterioration of leased property</li> <li>• Overdue rent reviews/lease renewals</li> </ul>	<ul style="list-style-type: none"> <li>• Condition surveys, planned maintenance</li> <li>• Property inspections</li> <li>• Clear lease terms</li> <li>• Property Manager's diary</li> </ul>
Strategic management	<ul style="list-style-type: none"> <li>• Failure to ensure all implications of asset related initiatives are considered</li> </ul>	<ul style="list-style-type: none"> <li>• Project appraisal forms</li> <li>• Corporate Property and Capital Programme Group scrutiny</li> </ul>
Property Maintenance	<ul style="list-style-type: none"> <li>• health and safety of occupants</li> <li>• Over/under expenditure</li> </ul>	<ul style="list-style-type: none"> <li>• Condition surveys</li> <li>• Contractor selection process</li> <li>• Asbestos, legionella, fire risk assessments etc</li> <li>• Monthly budget reports</li> <li>• Annual workplan</li> </ul>

# ASSET MANAGEMENT PLAN 2010/13 – APPENDICES

## APPENDIX A – Top level Plans



## APPENDIX B – Hierarchy of Plans



<b>Appendix C - Objectives</b>			
<b>Key Objective</b>	<b>Priority</b>	<b>Action</b>	<b>Key Performance measure</b>
Increase the prosperity of the borough by stimulating investment and working with existing businesses to create a distinctive local economy	A place to achieve prosper and thrive	Develop initiatives to nurture our growth sectors of sustainable construction, financial and business services, creative industries and tourism through business links Undertake a programme of town centre public realm improvements, phase one of which will be the High Street	Percentage of business starter units occupied
Raise skills levels and reduce worklessness, including matching the skills of the workforce to the needs of local business	A place to achieve prosper and thrive	Open the Senacre Skills studio	
Achieve regeneration focussing on enhancing the attractiveness of the Town Centre through initiatives like the High Street public realm projects	A place to achieve prosper and thrive	Progress the High Street public realm project to implementation.  Deliver the main objectives in the regeneration statement.  Deliver actions/milestones within the asset management strategy.  Establish the best method of bringing forward Council owned sites for regeneration.	
Enhance the Council's parks, green spaces and natural habitats through initiatives like the Mote Park improvement project	A place that is clean and green	Complete key stages of Mote Park regeneration project bid	
Reduce carbon emissions across the borough and improve air quality	A place that is clean and green	Install solar photovoltaic panels on the roof of the museum to generate green electricity  Install ground source heat pump at the Maidstone museum  To complete programme of thermographic surveys of Council buildings  Use surveys to plan programme of energy	NI 194 - Air Quality - Percentage reduction in Nox and primary PM10 emissions through local authority's estate and operations  NI 185 - CO2 reduction from local authority operations  C3 - Reduction in Council's carbon footprint  C9 - Carbon Dioxide (Co2) emissions from energy consumption in operational

		<p>efficient initiatives and set timetable of new programme</p> <p>Introduce phased programme of smart metering</p> <p>Implement actions related to the Council's operations from the Carbon reduction action plan</p> <p>Maintain annual 3% reduction in Carbon emissions from Councils operations</p>	<p>buildings</p> <p>C 10 - Council's water consumption in operational buildings (M3)</p>
<p>Improve social, economic and environmental outcomes for communities in priority areas</p>	<p>A place that has strong, healthy and safe communities</p>	<p>Undertake an audit of community hall provision throughout the borough</p> <p>Implement the community asset transfer strategy</p>	
<p>Improve the cultural offering of the borough through projects like the Museum East Wing Extension</p>	<p>A place to live and enjoy</p>	<p>Deliver the museum East wing extension to provide improvements to services and facilities</p>	
<p>Better meet the accommodation needs of the Gypsy and traveller community</p>	<p>A place to live and enjoy</p>	<p>Preparation of Gypsy and Traveller Development Plan Document for Consultation</p>	<p>S 14 - Satisfaction with local sites (Gypsies &amp; Travellers)</p>

