

MINUTES OF JOINT MEETING OF BROOKE AND WHITTLE OVERVIEW AND SCRUTINY COMMITTEES

19 MARCH 2018

PRESENT:

Membership of Brooke Overview and Scrutiny Committee:

Councillors Claire Edwards (Chair), Mrs A'Barrow, Mrs Bragg and Roodhouse (substituting for Councillor Mrs New)

Membership of Whittle Overview and Scrutiny Committee:

Councillors Sandison (Chair), Brader, Douglas, Gillias and Mrs O'Rourke

Officers:

Mannie Ketley (Head of Corporate Resources and Chief Financial Officer), David Collins (Property Manager), Steve Garrison (Democratic Services Manager), Claire Waleczek (Senior Democratic Services Officer) and Veronika Beckova (Democratic Services Officer)

1. APOLOGIES

Apologies for absence from the meeting were received from Councillors Keeling (Brooke), Lowe (Whittle), Mrs New (Brooke), Srivastava (Brooke) and Ms Watson-Merret (Whittle).

2. MEMBER TRAINING

The Joint Committee considered the briefing paper regarding Member training (Agenda Item 3). The Democratic Services Manager and the Senior Democratic Services Officer attended the meeting to present the report. The Democratic Services Manager presented a brief overview of the current position regarding training for Members.

The general consensus was that training for Members was essential for the development and knowledge of their role and should continue. It was considered that all Members had a duty to their electorate to undertake any development and learning opportunities, to ensure they were an effective Councillor. The Joint Committee considered that how training was delivered should be reviewed.

Further to discussion, the following points were made:

- Members were keen to be kept up to date with changes to legislation and new legislation. The Joint Committee was informed that SharePoint (a tool available as part of Microsoft Office 365) would feature a Councillors' Page accessible by all officers where updates and new legislation, briefing notes and other documents could be shared with Members. Training on SharePoint would be offered to all Members in the near future.
- The Local Government Association provided information and training opportunities on its website, including e-learning modules and workbooks.

Officers would investigate this and include any suitable material in future training programmes.

- Members' training qualifications obtained through their professional employment, which provided similar development skills for their role as a Councillor, should be accepted if sufficient evidence was provided. This would be investigated by officers.
- Historically, all political groups used to nominate a training co-ordinator to facilitate any training requirements for their members. Group Leaders also used to hold appraisals/one-to-one reviews with their members and then created personal development plans. These highlighted skills gaps and, in turn, informed the training programme. It was agreed that this process be reviewed and, if considered appropriate, reintroduced by the political groups.
- Members considered that in-house training provided by technical officers which was tailored to this Council's values and way of working was preferable. Although Members appeared keen to use e-learning as a development tool, there had been no take up on the initial e-learning modules on the Council's learning platform which had been promoted in May 2017. The details of these courses would be recirculated to all Members for their information.
- It was acknowledged that this Council, by virtue of operating elections by thirds, needed to provide many of the Member training courses in its programme on an annual basis for all new Councillors. Those authorities who operated all out elections had more scope to provide a more flexible programme with the first year's emphasis on induction material and development skills.
- Publishing of members' attendance at meetings and training on the Council's website for purposes of accountability to the electorate was being considered. It was acknowledged that there may be genuine reasons why Members were unable to attend particular training and meetings and these should be noted.
- Some Members found it difficult to attend training sessions due to work commitments. It was pointed out that all Members received an allowance which, in part, was paid to compensate for any time taken away from their regular employment.

It was agreed that all Members should be included in a review of their training opportunities. A questionnaire, compiled by Democratic Services, would be circulated to all Members for them to complete.

The Chair thanked the Democratic Services Manager and the Senior Democratic Services Officer for attending the meeting.

3. INTRODUCTION TO THE DRAFT ASSET MANAGEMENT STRATEGY

The Head of Corporate Resources and Chief Financial Officer and the Property Manager attended the meeting to introduce the draft Asset Management Strategy 2018 – 2023 (Agenda Item 4) and answer questions.

The Property Manager gave the Joint Committee a detailed power point presentation. A copy is annexed to the minutes.

