

Capital Strategy and Asset Management Plan 2008

Blackpool Council
Strategic Asset and Estate Management

NEW
BLACKPOOL
ENTERPRISE
CENTRE



INVESTOR IN PEOPLE



Blackpool
Council

BUILDING A BETTER COMMUNITY FOR ALL

Contents

1	Introduction	1
2	Context	2
3	Our Goals	3
4	Sources of Funding	4
5	Investment Partners	6
6	Local Area Agreement and Multi Area Agreement	7
7	Capital Investment Strategy	8
8	Our Assets	10
9	Consultation	12
10	Strategic Direction and Improvements for the Plan Period	13
11	Project and Risk Management	15
12	Procurement, Market Conditions and Preparing for Climate Change	16
13	Management and Maintenance	18
14	Performance	19
15	Benefits of Good Asset Management	22

1 Introduction

- 1.1** Blackpool Council's Capital Strategy explains how we intend to spend money to improve Blackpool by investing in existing and new assets that will enable us to deliver better services and environmental improvements. The strategy covers a 3 year period, during which time it is our intention that every pound invested will lead to community and service benefits, and will contribute to delivering our objectives.
- 1.2** The Council's plan for managing its assets follows on from the Capital Strategy, and sets out how we:
- Make best use of the assets from which we deliver services
 - Keep them fit for purpose
 - Decide which assets we no longer need
 - Decide to invest in new buildings

- 1.3** This document forms part of the Council's corporate and strategic planning framework, and reflects the Council's overall direction for the delivery of its services and community strategy objectives over the plan period. It is supported by two key technical documents:

(i) Policy Framework & Procedural Plan

Sets out in more detail the Council's organisational arrangements, policies and clear protocols for capital planning and monitoring, maintenance and the mechanics of property and asset management.

(ii) Annual Performance & Delivery Plan

Providing details of progress against the delivery of key projects, disposals, property review process and performance indicators.



Solaris Centre, South Promenade



Town Hall, Talbot Square

2 Context

- 2.1 Blackpool is England's most popular seaside resort, attracting some 10 million visitors each year, and is also the administrative, cultural and service centre for the Fylde coast. It has a residential population of some 142,700 and a wider catchment population of more than double this.
- 2.2 The central area is characterised by its Resort status, with a compact mixture of attractions, retail and guest accommodation. Away from the seafront the town is predominantly residential, accommodating a workforce of over 60,000 serving an economy underpinned by tourism and the service/administrative sectors, with a limited range of industrial and technological opportunities.
- 2.3 Recent years have seen a decline in visitor numbers, and a higher than average level of unemployment. Blackpool also suffers from pockets of severe deprivation and a comparatively low wage economy and low skills base. It has lower than average car ownership, reflecting its deprivation and in part its excellent public transport network.
- 2.4 The population is ageing, and whilst showing a slight decline in overall numbers, is changing in structure leading to increased demand for new houses and pressure on healthcare and other support services.
- 2.5 The environment is largely urban, and focussed on its coastline and foreshore rather than on surrounding countryside. The town centre reflects its rapid growth during the Victorian era, with more outlying areas characterised by the growth of the interwar and post war years.
- 2.6 The Council recognises the role that its assets can play in responding to local challenges, and is committed to working with partners to ensure that every opportunity to maximise the broader regeneration benefits its investment can bring will be pursued. To achieve this, the Council is committed to reviewing the role and contribution its buildings make to the economy and environment, and to targeting expenditure where valued community outcomes will be delivered.
- 2.7 The Councillor with responsibility for Land and Buildings, the Portfolio Holder, is Councillor Maxine Callow who with her colleagues is committed to making best use of the Council's assets:

“We believe that good asset management is an essential part of delivering better services and demonstrating value for money. We are committed to running Blackpool in a more business like manner. Making the best use of the Council's assets to support the delivery of our goals, and to achieve the vision for the future of Blackpool is a core part of our business based approach .”

