

## Asset Management - Service Area Plan 2020-21

**Part 1 - Service Information/links to policy**

**Part 2 - Managing Service Delivery**

**Part 3 - Managing and Improving People**

**Part 4 - Budget**

**Part 5 - Managing Planned Changes/Projects**

<b>Service Area :</b>	Asset Management
<b>Head of Service:</b>	Steven Partner
<b>Deputy Chief Executive:</b>	Bill Hunt
<b>Portfolio Holder(s):</b>	Cllr Jan Matecki

### Part 1 – Purpose of the Services Provided

**Purpose** – To provide a comprehensive, customer focussed asset management service for all service areas across the Council encompassing planned, cyclical, day to day and compliance related services to the Councils built and land assets assisting with meeting the Councils corporate objectives and Business Plan.

#### Warwick District Council External Customers (Citizens) – We will

- Facilitate customer focussed services, supporting joined up services and facilitating the creation of more efficient processes.
- Improve customer access to Council services through management of our assets through principles within the Council's Asset Management Strategy.
- Support the move towards being a carbon neutral Council by 2025 and a carbon neutral district by 2030.
- Ensure that we operate and manage our assets to support effective service delivery, maintaining the safety of employees and users and providing value for money solutions to minimise costs to our residents

#### Warwick District Council (Corporate) – We will

- Support the delivery of Fit for the Future, relevant policies and service priorities through the development and implementation of relevant strategies.
- Establish and exercise effective strategic asset management

- Research and implement effective ways of reducing energy use and carbon emissions through technology and innovation in accordance with emerging Climate Action Plan objectives.
- Provide professional, technical advice on all aspects of asset management, new development and asset base re-configuration to ensure our assets are used in the most effective way possible and support efficient service delivery
- Deliver on the organisations robust Asset Management Strategy

**Warwick District Council Internal Customers (Users of the Service) – We will**

- Provide high quality and responsive asset management service to officers and members.
- Deliver high levels of service availability.
- Procure and manage contracts to ensure that assets are maintained and improved and appropriate technical, safety and compliance advice and support is offered to the managers of operational buildings and public open spaces
- Ensure that new contracts contribute to the Council’s Carbon Neutral targets and also deliver appropriate corporate social responsibility benefits
- Support the delivery of the Council’s Climate Crisis policies and action plan

**1.1 Linkages to Fit for the Future Strategy**

External	Direct	Indirect
<p><b>Service (Green, Clean and Safe)</b></p>	<ul style="list-style-type: none"> <li>✓ Will seek to move towards and use sustainable methods of service delivery.</li> <li>✓ Monitoring the energy efficiency of the Council’s corporate and commercial assets and devising cost effective proposals to improve their energy efficiency and providing support and assistance to Housing Services to allow them to do so for the HRA stock, to reduce fuel poverty and the district carbon footprint.</li> <li>✓ Managing the energy supply contracts for the Council in the most efficient way and reducing our carbon footprint.</li> <li>✓ Taking a key role in delivering action linked to energy and carbon reduction in the Council’s Climate Emergency Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>✓ The asset management service will act as an enabler for others to deliver their aspects of Fit for the Future Strategy</li> <li>✓ The service will act as an enabler for the successful delivery of the HRA Business Plan</li> </ul>

<p><b>People (Health, Homes and Communities)</b></p>	<p>In order for individuals, homes and users of corporate buildings to remain safe and comfortable when using our assets, we will provide a range of building and compliance services across all assets including HRA properties.</p> <ul style="list-style-type: none"> <li>✓ Analyse data and deliver suitable targeted interventions based on evidence.</li> <li>✓ Use evidence to direct priorities.</li> <li>✓ Work in partnership with others to ensure a coordinated approach to asset management.</li> <li>✓ Identify gaps in available service provision and helping to establish mechanisms and arrangement to fill those gaps.</li> <li>✓ Concentrating on those with the greatest need.</li> <li>✓ Ensure that all of our decisions, policies and strategies promote safe use and legislative compliance for the Councils building and land assets.</li> <li>✓ Promote energy efficiency and carbon reduction measures across the Councils assets and in the wider community</li> </ul>	<ul style="list-style-type: none"> <li>✓ The service will act as an enabler for others to deliver their aspects of Fit for the Future Strategy</li> <li>✓ The service will act as an enabler for the successful delivery of the HRA Business Plan</li> </ul>
<p><b>Money (Infrastructure, Enterprise and Employment)</b></p>	<ul style="list-style-type: none"> <li>✓ Implementing the Council’s asset management strategy to ensure that opportunities for the Council to use its assets and land holdings to the benefit of the local economy are maximised</li> <li>✓ Providing technical advice, support and project management where appropriate for corporate projects</li> <li>✓ Assisting with delivery of corporate objectives through the Council’s Business Plan</li> </ul>	<ul style="list-style-type: none"> <li>✓ The asset management service will act as an enabler for others to deliver their aspects of Fit for the Future Strategy (FFF)</li> <li>✓ The service will act as an enabler for the successful delivery of the HRA Business Plan</li> </ul>