The Asset Management Strategy (AMS):

- facilitates the delivery of the Corporate Strategy “to optimise the use of our land and assets” and take a commercial approach in the management of those assets and resources where appropriate; and
- sets out the high-level integrated vision of the Council’s approach to all its property assets.

This vision will be supplemented by an Asset Management Plan (AMP) which will be drafted once the AMS is agreed (a report to Cabinet is scheduled for April 2018).

The AMP will set priorities for individual projects, timescales and a resource work plan for implementation of individual projects. The AMP will be based on the principles, developed by a joint officer/member working party and reviewed on a regular basis.

The progress and delivery of the AMP will be monitored via the Rugby Performance and Monitoring System where stages of individual projects can be viewed.

During the presentation, the following questions and points were raised:

Are tenants’ demographics taken into account when selecting sites?

The AMS is intrinsically linked to other strategies such as the Housing Strategy 2018 – 2020. As a Council, we understand that a lot of our sheltered accommodation might no longer be fit for use. As part of the strategy, a review is carried out to understand what assets we currently have, how they are being utilised and what our demographics might look like in the future to ensure that they are fit for purpose now and in the future.

Asset development is a long-term process and the Council always considers the best option for each individual asset.

Are bridges included in the Asset Management Strategy?

Assets across all portfolios are being reviewed. The Parks and Grounds Manager is part of the Officers Asset Management Group.

Garage sites in the town centre are well known. When it comes to garage sites in the rural areas, it is essential to contact the local ward councillor to understand what the demand is. Parish councils can also be a valuable point of contact.

Part of our process is to engage with the relevant ward councillor as they have the best knowledge of the area.

Does the Council have a list of very small parcels of land?

We have a very comprehensive list of everything that the Council owns which includes information on how each asset is being used. The list is linked to the Council’s Geographic Information System. The information is visually based on maps and therefore not easily shared. If members have a particular issue, they may wish to contact the Property Manager.

The Chair thanked the Head of Corporate Resources and Chief Financial Officer and the Property Manager for attending the meeting.

CHAIR

Rugby Borough Council

Asset Management Strategy 2018 to 2023

Progress

- Draft document completed
- Senior Management Team (SMT) consulted
- New Officers Asset Management Group set up and consulted on draft
- New Asset Management Strategy (AMS) to be presented to Cabinet in April for approval as planned programme

Highlights

- Asset Management Members Working Party consisting of members and officers to be set up to develop Asset Management Plan (AMP)
- Members Working Party to identify proposed priorities timelines and identify resources to implement AMP
- Five Asset Management Principles are defined in the AMS which directly relate to the Corporate Strategy and associated strategies
- A list of projects for consideration in the AMP is given in the AMS

Asset Management Strategy 2018 to 2023

Why do we need an Asset Management Strategy

LOCAL AUTHORITY ASSET MANAGEMENT BEST PRACTICE

INTRODUCTION: SUSTAINABLE COMMUNITIES AND ASSET MANAGEMENT

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    graph TD
      A((ESTABLISH THE VISION FOR THE AREA)) --> B((ENSURE SUITABLE ASSET MANAGEMENT PROCESSES ARE IN PLACE, INCLUDING COMMUNITY ENGAGEMENT))
      B --> C((ALIGN ASSETS TO THE VISION))
      C --> D((IMPLEMENT PLANS FOR ASSETS))
      D --> E((REVIEW AND MONITOR))
      E --> A
    
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Rating your authority

Take a moment to rate your authority's performance by using this table.