	<b>Total Capital Cost - Current Schemes</b>	<b>Actuals 2008/09</b>	<b>Adjusted Estimate 2009/10</b>	<b>Estimate 2010/11</b>	<b>Estimate 2011/12</b>	<b>Estimate 2012/13</b>	
	£	£	£	£	£	£	£
<b>CAPITAL PROGRAMME SUMMARY</b>							
<b>EXPENDITURE</b>							
Leader of the Council	2,202,070	2,868,541	26,460	0	0	0	
Community Services	985,000	165,546	635,400	81,000	81,000	50,000	
Corporate Services	7,118,270	1,409,699	351,350	180,000	180,000	180,000	
Environment	1,326,440	117,641	1,011,120	0	0	0	
Leisure & Culture	8,207,850	1,342,091	2,703,090	4,147,000	3,129,000	680,000	
Regeneration	41,849,620	5,349,648	9,451,050	4,618,000	5,257,000	3,070,000	
Less: Assumed Slippage / Additional Resources			0	0	0	0	
<b>GRAND TOTAL - ALL PORTFOLIOS</b>	<b>61,689,250</b>	<b>11,253,166</b>	<b>14,178,470</b>	<b>9,026,000</b>	<b>8,647,000</b>	<b>3,980,000</b>	<b>21,653,000</b>

<b>FUNDING</b>							
Revenue Support		741,588	1,299,000	1,080,000	630,000	630,000	
Use of Capital Receipts - Asset Disposals		1,210,044	3,250,000	1,100,000	2,850,000	0	
- Fremlins		670,422	0	0	0	0	
- Sale of Council Houses / VAT		981,038	0	0	0	0	
- Previous Receipts/Carry Forward		5,524,862	4,855,140	1,940,300	816,986	0	
Borrowing		0	0	0	1,409,014	1,621,000	
Capital Grants and Contributions		1,983,647	4,774,330	4,905,700	2,941,000	1,729,000	
Leasing (subject to appraisal)		141,565	0	0	0	0	
<b>GRAND TOTAL - ALL PORTFOLIOS</b>		<b>11,253,166</b>	<b>14,178,470</b>	<b>9,026,000</b>	<b>8,647,000</b>	<b>3,980,000</b>	<b>21,653,000</b>

	Total Capital Cost - Current Schemes	Actuals 2008/09	Adjusted Estimate 2009/10	Estimate 2010/11	Estimate 2011/12	Estimate 2012/13
	£	£	£	£	£	£
<b>LEADER OF THE COUNCIL</b>						
Support for Grant Applications	26,460	0	26,460	0	0	0
Office Accommodation	2,175,610	2,868,541	0	0	0	0
<b>LEADER OF THE COUNCIL TOTAL</b>	<b>2,202,070</b>	<b>2,868,541</b>	<b>26,460</b>	<b>0</b>	<b>0</b>	<b>0</b>

Corporate Priorities
<b>5 &amp; 6</b>

	Total Capital Cost - Current Schemes	Actuals 2008/09	Adjusted Estimate 2009/10	Estimate 2010/11	Estimate 2011/12	Estimate 2012/13
	£	£	£	£	£	£
<b>COMMUNITY SERVICES</b>						
CCTV	830,000	135,661	604,400	50,000	50,000	50,000
Village Hall Grants	155,000	29,885	31,000	31,000	31,000	0
<b>COMMUNITY SERVICES TOTAL</b>	<b>985,000</b>	<b>165,546</b>	<b>635,400</b>	<b>81,000</b>	<b>81,000</b>	<b>50,000</b>