3 Our Goals

- 3.1 The Council's vision expressed through the Blackpool Sustainable Community Strategy is to create a sustainable future for Blackpool – a world class resort destination – a great place to visit, an even better place to live:

“Our aspiration is for Blackpool to have a prosperous, vibrant, high quality, all year round economy; generating healthier, better skilled and educated communities, enjoying a safer and more pleasant place. Creating a place where children and young people are proud to grow up; where people aspire to live, play, work and establish business in; a place that brings prosperity to all local citizens and contributes to the long-term sustainable growth of the North West economy; a place that the UK is proud to proclaim as a great, high quality, culturally-rich resort destination”

- 3.2 Achievement of this vision will require fundamental physical and economic change through delivery of four primary goals and the priority areas and outcomes identified in the Sustainable Community Strategy. Our goals are to:
- Improve Blackpool's Economic Prosperity – creating jobs and opportunities for local people
 - Develop a Safe, Clean and Pleasant Place to Live, Work and Visit
 - Improve Skills Levels and Educational Achievement

- Improve the Health and Well-Being of the Population
- 3.3 These will be the focus of all service areas including the use of the Council's resources, and in particular the management of its assets. Opportunities for investment will be tested against these goals, to ensure that the Council's money is spent where it delivers the greatest overall benefit, and only where it contributes directly to the delivery of the Blackpool Vision.



Proposed new Civic Centre

4 Sources of Funding

4.1 Our capital funding comes from five main sources:

- Capital Reserves
- Borrowing
- Government and European grants
- Grants, contributions and leverage from other bodies
- Selling asset

4.2 The Council also has an annual revenue budget, which is used as efficiently as possible in delivering services, so that Council Tax increases can be kept to a minimum. In making any capital investment decisions, the Council therefore assesses the implications this will have on future revenue demands.

Capital Reserves

4.3 The Council has a limited amount of capital reserves from earlier capital receipts which are available to fund investment. For 2007/8 this amounted to some £3.8 million. The majority of capital reserves are already earmarked for specific uses, but also offer an opportunity to consider investment options that may arise, or to address any unforeseen emergency investment needs.

Borrowing

4.4 Capital expenditure for 2007/8 employed some £6.235 million of borrowing. Every year the Council receives an amount of support from the Government to cover the cost of borrowing. Since 2004, the Council has been able to borrow additional capital if required, which is not supported in this way. This borrowing is available if the Council complies with the Prudential Code. This requires the Council to demonstrate its ability to afford future repayments of such borrowing, without a significant negative impact. This means that if the Council can move into buildings that are more efficient to run, or can reduce running costs in other ways, the savings in revenue can be available to support investment to help meet the Council's stated goals.

Government Grants

4.5 Government grants linked to the delivery of particular services are provided to the Council each year. These include:

- DEFRA grant towards the Sea Wall works
- Housing Major Repairs Allowance
- Housing Capital Grant
- Sure Start (early years) funding
- Specific grants for improving the suitability of teaching accommodation and where needed for creating new places for pupils
- DFT Grants relating to transport and Tramway

For 2007/8, the amount of capital grant allocated to the Council amounted to some £40.965 million.

Grants, contributions and leverage from other bodies

4.6 The Council also secures other funding from organisations such as the Lottery Funds, English Heritage, European Regional Development Fund, North West Development Agency Local Area Growth Initiative, Single Regeneration Budget and specific initiatives for which bids have to be made.

Often the Council is required to “match” the funding available from its own resources. All bids are therefore scrutinised to ensure that they are given priority in line with the Council’s Community Strategy and stated goals.

4.7 The Council is also committed to levering funding from the private sector to maximise its investment capability, and makes use of Public Private Partnership and Private Finance Initiative (PFI) opportunities where these represent good value. An example is the Street Lighting PFI project, which transfers responsibility for street lighting to a private sector partner.

4.8 The Council also seeks to maximise the wider benefits that can be secured through private developments, ensuring that where appropriate major schemes include community facilities or contributions to local services and infrastructure.

4.9 For financial year 2007/8 other sources of funding amounted to some £6,359,000.

Selling assets

4.10 Selling assets is also a significant source of funding, however assets are only disposed of where they are surplus to requirements, do not provide the Council with a significant financial return on their investment value, and do not have any other more beneficial use that would contribute to the delivery of the Council’s vision, such as inclusion within a major regeneration project. The sales that can generate receipts include:

- Sale of houses under the Right-to-buy provisions
- Sale of land and other housing assets owned by the Council
- Sale of Council owned land and property

4.11 The Government requires that a percentage of the proceeds from the sale of houses goes into a national pool for redistribution. However, if the money (other than from Right to Buy sales) is earmarked for reinvestment in either affordable housing or regeneration projects, then nothing needs to be paid into the pool. In many instances Blackpool benefits under this arrangement, as affordable housing opportunities and regeneration schemes are often identified so that such receipts are secured for re-use within the Borough.