No score 0	Yes scores +1	Don't Know scores -1
Do you have asset management roles and responsibilities properly allocated, to ensure that the asset base meets corporate, community, service and financial objectives?		
Do you have a clear asset management strategy which supports your corporate strategy and sustainable communities strategy objectives? (See later in this leaflet and see leaflets 1 and 5)		
Are your asset management programmes and projects based on a rigorous evaluation of the benefits and costs? (See leaflet 2)		
Is your asset strategy, and associated programmes, corporately developed and fully signed up to by officers, and fully supported by members?		
Does your strategic property asset performance benchmark compare favourably with other similar organizations? (See leaflet 4)		
Does your senior management team improve asset performance by taking action based on regular performance reports? (See leaflet 4)		
Are you getting productivity, recruitment and retention improvements and cost savings, by implementing a "workstyle" strategy for your staff. (See leaflets 3 and 5)		
Are you challenging current utilization levels of your asset base and squeezing out efficiencies, thereby disposing of surplus property assets? (See leaflets 4 and 6)		
When you consider disposing of property, do you do a full option appraisal, including considering the option of transfer to community management and ownership of assets? (See leaflet 7)		
Have you a strong justification for retaining tenanted non-residential property and, if not, are you disposing of it? (See leaflet 6)		
Do your customers have a good experience when using your properties and do your properties give a good image of your organisation? (See leaflet 5)		
Do you know how much your assets are costing you? (See leaflet 3)		
Are you significantly reducing your maintenance backlog? (See leaflets 3 and 5)		
Do you have commissioning and procurement strategies for services and property to ensure best value?		
Are you working with your partners to improve public property utilisation, to release capital and revenue from your property? (See leaflets 3 and 6)		
Do you have a senior elected member and a senior management team member who champion improved performance in asset management, and make sure improvement happens?		
TOTAL		

How did you do?
If you scored less than -10, you need to take urgent action

Assets are inextricably linked to the delivery of local authorities' visions and priorities. This includes the delivery of good quality public services; increasing efficiency; working with partners; supporting local leadership; improving environmental sustainability; increasing

productivity; and improving recruitment and retention. Good asset management can help your organisation achieve its objectives. Conversely, if you do not pay attention to your assets, they can significantly hinder your progress.



Asset Management Strategy 2018 to 2023

Summary of questions and Rugby's score:

1. Do you have an Asset Management Policy?
2. Do you have an Asset Strategy linked to corporate strategies?
3. Is your AMS corporately developed and fully supported by members?
4. Do your strategic benchmarks compare well with others?
5. Are you seeing benefits from adopting workstyle strategy?
6. When you consider disposal of property do you undertake a full options appraisal?
7. Have you a strong justification for retaining tenanted non residential property?
8. Are you working with partners to improve the overall effectiveness of the public estate?
9. Do you have a senior elected member or SMT member to champion asset management?

Our score?