<b>Internal</b>	<b>Direct</b>	<b>Indirect</b>
<p><b>Service (Maintain or Improve services)</b></p>	<ul style="list-style-type: none"> <li>✓ Provision of technical advice, collection and maintenance of stock condition information and management of responsive repair, planned improvement, gas/electric and other safety contracts for the Council’s retained housing stock and the corporate assets owned by other Service Areas in accordance with the Council’s Asset Management Strategy</li> <li>✓ Undertaking options appraisals for the Housing Service area on the most effective means of developing new HRA housing and improving the existing stock</li> </ul>	<ul style="list-style-type: none"> <li>✓ The asset management service will act as an enabler for others to deliver their aspects of Fit for the Future Strategy (FFF)</li> </ul>
<p><b>People (Effective Staff)</b></p>	<ul style="list-style-type: none"> <li>✓ Ensure every member of staff has a personal development plan.</li> <li>✓ Promote shadowing, mentoring within teams and across service areas.</li> <li>✓ Ensure staff understand their role and contributions to the service plan and how their performance will be assessed.</li> <li>✓ Ensure that staff are treated fairly and that policies are consistently applied.</li> </ul>	<ul style="list-style-type: none"> <li>✓ The asset management service will act as an enabler for others to deliver their aspects of Fit for the Future Strategy (FFF)</li> </ul>

	<ul style="list-style-type: none"> <li>✓ Ensuring that the Council meets all health and safety and compliance requirements in respect of its housing and corporate assets</li> <li>✓ Developing and embedding an ethos of distributed leadership within the assets team</li> </ul>	
<b>Money (Firm Financial Footing over long term)</b>	<ul style="list-style-type: none"> <li>✓ Asset improvement and replacement plans</li> <li>✓ Effective procurement in line with our CoPP</li> <li>✓ Effective contract management</li> <li>✓ Energy efficiency for the Council's assets</li> </ul>	✓ The asset management service will act as an enabler for others to deliver their aspects of Fit for the Future Strategy (FFF)

## Part 2 – Managing Service Delivery

### 2.1 Service Overview

(NB – Specify main aspects of service delivery during the year)

Service Being Delivered	Priorities (with Justification)	Service Demand	
<b>Asset Management</b>	Managing the delivery of the Council's Asset Management Strategy in order to support the Fit for the Future Programme and the achievement of the Council's Medium Term Financial Strategy and HRA Business Plan objectives	c.5,500	No. HRA properties
		c.200	No. operational or leased Corporate properties
	Providing property owning service areas with professional and technical advice, assistance and support in the feasibility, development and delivery of asset related maintenance and development projects	-	-
	Seeking opportunities to improve the environmental impact and sustainability of the Council's new and existing assets and to deliver on specific actions from the Council's Climate Emergency Policies and Action Plan	-	-
	To ensure that works and services required to manage the Council's corporate assets are regularly reviewed to ensure that contracts are in place and that they comply with the Code of Procurement Practice and the Public Contract Regulations	33	No. works and services contracts
<b>Compliance</b>	Maintaining the value and quality of the Council's HRA and corporate stock through cost effective and customer focused repairs and maintenance	c. 18,000	No. HRA repairs completed per annum