4.12 The capital received from the sale of other types of surplus assets can be re-invested to improve the services delivered and to achieve the Council’s strategic goals. For 2007/8 some £646,000 of capital receipts was used to support the Council’s capital investments.

4.13 The Council’s asset management planning processes identify surplus properties for potential disposal, enabling money to be better used.

5 Investment Partners

5.1 The Council delivers a number of its services in partnership with other organisations. Examples include:

- Blackpool Community Safety Partnership (BSAFE)
- Blackpool Coastal Housing
- Blackpool Primary Care Trust
- Re-Blackpool – Urban Regeneration Company
- The Carbon Trust
- Fylde Borough Council
- Wyre Borough Council

5.2 We work closely with our partners both to deliver services in the best way for the community, and in the development and delivery of capital and regeneration projects. Examples include the current Neighbourhood Police Scheme being developed in partnership with Lancashire Constabulary to provide Neighbourhood Police Offices in the heart of communities, to increase security and foster good relationships with local people.



6 Local Area Agreement and Multi Area Agreement

- 6.1 The Council recognises the value of taking decisions on how money should be spent in the Borough with partners involved in the community. By working together, local representatives of a wide range of organisations that deliver public services or provide their support and involvement in the community enable resources to be targeted at areas of greatest community need.
- 6.2 To facilitate such partnership working, Blackpool's Local Strategic Partnership (LSP) was developed, and a Local Area Agreement entered into in 2006. This aims to:
- Improve service outcomes for local people and maximise opportunities created through the Council's and others plans
 - Create a platform of public service change to deliver improved outcomes through a 15 year programme of physical regeneration
- 6.3 Through the LSP Blackpool's latest Sustainable Community Strategy has been developed, which is the document that defines Blackpool's strategic community goals, and the actions to be taken to deliver them. This will guide the development of other plans and strategies for the area, and establishes the priorities for capital investment for the next three years. The LAA has recently been revised to take account of the new Community Strategy.
- 6.4 As well as the Local Strategic Partnership and Local Area Agreement, Blackpool Council has also joined forces with Fylde Borough Council, Wyre Borough Council and Lancashire County Council to formulate the Fylde Coast Multi-Area Agreement. Though this is still in the process of development it identifies a range of proposals for co-ordinating effort between the organisations to maximise the benefits that can be secured. The proposals fall into 5 areas, as follows:
- Identity of place
 - Economic and Business Development
 - Skills
 - Housing
 - Transport/Planning
- 6.5 It is clear that these areas support the Council's strategic goals and offer opportunities to maximise the impact of capital investment across the organisations and areas involved. The aim is to work across the local Fylde Coast area, to ensure that actions and investment respond to community need rather than administrative boundaries.