Corporate Priorities
<b>1, 2 &amp; 6</b>
<b>1, 2, 4, 5 &amp; 6</b>

	Total Capital Cost - Current Schemes	Actuals 2008/09	Adjusted Estimate 2009/10	Estimate 2010/11	Estimate 2011/12	Estimate 2012/13
	£	£	£	£	£	£
<b>CORPORATE SERVICES</b>						
Asset Management / Corporate Property	1,226,770	202,097	190,000	0	0	0
Corporate Leasing Provision	1,091,600	141,565	0	0	0	0
Fremfins Development	1,382,390	670,422	0	0	0	0
Land/ Property Acquisitions	2,000,000	0	0	0	0	0
Software / PC Upgrade and Replacement	1,317,510	395,615	158,100	180,000	180,000	180,000
Upgrade Amenity lighting	100,000	0	3,250	0	0	0
<b>CORPORATE SERVICES TOTAL</b>	<b>7,118,270</b>	<b>1,409,699</b>	<b>351,350</b>	<b>180,000</b>	<b>180,000</b>	<b>180,000</b>

Corporate Priorities
5 & 6
1, 2, 3, 4, 5 & 6
1, 2, 3, 4, 5 & 6

	Total Capital Cost - Current Schemes	Actuals 2008/09	Adjusted Estimate 2009/10	Estimate 2010/11	Estimate 2011/12	Estimate 2012/13
	£	£	£	£	£	£
<b>ENVIRONMENT</b>						
All Saints Link Road	50,000	0	34,550	0	0	0
CCTV - Park & Ride Sites	60,000	0	60,000	0	0	0
Environmental Improvements	32,030	503	30,520	0	0	0
Improvements to the Council's Car Parks	70,000	44,221	70,000	0	0	0
Land Drainage/Improvement to Ditches & Watercourses	161,410	0	50,670	0	0	0
Recycling	913,000	34,338	763,960	0	0	0
Replacement Litter Bins	40,000	38,579	1,420	0	0	0
<b>ENVIRONMENT TOTAL</b>	<b>1,326,440</b>	<b>117,641</b>	<b>1,011,120</b>	<b>0</b>	<b>0</b>	<b>0</b>

Corporate Priorities
2 & 5
1 & 2
2, 5 & 6
2, 5 & 6
2 & 5

	Total Capital Cost - Current Schemes	Actuals 2008/09	Adjusted Estimate 2009/10	Estimate 2010/11	Estimate 2011/12	Estimate 2012/13	Corporate Priorities
	£	£	£	£	£	£	
<b>LEISURE &amp; CULTURE</b>							
Athletics Track	294,130	0	294,130	0	0	0	2, 4, 5 & 6
Brenchley Gardens - Upgrading & Improvements	130,030	35,114	89,930	0	0	0	1, 2 & 5
Changing Rooms - Staplehurst	65,000	65,000	0	0	0	0	2, 4 & 6
Cobtree Golf Course	137,560	16,260	7,750	0	0	0	
<b>Continued Improvements to Play Areas</b>	<b>602,860</b>	<b>223,226</b>	<b>197,340</b>	<b>125,000</b>	<b>125,000</b>	<b>50,000</b>	2, 4, 5 & 6
Exchange Studio Development	273,000	89,520	0	0	0	0	2, 4 & 6
Green Space Strategy	798,470	135,353	86,170	0	0	0	2, 4, 5 & 6
Improvements to the Crematorium	40,000	1,296	37,800	0	0	0	2 & 5
<b>Leisure Centre Repairs &amp; Improvements</b>	<b>1,557,050</b>	<b>155,354</b>	<b>342,000</b>	<b>630,000</b>	<b>630,000</b>	<b>630,000</b>	2, 4, 5 & 6
Leisure Centre Roof	385,000	0	570,830	0	0	0	2, 4, 5 & 6
<b>Mercury Abatement Works and Cremator Replacement</b>	<b>1,250,000</b>	<b>325,783</b>	<b>873,720</b>	<b>47,000</b>	<b>0</b>	<b>0</b>	2 & 5
Mote Park Car Park Resurfacing	0	0	0	0	0	0	2 & 5
<b>Mote Park Regeneration</b>	<b>1,840,000</b>	<b>76,810</b>	<b>30,000</b>	<b>783,000</b>	<b>1,723,000</b>	<b>0</b>	2 & 5
<b>Museum Improvements (Access / Toilets)</b>	<b>304,800</b>	<b>165,675</b>	<b>86,000</b>	<b>2,527,000</b>	<b>616,000</b>	<b>0</b>	1, 2, 4 & 6
<b>Small Scale Capital Works Programme</b>	<b>529,950</b>	<b>52,700</b>	<b>87,420</b>	<b>35,000</b>	<b>35,000</b>	<b>0</b>	2, 4, 5 & 6
<b>LEISURE &amp; CULTURE TOTAL</b>	<b>8,207,850</b>	<b>1,342,091</b>	<b>2,703,090</b>	<b>4,147,000</b>	<b>3,129,000</b>	<b>680,000</b>	