Service Being Delivered	Priorities (with Justification)	Service Demand	
		£5.3m	Budget: HRA Repairs and Void Properties
		c. 20,000	No. corporate property repairs completed per annum
		£2.082m	Budget: Corporate Property Repair (Inc. Planned & Preventative Maintenance)
	Ensuring a robust approach is taken to maintaining the Council's assets in line with statutory regulation and best practice	-	-
	Collecting, maintaining and reviewing stock condition survey data for HRA and corporate stock to ensure flexible and effective repair, maintenance and improvement strategies, and to provide up to date plans and work programmes to inform future investment requirements	-	-
	Formulation and management of the Councils corporate Planned and Preventative Maintenance (PPM) programme ensuring that our assets are maintained in a way that assists continuity of service delivery, minimises risks and reduces the need for reactive repairs.	£1,071,704	PPM budget for 2020/21
<b>Technical</b>	Assisting in the appraisal, planning and delivery of the Council's major refurbishment and re-development projects across the Council's HRA and corporate stock	£26.35m	Budget: Housing Investment Programme and corporate capital programme
	To ensure that we maintain our assets in a way that is consistent with heritage and conservation considerations, where required.	-	-
	Assist in preparing assets and infrastructure in accordance with requirements of Commonwealth Games (CWG) 2022	-	-
	Agree process for regular inspections of SUDS / Footpaths / Access roads including HRA	-	-
	Manage the Councils commercial assets to provide a commercial rate of return, maximising beneficial occupancy and ensuring leases are regularly reviewed and lessees meet contractual obligations	-	-

Service Being Delivered	Priorities (with Justification)	Service Demand	
<b>Asset projects</b>	Appraisal of all Corporate / Commercial assets including HRA stock and classifying assets in accordance with the strategy and devising options and interventions where required.	c.200	No. operational or leased Corporate properties
	To promote innovation in the management of our assets, to ensure that they meet current and future needs of the service and service users.	-	-
	Prepare and consult on detailed proposals for area based solutions to maximise opportunity and return from commercial assets	-	-

## 2.2 Measures

The following measures are reported to SMT/CMT (Management Information) on a quarterly basis and are used for strategic monitoring purposes. For corporate reporting purposes, the measures are summarised to show adverse, neutral or favourable variance from the performance target. Measures that fall outside of the 'Reporting Tolerance' are highlighted in **Red** and are accompanied by an explanatory narrative in the reported management information.

Operational measures are contained within each teams respective Team Operational Plan (TOP).

### Customer Measures – those important to the people/organisations who use our services

Note: these measures should be used on a daily, weekly or monthly basis to identify the impact of interventions in the system and to plan future interventions. Interventions may be very small adjustments to resources, or may involve transformational change

Measure	Performance Target	Reporting Tolerance	Qtr1	Qtr2	Qtr3	Qtr4
<b>Assets Team</b> * These are spot figures to be measured on last working day of each quarter						
<b>HRA:</b>						
%age of HRA repair requests completed on time	90%	2%				
%age of HRA repair requests which were subject to a recall	<10%	2%				
Average number of days – termination to new tenancy start – void properties (Joint target with Housing Services)	25	10%				

%age of HRA homes with a gas safety inspection completed within the last 12 months*	100%	<=2%				
%age of HRA properties with an in-date Electrical Test certificate*	100%	<=2%				
%age HRA homes with stock condition survey information updated within the last 5 years*	100%	0%				
%age HRA blocks with an individual Fire Risk Assessment and in-date annual review*	100%	0%				
%age of properties with an in-date EPC	100%	0%				
%age of properties with an in-date EPC with a rating of 'C' or above.	65%	5%				
%age of properties with an in-date EPC with a rating of 'D'	30%	0%				
%age of properties with an in-date EPC with a rating of 'E'	5%	0%				
<b>CORPORATE:</b>						
%age of corporate properties with an up-to-date gas safety certification* (not commercial lets)	100%	0%				
%age corporate properties with an in-date Electrical Test certificates*	100%	0%				
%age corporate properties with an in-date Fire Risk Assessment*	100%	0%				
%age corporate properties with an up-to-date DEC on display*	100%	0%				
%age corporate properties with an up-to-date asbestos survey*	100%	0%				
%age of corporate properties with an in-date Legionella Risk Assessment*	100%	0%				
%age of Commercial property leases that had rent review completed on time	100%	0%				

## 2.3 Managing Risk

Asset Management has adopted a layered approach to risk management which ensures risks are managed at an appropriated level.