Mereside Children's Centre

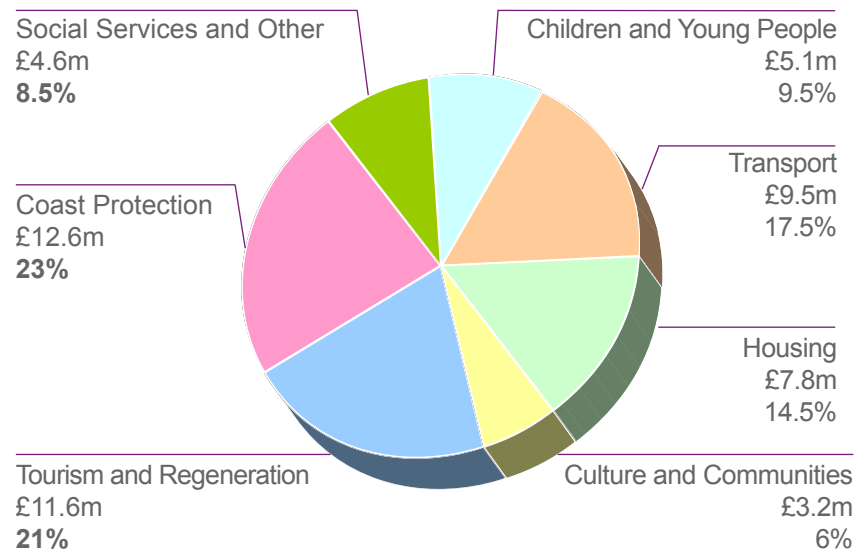
7 Capital Investment Strategy

- 7.1 The Council's Capital Investment Strategy is developed on an appraisal of need and an understanding of the opportunities for change. It reflects the role that the Council's property holdings can play in re-shaping the resort in line with the Council's goals.
- 7.2 To ensure value for money and effective investment the following principles are adopted in prioritising areas for expenditure and managing the Council's resources:
- All procurement is undertaken in line with Blackpool's adopted Procurement Strategy
 - All expenditure is planned, programmed and monitored
 - All projects being are managed in accordance with the Blackpool Method Project Management Code of Practice
 - All capital schemes are prioritised in accordance with the Council's Corporate Framework which ensures:
 - i. Clear linkage to the Strategic Goals, corporate performance plan and asset management plan
 - ii. Consideration has been given to alternative delivery options
 - iii. Transparent corporate option appraisal to identify best value
 - iv. Effective management, measuring and monitoring of the programme



Cafe at Stanley Park

7.3 Capital Spending in 2007/8 was as follows:



7.4 The ongoing Capital Programme for 2008/9 comprises a total budget of £122 million, and is made up of a number of one-off projects that can take years to complete, as well as more regular programmes of recurring work and investment. Examples of the one-off projects include:

- The Talbot Gateway Development – a new civic and cultural centre for Blackpool providing mixed use, pedestrian friendly development of retail, commercial, community and Civic Office space, and associated parking and transport facilities around a public square.
- Tramway Renewal and improvement programme
- Bispham Health Village, in partnership with the PCT, comprising medical centre, library, multi-use games area and playzone, community centre and landscaped open spaces.
- Building Schools for the Future Phase II
- Development of an Independent Living Centre

7.5 Ongoing or more regular areas of expenditure include:

- The Coastal Defence Programme – part of a phased 5 year programme of improvements initiated in 2005/6
- Works to bring the Council's Housing Stock up to the Decent Homes Standard, in partnership with Blackpool Coastal Housing Ltd.
- Capital maintenance requirements
- Investment in information and communications technology
- Highways Improvement Programme

7.6 Key to the delivery of our goals and the maximisation of the Council's capital investment is the Council's portfolio of assets.

8 Our Assets

8.5 The Council's assets can be categorised as either Community Assets, held for use by the community; Operational – those assets that are used by the Council or other agencies for the delivery of its services; Non-Operational – those properties that are held mainly for investment purposes, i.e. providing the Council with an income; Surplus or held pending Regeneration. A property is identified as surplus either as the result of a property review or from service development. Once declared surplus the Asset Management Section takes action to close it down, and a corporate decision is made as to its future re-use, regeneration potential, or disposal.

8.6 In most cases, the Non-Operational assets also have a strategic reason for retention, which is usually that they are providing strategic employment uses or commercial uses which may not otherwise be provided by the private sector alone. In turn this helps to contribute to the Council's goals or the well-being of the community they serve.

8.7 The table below sets out a summary of the Council's land and buildings

Asset Type	Number
Operational Assets	
Art Gallery	1
Cemeteries & Crematoria	6
Children & Young People Facilities	6
Coastal Protection	1
Concessions	9
Day/Family/Community Centres	39
Depots	18
Greenhouse	1

Asset Type	Number
Operational Assets	
Housing Estates Shops	12
Leisure Facilities	66
Libraries	6
Offices and administrative buildings	41
Off-street car parks	29
Public Conveniences	11
Residential Facilities	20
Resource Centre	9
Community Schools	27
Voluntary Aided Schools*	13
Special Schools	3
Community Assets	
Allotments	8
Games areas	13
Open Spaces	89
Recreation grounds	38
Non-Operational Assets	
Commercial properties	144
Golf Facilities	10
Land - Agricultural	5
Land - Commercial	76
Land - Parking	6
Land - Residential	6
Memorials	2
Offices	7
Retail units	48
Shelters	3
Under Used/Vacant	81
Total	853
Approximate Total Value as at 31.3.08	£270,000,000

**Note - These assets include schools where ownership of the school buildings belongs to a charitable foundation or a trust whilst the playing fields are owned by the Council.*

8.4 This shows that the Council's asset base is diverse, in both tenure and use, ranging from fishing rights and advertising hoardings to a model village, schools, community centres and a wide range of tourism and leisure related facilities. The Council's objectives for its assets are that they should be:

- Suitable and sustainable
- Safe and Secure
- Maintained to an appropriate and defined standard
- Managed and owned corporately
- Used efficiently

- Funded adequately
- Reviewed regularly
- Held only where supported by an informed current business case for doing so
- Help to deliver our goals
- Managed in a way to minimise its impact on the environment and reduce energy usage
- Provide value for money

8.5 The strategic actions identified in this asset management plan set out how the Council is implementing change to achieve these objectives.