<b>REGENERATION</b>	<b>Total Capital Cost - Current Schemes</b>	<b>Actuals 2008/09</b>	<b>Adjusted Estimate 2009/10</b>	<b>Estimate 2010/11</b>	<b>Estimate 2011/12</b>	<b>Estimate 2012/13</b>	<b>Corporate Priorities</b>
	£	£	£	£	£	£	
<b>Gypsy Site Improvements</b>	<b>771,510</b>	<b>8,906</b>	<b>0</b>	<b>624,000</b>	<b>0</b>	<b>0</b>	<b>2, 3, 5 &amp; 6</b>
Growth Point - High Street Project	4,604,020	7,000	281,000	262,000	2,260,000	1,190,000	<b>1, 2, 3 &amp; 5</b>
Planning Delivery	152,760	63,663	22,530	0	0	0	<b>2, 3 &amp; 6</b>
Renovation Grants	9,976,920	1,853,862	1,694,600	1,844,000	1,844,000	1,380,000	<b>3, 5 &amp; 6</b>
<b>South Maidstone Project</b>	<b>5,873,300</b>	<b>1,171,674</b>	<b>3,014,750</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1, 2, 3 &amp; 5</b>
Support for Social Housing	18,812,110	2,145,346	3,926,170	1,678,000	968,000	500,000	<b>3 &amp; 6</b>
Development & Promotion of Sites	304,000	0	147,000	50,000	25,000	0	
Employment Skills	60,000	0	40,000	20,000	0	0	
Response to Economic Downturn	55,000	0	15,000	20,000	20,000	0	
Regeneration Schemes	120,000	0	0	20,000	40,000	0	
Infrastructure Requirements	560,000	0	160,000	50,000	50,000	0	
Transport Improvements - Pump Priming	560,000	0	150,000	50,000	50,000	0	
Youth Café Refurbishment Works	0	99,197	0	0	0	0	
<b>REGENERATION TOTAL</b>	<b>41,849,620</b>	<b>5,349,648</b>	<b>9,451,050</b>	<b>4,618,000</b>	<b>5,257,000</b>	<b>3,070,000</b>	

**KEY TO CORPORATE PRIORITIES:**

- 1 - Prosperity
- 2 - Quality Living
- 3 - Quality, Decent Homes
- 4 - Lifelong Learning
- 5 - Healthy Environment
- 6 - Sustainable Communities