- The **Significant Business Risk Register** contains the Asset Service risks which have the potential to have a **significant** adverse impact on the Council. It is the responsibility of Asset Management to advise SMT of these risks so that SMT can decide whether to update the corporate risk register as appropriate.
- The **Asset Management Risk Register** identifies the high level Service Area risks that have the potential to adversely impact multiple Service Areas. The document uses the corporate formatting standard and uses language that is more understandable to the business. The format also supports political scrutiny.
- **Project Risk Registers** are created, when appropriate, to manage the risks associated with new major projects
- **Individual Risks Assessments** are created when a Request for Service requires a deviation from an agreed policy.

The **Assets Team Operational Plan** contains the key operational service risks for the period of the plan.

Risk	Planned Actions during year	Comments
<b>Budget</b>	<ul style="list-style-type: none"> <li>• Monthly budget monitoring as part of Finance’s corporate budgetary control.</li> <li>• Undertake Finance year-end training</li> <li>• Review of PPM forward projections for following 5 years and impact on 30-year programme</li> <li>• Review HIP spend to ensure it meets Housing Business Plan requirements</li> </ul>	
<b>Procurement</b>	<ul style="list-style-type: none"> <li>• Appropriate training for all officers undertaking procurement.</li> <li>• Early involvement of the procurement team in relevant procurement exercises.</li> <li>• Ensuring procurement undertaken is in accordance with the Council’s Code of Procurement practice.</li> <li>• Mid-point review of the HRA repairs contract</li> </ul> <p><b>Major Procurements:</b></p> <ul style="list-style-type: none"> <li>• New contract for rural street lighting and communal lighting maintenance and upgrades</li> </ul>	
<b>Contract Management</b>	<ul style="list-style-type: none"> <li>• Quarterly update of contract register</li> <li>• Contract monitoring</li> </ul>	



	<ul style="list-style-type: none"> <li>• Mobilisation and bedding in of all new Repairs and Capital contracts let during the year including roofing and fire risk assessments</li> </ul>	
<b>Audits</b>	<ul style="list-style-type: none"> <li>• Implementation of outstanding audit recommendations.</li> <li>• Audits: <ul style="list-style-type: none"> <li>○ Housing Investment/Maintenance Programmes</li> <li>○ Housing Stock Asset Management</li> <li>○ Corporate Property and Portfolio Management</li> <li>○ Housing Repairs &amp; Maintenance</li> <li>○ Corporate Property Repair &amp; Maintenance</li> <li>○ Energy Management</li> <li>○ Highways Functions</li> <li>○ Asbestos Management</li> <li>○ Gas &amp; Electrical Safety Checks</li> </ul> </li> </ul>	
<b>Risk Register</b>	<ul style="list-style-type: none"> <li>• Team Operational Plan risks are reviewed monthly by the management team.</li> <li>• Technical and operation risks are managed according to areas own risk management policy</li> <li>• Review of Risk register quarterly with Assets Management Team</li> <li>• Identifying new risks, managing existing risks, developing risk mitigation and removing redundant risks.</li> </ul>	
<b>Service Assurance</b>	<ul style="list-style-type: none"> <li>• Undertake any outstanding actions identified in the Service Assurance Statement.</li> </ul>	
<b>Corporate Health &amp; Safety</b>	<ul style="list-style-type: none"> <li>• Ensuring appropriate H&amp;S risk assessments are undertaken.</li> <li>• Assess the H&amp;S implications of any new services prior to launch.</li> <li>• Reviewing all current Risk Assessments.</li> </ul>	

## Part 3 – Managing and Improving People

### 3.1 Staff Resource

There are currently 37 (including apprentices) FTE posts, these include vacant posts as of 1.2.20

### 3.2 Workforce Planning

Category	Sponsor	Activity	Budget Impact	Impact on other Service Areas	Milestones
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<b>1. Succession Planning (E.g. planning for leavers)</b>					
	Steven Partner	Review critical posts and activities to ensure continuity of service.	Additional training. Additional resource. Revised structure. Third party contracts.	Potential for reduced service levels.	Include in risk register if appropriate.
<b>2. Skills, Training, Competency Needs</b>					
	Steven Partner	Completion of the PDPs as part of the appraisal process to enable the creation of a KSA matrix.	Align training needs to the available budget, also considering training required to deliver key projects	None	Ongoing updates throughout the year as a result of appraisals, 1-2-1, succession planning and specific area needs.
<b>3. Service Changes</b>					
<b>Demands on staff resource</b>	Steven Partner	Responding to and supporting business change throughout the Council.	Unknown	Insufficient capacity to enable, implement and support effective change.	Include in the service area risk register.