9 Consultation

9.1 Any change, whether in property, how it is managed and maintained or how a service is delivered from it, can have an impact on the Council's customers. Before such changes are made it is important that we understand what that impact might be. For this reason we believe in consulting those who may be affected as part of the decision making process.



9.2 Community debates on issues affecting the public are held at the seven Blackpool Area Panels. Each panel has 12 representatives, including 6 Councillors, 3 community partners and 3 community members, and is chaired by a Councillor. Each Area Panel is mirrored by an Area Forum, which elects the Community Members to the Area Panel, and which provides an opportunity for wider public consultation and debate on local issues, and enables matters of concern or interest to be referred to the Community Panel. Both the Area Panels and Area Forums are supported by Council Officers, and Officers from the Lancashire Constabulary, Lancashire Fire and Rescue Service and the Primary Care Trust. Consultation is also held with Council tenants via Tenants Forums, and with Service representatives via regular Service Level Asset Management Plan meetings.

9.3 Councillors are actively involved in proposed changes to the property portfolio both corporately and through regular briefings and consideration given to specific property related issues.

9.4 The results of this consultation are then taken into account in property and investment decision making, and contribute to the ongoing process of improving the way in which the Council's assets are used and managed.

10 Strategic Direction and Improvements for the Plan Period

10.1 In line with our vision for Blackpool, and our sustainable community strategy, the following key strategic improvements have been identified for implementation during the life of this Asset Management Plan.

Goal	Strategic Direction	Actions	Outcomes
Improve Blackpool's Economic Prosperity	<ul style="list-style-type: none"> • Create high-quality all year round reasons to come to Blackpool • Establish Blackpool town centre as the sub-regional centre for the Fylde Coast • Promote enterprise • Improve transport and increase accessibility 	Talbot Gateway Scheme: A major Town Centre office, retail and housing redevelopment	Improved town centre. Better public facilities. Reduced running costs and impact on environment
		Sea Defence Works	Increased sustainability, protection against the impact of climate change
		Tramway Renewal Programme	Increased accessibility and improved transport
		Improvements to St. John's Precinct to improve pedestrian flows between Talbot Gateway and Hounds Hill	Environmental improvement, increased sustainability, restoration of historic townscape character as part of the Townscape Heritage Initiative
		Blackpool Gateway Scheme	Improved accessibility and environment via Yeadon Way to Blackpool Town Centre
Develop a Safe, Clean, Pleasant Place to Live, Work and Visit	<ul style="list-style-type: none"> • Provide High Quality Housing in sustainable mixed communities • Create a safer Blackpool • Create a cleaner and greener Blackpool • Create Thriving and Active Communities 	Delivering decent homes standard to over 3,500 homes	Better quality housing
		Improvement and replacement of street lighting	Safer streets and reduced crime statistics
		Reduce household and other CO2 emissions in accordance with the Council's Carbon Strategy	More efficient housing, and a more sustainable environment
		Implementation of the Building Schools for the Future programme	Major improvements to school facilities and environment Greater sustainability and reduced running costs
Improve Skill Levels and Educational Achievement	<ul style="list-style-type: none"> • Improve educational achievement and raise the aspirations of all Blackpool's children and young people • Support people into work • Ensure the whole population has at least basic literacy and numeracy skills • Foster a workforce with the vocational skills to meet the needs of Blackpool's economy 	Building a Studio School as part of a National Pilot Scheme	Improved educational provision for 14-19 year olds offering part academic and part vocational training
		A development site for a new 6th form College Campus in the Town Centre, and relocation of the Illuminations Depot	Improved Educational Opportunities for the 16+ age group
		Working with the PCT to provide 3 new primary care centres	Improved access to better health facilities
Improve the Health and Well-being of the Population	<ul style="list-style-type: none"> • Reduce the difference in health outcomes between Blackpool's communities and others in the North West and the UK • Encourage healthy lifestyles and emotional well-being for the whole population • Provide quality adult social care services to enable vulnerable adults and older people to live independently • Reduce teenage conception rates and improve sexual health 	Working with the PCT to build a training school for dentistry and recruit more dentists	Better access to oral health care
		Health Village development in Bispham in partnership with the PCT, to provide a sports centre, library and health facility.	Improved access to sports, learning and health facilities, and increased local fitness and well-being.