## APPENDIX E – SUMMARY OF ASSETS

Location	Description	Asset Category	Valuation Methodolgy	Asset Value
South Park	Hockey Pavilion	non-operational	MV	£13,000
Mote Park	Restaurant & Kiosk	non-operational	MV	£80,988
Corn Exchange	Shopping arcade	non-operational	MV	£1
Lockmeadow	Entertainment Complex	non-operational	MV	£2,257,668
Mote Park	7 School Lane	non-operational	MV	£69,535
Mote Park	Boxley Lodge	non-operational	MV	£90
Mote Park	Forge Lodge	non-operational	MV	£950
Mote Park	1 Forge Lodge Bungalow.	non-operational	MV	£127,042
Mote Park	1 Keepers Cottage	non-operational	MV	£151,770
Mote Park	2 Keepers Cottage	non-operational	MV	£82,911
Mote Park	1 Mansion Cottage	non-operational	MV	£137,144
Mote Park	2 Mansion Cottage	non-operational	MV	£137,144
Mote Park	Raigersfeld House & Barn	non-operational	MV	£354,449
Mote Park	Raigersfeld Lodge	non-operational	MV	£280,000
Penenden Heath	1 Penenden Heath Cottages P.H.	non-operational	MV	£108,317
Penenden Heath	2 Penenden Heath Cottages P.H.	non-operational	MV	£89,078
South Park	1 South Park Cottage S.P.	non-operational	MV	£89,586
Mote Park	Mote Lodge	non-operational	MV	£44,275
Fant Lane	Fant Hall	non-operational	MV	£205,488
Mangravet Avenue	Hillary Hall	non-operational	MV	£10,300
Grove Green	Village Hall	non-operational	MV	£3,500
Cemetery	No 1 Cottage	non-operational	MV	£32,207
Cemetery	Foremans House	non-operational	MV	£50,568
Crematorium	No 1 Cottage	non-operational	MV	£150,000
Crematorium	No 2 Cottage	non-operational	MV	£44,368
Upper Stone Street	100-102	non-operational	MV	£96,530
Parkwood	Industrial Estate	non-operational	MV	£6,608,811

<b>Location</b>	<b>Description</b>	<b>Asset Category</b>	<b>Valuation Methodolgy</b>	<b>Asset Value</b>
Fairfax (Units 6 - 7)	Starter Unit	non-operational	MV	£60,000
Spectrum (Units 9-15)	Starter Unit	non-operational	MV	£300,300
Station Road Harrietsham	No 15 Station Rd	non-operational	MV	£118,512
Station Road Harrietsham	No 17 Station Rd	non-operational	MV	£118,531
Brunswick Street	Car Sales Premises	non-operational	MV	£77,626
Broadway	Ferryman Public House	non-operational	MV	£192,516
Broadway	Newsagent kiosk	non-operational	MV	£46,531
Elizabeth Close	Waste Land	non-operational	MV	£10,129
High Street	34-35	non-operational	MV	£988,516
Manor Young Peoples Club	Youth Centre	non-operational	MV	£98,965
107 Wallis Avenue	Petrol Filling Station	non-operational	MV	£33,220
111 Tonbridge Road	Care Home	non-operational	MV	£219,540
Stilebridge	Gypsy Site	operational	EUV	£120,500
Marden	Gypsy Site	operational	EUV	£126,445
Archbishops Palace	Gate House	non-operational	MV	£110,950
Archbishops Palace	Heritage Centre Complex	non-operational	MV	£1,124,890
Archbishops Stables	Carriage Museum	operational	DRC	£1,100,490
Mote Park	Leisure Centre	operational	DRC	£17,000,738
Maidstone Museum	Museum & Art Gallery	operational	DRC	£9,025,741
Hazlitt Theatre	Theatre Complex	operational	DRC	£5,490,590
Parkwood	Heather House	operational	DRC	£459,720
Cemetery	Cemetery	operational	DRC	£342,902
Crematorium	Crematorium	operational	DRC	£1,205,093
Lockmeadow	Agricultural Hall & Cafe	operational	DRC	£1,324,834
King Street	Multi Storey Car Park	operational	EUV	£1,861,786
Medway Street	Public Car Park	operational	EUV	£920,018
Well Road	Public Car Park	operational	EUV	£165,199
Wheeler Street	Public Car Park	operational	EUV	£761,591