## **Part 4 – BUDGET: Main budgetary pressures and changes**

<b>Activity</b>	<b>Budgetary Impact</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
Compliance	As our database of assets and compliance expands there are often previously unbudgeted works at specific assets – it is difficult to predict these in advance although these unknown factors will diminish as or data sets increase and become more comprehensive.	Unknown	Unknown	Unknown

## Part 5 – Managing Planned Changes, Major Work Streams and Projects

Project	Sponsor / Lead Officer	Budget Impact	Impact on other Services	Milestones	Date
<b>Corporate Projects</b>					
Climate Emergency Action Plan	Head of Assets (for Assets actions)	TBA	Corporate project	As set out in the Climate Change Action Plan	Ongoing
Procurement of green energy	Head of Assets	TBA	Corporate project	As set out in the Climate Change Action Plan	Ongoing
Energy audits of all building & implementation of low cost and no cost energy measures	Head of Assets	TBA	Corporate project	As set out in the Climate Change Action Plan	Ongoing
Lighting of rural footpaths and cycle ways	Head of Assets	TBA	Corporate project	As set out in the Climate Change Action Plan	Ongoing
LED upgrade of carparks	Assets / Neighbourhood	TBA	Corporate project	As set out in the Climate Change Action Plan	Ongoing
Heat pump and air conditioning rationalisation	Head of Assets	TBA	Corporate project	As set out in the Climate Change Action Plan	Ongoing
Thermal building improvements	Head of Assets	TBA	Corporate project	As set out in the Climate Change Action Plan	Ongoing
Royal Spa centre PV	Assets / Culture	TBA	Corporate project	As set out in the Climate Change Action Plan	Ongoing
Solar PV on public buildings	Head of Assets	TBA	Corporate project	As set out in the Climate Change Action Plan	Ongoing

<b>Air source heat pumps</b>	Head of Assets	TBA	Corporate project	As set out in the Climate Change Action Plan	Ongoing
<b>Lighting rural footpaths off grid</b>	Head of Assets	TBA	Corporate project	As set out in the Climate Change Action Plan	Ongoing
<b>Water management awareness campaign</b>	Assets / HCP/Media	TBA	Corporate project	As set out in the Climate Change Action Plan	Ongoing
<b>Water management technology</b>	Head of Assets	TBA	Corporate project	As set out in the Climate Change Action Plan	Ongoing
<b>Water management renewables</b>	Head of Assets	TBA	Corporate project	As set out in the Climate Change Action Plan	Ongoing
<b>Assets</b>					
<b>Refurbishment of communal areas to multi-storey blocks, completion of fire safety works and revised Fire Risk Assessments</b>	Senior Building Surveyor Project Manager	£2.5m allocated from HRA Major Repairs Reserve	Corporate project	Reviewed by Fire Safety Group	October 2019
<b>Implement systems and procedures changes arising from the review of ActiveH record storage</b>	Compliance Manager	No direct implication	All services		End 2019/20
<b>Asset Management Strategy</b>	Head of Assets	No direct implication	All services	Reviewed by Asset Management Steering Group	September 2019
<b>Fire Risk Assessments for Low Rise HRA Blocks</b>	Head of Assets	Budget for consequent works	Housing		End 2019/20
<b>Corporate PPM Programme and 5 Year projections</b>	Technical Manager	Corporate PPM budget and Capital Reserve	All services other than HRA	Reviewed by Asset Management Steering Group	End 2019/20

<p><b>HRA Repairs and Voids service development</b></p> <p>Following contract mobilisation and year one review, develop and initiate workflow, systems and service changes to enhance performance and customer service</p>	<p>Head of Assets and Compliance Manager</p>	<p>HRA Revenue Budget for R&amp;M</p>	<p>Housing</p>	<p>In liaison with Housing Services</p>	<p>End 2019/20</p>
<p><b>HIP Capital Programme</b></p> <p>To ensure that allocated capital resources are spent effectively so that all HRA stock reaches required standard and to deliver thermal improvement to the housing stock through use of EPC data and recommendations</p>	<p>Head of Assets and Technical Manager</p>	<p>HRA Capital Budget</p>	<p>Housing</p>	<p>In liaison with Housing Services</p>	<p>End 2019/20</p>