10.2 It is clear that many of the Council's Goals are delivered through actions that involve development or changes to property. As well as these strategic headline targets for the asset management plan, there are also many smaller projects that are initiated as a result of service and property reviews, that all contribute to these strategic aims, and to delivery of the Council's objectives for its portfolio. Examples of some recently completed projects include:

- School Road Car Park – the development of a surface car park on previously vacant wasteland providing a long term solution to car parking difficulties experienced by the users of St.Nicholas School and two adjoining amateur football clubs.
- Hawes Side Nursery – new facility. The grant of a lease to a private nursery operator enabling conversion of the redundant school building at Hawes Side Primary School to create a new children's day nursery and satisfying a key corporate objective of the Children's and Young People Plan. The centre opened in September 2007.
- Clifton Respite Facility – re-use of former respite care facility. Successful re-use of a redundant building to deliver a refurbished pupil referral unit that enhances educational opportunity within Blackpool.
- The Hub – Conversion of a vacant retail premises on Church Street secured through Local Enterprise Grant Initiative, providing a new facility for creative industries offering 14 office suites, an internet suite, conference facility and gallery.

10.3 Examples of current projects that contribute to the delivery of the Council's aims include:

- Redevelopment of the obsolete Dinmore Parade on Grange Park to provide new housing including a number of family units. This is to be delivered in partnership with Muir Housing Association and is funded through the Housing Corporation.
- Neighbourhood Police Scheme – The Council is working in partnership with Lancashire Constabulary to deliver Neighbourhood Police Offices, including 83 Egerton Road, 1st floor offices at Cookson Street and 1st floor of Stanley Park Tennis Pavilion.

Progress against all key projects will be reported annually in the Asset Management Performance and Delivery Plan.



Neighbourhood Police Facility, Stanley Park

11 Project and Risk Management

11.1 Timetables for development and property change are inherently long, as the process is complex and is reliant on a range of external factors that are outside the control of the Council. It is therefore essential that realistic programmes are put in place, risks managed and milestones achieved in accordance with a clear plan. It is also essential to make sure that once completed the outcomes are reviewed against the expectations to make sure the Council's strategic goals and objectives for the portfolio are being achieved.

11.2 To manage our projects, Blackpool has developed "The Blackpool Method" Project Management Code of Practice. This is a tool which sets out the method to be applied to start up, initiate, deliver and close projects. It encompasses best practice, and ensures that risks and obstacles can be identified and addressed at each stage in the project management process. Full details of The Blackpool Method are available from the Council's web site.



City Learning Centre, Grange Park

12 Procurement, Market Conditions and Preparing for Climate Change

12.1 Property related projects will often involve the procurement of a wide range of services for their implementation. Blackpool has adopted a corporate-wide procurement strategy that highlights the corporate, national and European context for procuring services and ensures that we deliver best value to residents, businesses and visitors, in accordance with procurement rules and legislation. This includes guidance for Project Managers on matters such as Green Procurement. Our aim is to minimise the environmental impact of the Council's activities, and to persuade companies we contract with to do the same.

12.2 Part of the procurement process is to consider the market conditions that can impact on the cost, timetable and prospects for success of the project in hand. External influences such as the current credit squeeze are taken into account, as is the availability of the trades required for project delivery, and the skills that are needed. Where possible within the rules relating to competition, we try to resource products and services locally, to minimise transport of materials, the impact on the environment and to support the local economy in line with our strategic goals.

12.3 We are also aware of the need to consider climate change as part of every project we plan to implement. Policies are in place to maximise the use of environmentally sound practices and materials for all future developments and changes to the way in which we deliver our services.

We are actively encouraging the use of alternative forms of energy generation, such as wind energy, solar energy and ground sourced heating in all our developments, and investigating ways in which to improve the energy, water, waste and emissions efficiency of all our existing buildings.

We also consider the impact of any development on biodiversity, with a view to protecting habitats. Our Carbon Management Plan sets out our detailed policy position, and identifies targets for improvement as follows:

- To reduce carbon dioxide emissions by 25% by 2013
- To realise an annual saving of £758,000 by 2013
- To invest £2.3 million to deliver these outputs.

12.4 During the plan period we will assess the energy performance of all the buildings we intend to retain for the long term, and implement our plans for reducing the impact they have on the environment and on future climate change.