<b>Location</b>	<b>Description</b>	<b>Asset Category</b>	<b>Valuation Methodolgy</b>	<b>Asset Value</b>
Brewer Street West	Public Car Park	operational	EUV	£675,396
Palace Avenue	Public Car Park	operational	EUV	£577,513
Old College Road	Public Car Park	operational	EUV	£372,570
Mill Street	Public Car Park	operational	EUV	£775,627
Barker Road	Public Car Park	operational	EUV	£721,361
Lucerne Street	Public Car Park	operational	EUV	£136,213
Sittingbourne Road	Public Car Park	operational	EUV	£297,808
Union Street West	Public Car Park	operational	EUV	£261,000
Union Street East	Public Car Park	operational	EUV	£206,922
Brooks Place	Public Car Park	operational	EUV	£20,000
Mote Road	Public Car Park	operational	EUV	£327,570
Brunswick Street	Public Car Park	operational	EUV	£277,146
Queen Anne Road	Public Car Park	operational	EUV	£396,077
George Street	Public Car Park	operational	EUV	£253,750
Yeoman Lane Bearsted	Car Park ( N P )	operational	DRC	£39,275
Library/High St Marden	Car Park ( N P )	operational	DRC	£177,944
Bell Lane Staplehurst	Car Park ( N P )	operational	DRC	£23,677
Town Hall	Town Hall	operational	DRC	£1,521,525
Acquisition of Land for new Depot	Langley Park Farm	operational	EUV	£1,531,525
Tonbridge Road	No 26	operational	EUV	£800,000
Tonbridge Road	No 13	operational	EUV	£2,412,175
Cobtree	Golf Course	operational	EUV	£504,955
Armstrong Road Depot	Depot	operational	EUV	£2,550,000
Senacre	Senacre Hall	operational	DRC	£583,000
Downswood	Downswood Hall	non-operational	MV	£3,900
Community Assets		operational	DRC	£234,862
Public conveniences		operational	DRC	£1,636,433

£71,949,817

**Market Value (MV)** is the estimated amount for which a property should exchange on the date of valuation between a willing buyer and a willing seller in an arms-length transaction after proper marketing wherein the parties had each acted knowledgeably, prudently and without compulsion.

**Existing Use Value (EUV)** is the estimated amount for which a property should exchange on the date of valuation between a willing buyer and a willing seller in an arms-length transaction after proper marketing wherein the parties had each acted knowledgeably, prudently and without compulsion assuming that the buyer is granted vacant possession of all parts of the property required by the business and disregarding potential alternative uses and any other characteristics of the property that would cause its Market Value to differ from that needed to replace the remaining service potential at least cost.

**Depreciated Replacement Cost (DRC)** is the current cost of replacing an asset with its modern equivalent asset less deductions for physical deterioration and all relevant forms of obsolescence and optimisation.

**PROPERTY PERFORMANCE INDICATORS  
FINANCIAL YEAR 2008/9**

<b>CUSTOMER SATISFACTION</b>	<b>2008/9</b>	<b>2007/8</b>	<b>2006/7</b>	<b>Average of other LA's</b>
				<b>2007/8</b>
<b>Percentage of customers served who are engaged in customer satisfaction surveys</b>	(one week)	(whole year)	(whole year)	
Total number of visitors to reception	915	56611	63721	
Number surveyed	202	329	195	
Percentage surveyed	22%	0.58%	0.31%	
Satisfaction with convenience, accessibility, comfort and facilities				
Satisfied	63%	42%	45%	
Very satisfied	35%	48%	47%	

<b>SUITABILITY</b>	<b>2008/9</b>	<b>2007/8</b>	<b>2006/7</b>	<b>Average of other LA's</b>
				<b>2007/8</b>
<b>Percentage of portfolio (operational) by sq m for which a suitability survey has been carried out in last 5 years</b>				
Total area of portfolio (operational)	30128m2	31255m2	31255m2	
Area of suitability surveys	15510m2	15510m2	11982m2	
Percentage surveyed	51%	50%	38%	82%
Number surveyed	41	41	16	