12.5 A flagship for this policy is our “Solaris Centre” a public facility on the New South Promenade which is an example of best practice in energy efficiency and is used to bring environmental awareness to the community. It is designed to be a zero energy building that generates more electricity than it uses. Any surplus energy is exported back to the National Grid. Energy is provided by a combination of wind turbines, solar panels and a combined heat and power unit. Day light is provided by sun tubes, and all internal fittings are energy saving, including light bulbs, time and movement sensor switches, and grey water appliances, such as toilets which flush using rainwater collected from the roof. Externally the site includes a sensory garden, dipping pond and root zone, to encourage biodiversity. The facility provides a café, meeting rooms and performance space for the local community as well as a visitor centre promoting environmental awareness.

12.6 The Solaris Centre was conceived and developed through a partnership involving the Council, Lancaster University, Blackpool and Fylde College, the DTI and North West Development Agency, and was funded largely by grants from the National Lottery and the European Union. It won the 2006 Royal Institution of Chartered Surveyors Sustainability Project for the North West Region.



Solaris Centre, South Promenade

13 Management and Maintenance

13.1 The main themes for how we manage our property assets are:

- Property is managed corporately.
- It is supported by a central team of dedicated property professionals (assisted by the Strategic Asset and Estate Management Division) who can provide help and information to services and others using the Council's buildings to deliver a service, to assist in decision making and service planning.
- Investments in property aim to improve suitability and sufficiency, fitness for purpose and value for money, as well as achieving the Council's core aims.
- Maintenance is targeted and prioritised to protect the delivery of our services, and ensure that our buildings work for the customers and staff who use them, and that they are safe, secure and accessible.
- Regular reviews are carried out to maximise the benefits that our assets deliver – an example of this is the current strategic review of Community Centres to explore opportunities to transfer control of properties to community organisations in line with the Quirk Review.

13.2 In developing planned maintenance programmes for our buildings we take into account the changes that are planned to the portfolio, making sure that money is not spent unnecessarily on buildings that are going to be vacated. This means we can maximise the value we receive from the costs of the maintenance, and ensure that money is spent efficiently. Full details of how the Council manages its property assets are set out in a supporting technical paper on policy and asset management procedures.



Palatine Library and Learning Centre, St Annes Road

14 Performance

14.1 Externally, the Council's performance in delivering its Capital Strategy and Asset Management Plan forms part of its annual Use of Resources assessment, which contributes to its Comprehensive Performance Assessment score. From 2009, the Comprehensive Performance Assessment will become the Comprehensive Area Assessment – which will consider more widely how well services are provided over an area, and will

involve not only the Council, but also the Fire and Rescue Service, Police and the Primary Care Trust. During the transition, the Council and these other bodies will all still be the subject of annual Use of Resources tests, to ensure that the Council's money, premises and other resources are used and managed effectively, and that service organisations are working together to improve the ways in which they can meet public needs.



New Devonshire Primary School

14.2 As part of this transition, Blackpool is reviewing its performance measures relating to asset management, and is adopting the “National Property Performance Management Initiative” performance indicators against which progress can be measured. These are as follows:

Performance Indicator	Purpose	Measurements
1 Performance related to condition and maintenance		
<p>1A: Condition of Assets, based on an assessment as follows:</p> <p>A: Good – Performing as intended and operating efficiently. B: Satisfactory – Performing as intended but showing minor deterioration. C: Poor – Showing major defects and/or not operating as intended. D: Bad – Life expired and/or serious risk of imminent failure.</p>	To measure the overall condition of the Council’s buildings, and to be able to assess in future how quickly this is being improved	% age by area in each condition category A-D
<p>1B: Level of backlog maintenance based on an assessment as follows:</p> <p>1 Urgent works that will prevent immediate closure of premises and/or address an immediate high risk to the health and safety of the occupants and/or remedy a serious breach of legislation. 2 Essential work required within two years that will prevent serious deterioration of the fabric or services and/or address a medium risk to the health & safety of the occupants and/or a minor breach of the legislation. 3 Desirable work required within 3 to 5 years that will prevent deterioration of the fabric or services and/or address a low risk to the health & safety of the occupants and/or a minor breach of the legislation.</p>	To assess the overall backlog in maintenance as a cost, and to measure how quickly this is being addressed	(i) Estimated cost of total backlog in each priority area 1-3. (ii) Backlog of maintenance by % in each priority area 1-3. (iii) Total estimated cost of required backlog maintenance in £ and in £ per Square Metre.
<p>1C: Annual percentage change to total required maintenance figure compared to previous year</p>	To enable year on year performance to be measured, and targets to be set	% age change in required maintenance figure since previous year
<p>1D: (i) Total spend on maintenance in previous financial year (ii) Total spend on maintenance in previous financial year per M2 (iii) percentage split of total spend on maintenance between planned and responsive</p>	To assess whether expenditure is increasing or decreasing, and how this is impacting on backlog, and to measure performance against best practice and set targets.	(i) £ (ii) £/ M2 (iii) % of expenditure planned; % of expenditure responsive. NB best practice indicates 70%/ 30%
2 Energy, Water Consumption and CO2 emissions		
<p>2A: Energy consumption</p> <p>(i) Energy cost total expenditure (ii) Energy total consumption (iii) Energy costs per M2 (iv) Energy consumption per M2 (as this is developed it will be recorded on a building by building basis)</p>	To measure energy usage, and the impact of improvements on overall sustainability, and to enable targets to be set	(i) £ (ii) kWh (Kilowatt Hours) (iii) £/ M2 (iv) kWh/ M2
<p>2B: Water Consumption</p> <p>(i) Water cost total expenditure (ii) Water total consumption (iii) Water costs per M2 (iv) Water consumption per M2 (as this is developed it will be recorded on a building by building basis)</p>	To measure water usage and the impact of improvements on overall sustainability, and to enable targets to be set	(i) £ (ii) M3 (Cubic Metres) (iii) £/ M2 (iv) M3 / M2

Performance Indicator	Purpose	Measurements
2C: CO2 Emissions (i) CO2 Total Emissions (ii) CO ⁿ Emissions per M ²	To measure CO2 emissions and the impact of improvements on overall sustainability, and to enable targets to be set	(i) Tonnes CO2 (ii) Tonnes CO2 per M2
3 Suitability of the Council's buildings		
3 Operational Buildings A: % of portfolio for which a Suitability Survey has been undertaken within the last 5 years B: Number of buildings for which a suitability survey has been undertaken in the last C: % of buildings with Suitability surveys in the last 5 years that are graded good or satisfactory. D: % of portfolio for which Suitability grading has improved since last survey	To ensure that the suitability of buildings is being assessed and can inform decision making, and to set targets for new surveys	A: % B: Number C: % D: %
4 Buildings accessibility		
4 Operational buildings A % of portfolio by gross internal area in M2 (GIA m2) for which an Access audit has been undertaken by a competent person B Number of properties for which an Access audit has been undertaken by a competent person C % of portfolio by GIA m2 for which there is an Accessibility Plan D Number of properties for which there is an Accessibility Plan	To ensure that the accessibility of the Council's buildings is being assessed to inform decision making and enable targets to be set	A % B Number C % D Number
BV 156 operational buildings % of Authority buildings open to the public in which all public areas are suitable for and accessible to disabled people		%

14.3 Baselines for these performance indicators will be put in place in 2008/9. Other project specific milestones and targets will be set as part of the Council's Blackpool Method of project management for key developments, and other relevant local performance indicators will also be evolved and reported as part of the Council's annual Asset Management Performance and Delivery Plan. The Strategic Asset and Estate Management Division will also be working with its partners in the Fylde Multi Area Agreement and with other agencies such as the Police to explore further relevant measures of performance that relate to the provision and management of land and buildings.

14.4 Beyond these 'management' indicators the performance of the Asset Management Plan will be appraised against its contribution to the wider goals and targets of the Sustainable Community Strategy i.e. how much the use of assets supports the goal of creating economic prosperity and making Blackpool a safe, clean and pleasant place. Some of the key measures that the Plan will contribute to are given in section 10 above.

15 Benefits of Good Asset Management

15.1 We firmly believe that by managing our assets well, and considering them as a resource to contribute to the overall goals we have set to deliver the vision for Blackpool, significant benefits can be achieved. These include:

- Delivering exceptional services, and progressing our goals
- Empowering our communities
- Improving the economic well-being of Blackpool
- Ensuring our assets are run and maintained sustainably
- Enabling the introduction of new working practices and changes in culture, for example through renewal of our office accommodation as part of the Talbot Gateway Scheme
- Reducing our impact on Climate Change
- Increased co-location, shared working and pooling of knowledge through our Local Strategic Partnership and our Multi Area Agreement
- Improving public access to our services, and those of our partners, for example through the Neighbourhood Police Scheme
- The generation of efficiency savings – money we can save on running our buildings can go towards our services and the delivery of our goals
- Improving our environment, for all who live in, work in and visit Blackpool, enhancing its status as a destination.