<b>SUFFICIENCY (CAPACITY and UTILISATION)</b>	<b>2008/9</b>	<b>2007/8</b>	<b>2006/7</b>	<b>Average of other LA's</b>
				<b>2007/8</b>
Operational office property as a percentage of the total portfolio	18%	not collected	not collected	18%
Office space per head of population	0.04m2			
Office space as a percentage of total floor space in operational office buildings	65%			
Number of office or operational buildings shared with other public agencies	1			
Percentage of office or operational buildings shared with public agencies	5%			
Average office floor space per number of staff in office based teams	11m2			13m2
Average office floor space per workstation	12m2			
Annual property cost per workstation				

**PROPERTY PERFORMANCE INDICATORS**  
**FINANCIAL YEAR 2008/9**

CONDITION	2008/9	2007/8	2006/7	Average of other LA's  2007/8
<b>See separate sheets for full details of condition etc</b>				
Percentage of floor area falling within condition categories A-D				
A - Good	52.36%	39.81%	31.87%	16.20%
B - Satisfactory	29.43%	48.11%	52.96%	59.75%
C - Poor	16.64%	9.41%	13.24%	20.20%
D - Bad	1.57%	2.67%	1.93%	3.91%
Cost of required maintenance as a percentage in priorities 1-3				
1 - Urgent	14.39%	14.60%	15.67%	13.34%
2 - Essential	36.81%	36.39%	42.49%	42.41%
3 - Desirable	48.80%	49.02%	41.83%	43.72%
Total cost of required maintenance per m2	£74.72/m2	£80.92/m2	£78.78/m2	£102/m2
Annual percentage change to total required maintenance over previous year				
Total required maintenance	£3,192,887	£2,706,728	£2,719,200	
Percentage change from previous year	17.96%	-0.50%		
Total spend on maintenance in previous year (subject to confirmation from end of year accounts)				
	£684,246	£788,801	£991,702	
Total spend on maintenance per square metre	£16/m2	£25/m2	£32/m2	
Percentage split of total spend on maintenance between planned and responsive maintenance				
	70:30	76:24	80:20	56:44

<b>ACCESSIBILITY</b>	<b>2008/9</b>	<b>2007/8</b>	<b>2006/7</b>	<b>Average of other LA's</b>
				<b>2007/8</b>
Percentage of buildings DDA compliant	100%	100%	100%	
Percentage of portfolio by gross internal area for which an access audit has been undertaken by a competent person	100%	100%	100%	98%
Number of properties for which an access audit has been undertaken by a competent person	56	56	56	
Percentage of portfolio by gross internal floor area for which there is an accessibility plan in place	100%	100%	100%	97%
Number of properties for which there is an accessibility plan in place	56	56	56	
All based on operational properties from which a service is provided and which are open to the public				

<b>ENVIRONMENTAL PERFORMANCE</b>	<b>2008/9</b>	<b>2007/8</b>	<b>2006/7</b>	<b>Average of other LA's</b>
				<b>2006/7</b>
<b>Energy cost and consumption per gross internal floor area of operational buildings</b>				
Cost of gas, electricity, oil, solid fuel per square metre gross internal floor area	£13.43/m2	£9.98/m2	£8.64/m2	£9.80/m2
Consumption of gas, electricity, oil, solid fuel per square metre gross internal floor area	160kwh/m2	182kwh/m2	194kwh/m2	215kwh/m2
<b>Water cost and consumption per gross internal floor area</b>				
Cost of water per square metre gross internal floor area	£0.77/m2	£1.00/m2	£0.96/m2	£1.69/m2
Consumption of water per square metre gross internal floor area	0.81m3/m2	1.02m3/m2	1.01m3/m2	0.92m3/m2
<b>CO2 emissions per gross internal floor area</b>	51.97kg/m2	24.42kg/m2	26.02kg/m2	70.60kg/m2