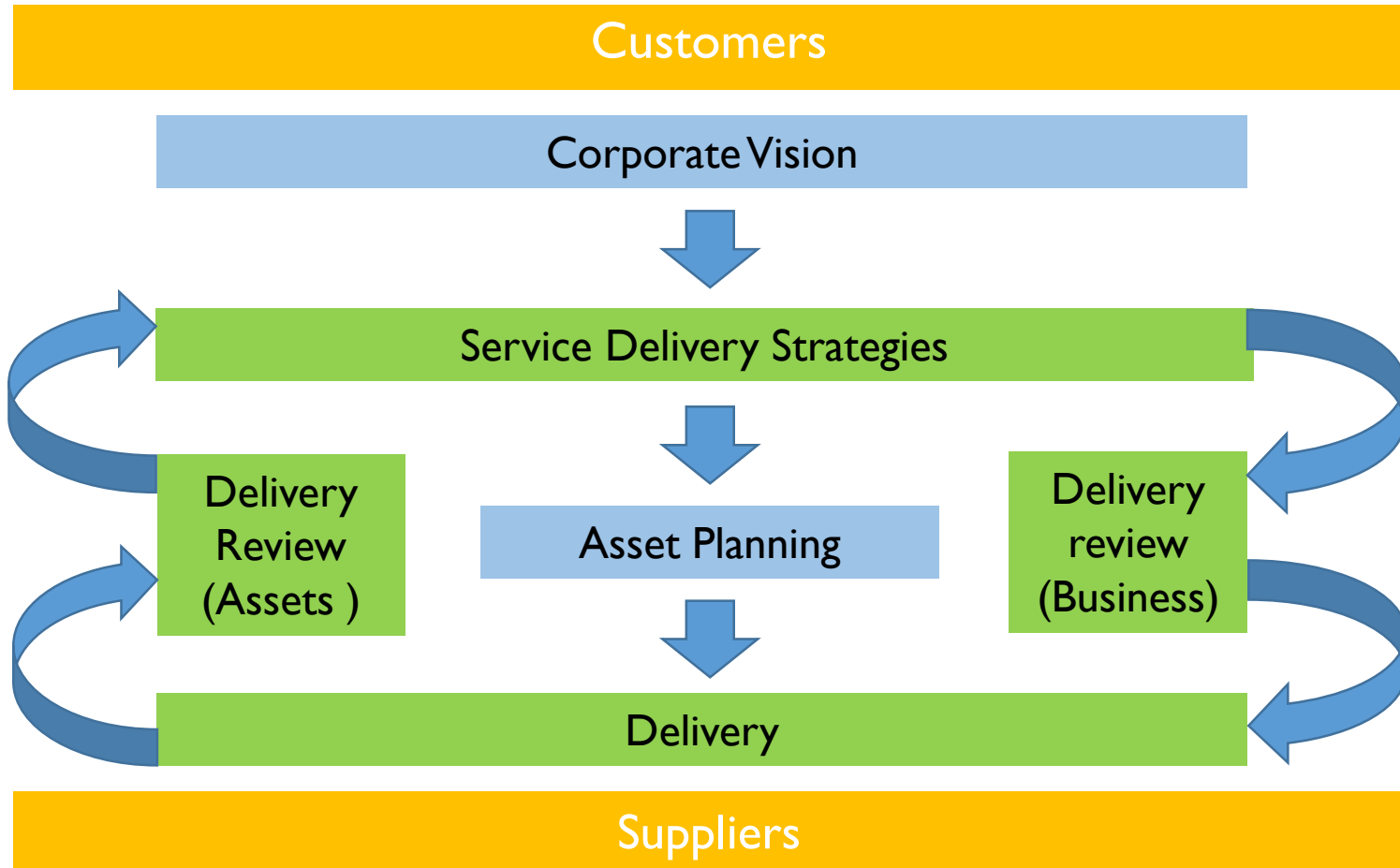
Asset Management Strategy 2018 to 2023

Asset Management Strategy Timeline

RBC Asset Management Plan - Delivery Programme															
Description	Programme														Notes
	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug			
1 Review Stage															Overview of programme stage -Property Manager Review of current status
RBC Strategies and Service Delivery Plans															Some strategies in draft or formulation stage
Property Plans and Programmes															Review of major projects commenced
Property/RBC Delivery Models															Review of delivery models commenced
Current Improvement Plans															Change proposals for H&S and changes to Housing management structure included
	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug			
2 Proposals/Consultation Stage														Asset Management Group re-established with new terms of reference	
Scrutiny Proposals														Set up Asset Management Group (AMG) with new terms of reference	
Drafting of New AMP														Working Group set up via AMG	
	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug			
3 Draft AMG- Review and Consultation															
Officers and SMT															
Cabinet Report															

Asset Management Strategy Process Map

(based on RICS Public Sector Property Asset Management Guidelines 2012)



Asset Management Principles – Corporate objectives reminder

The overarching Corporate Priorities for the Council for 2017 – 2020 are to:

1. Provide excellent, value for money services and sustainable growth
2. Achieve financial self-sufficiency by 2020
3. Enable our residents to live healthy, independent lives

The objectives for the Corporate Resources Portfolio are:

4. Optimise income and identify new revenue opportunities
5. Prioritise use of resources to meet changing customer needs and demands
6. Ensure that the Council works efficiently and effectively

The objectives for the Communities and Homes Portfolio are:

7. Ensure residents have a home that works for them and is affordable
8. Deliver digitally-enabled services that residents can access
9. Understand our communities and enable people to take an active part in them

Asset Management Principles – Corporate objectives reminder

The objectives for the Environment and Public Realm are:

- 10. Enhance our local, open spaces to make them places where people want to be
- 11. Continue to improve the efficiency of our waste and recycling services
- 12. Protect the public

The objectives for the Growth and Investment are:

- 13. Promote sustainable growth and economic prosperity
- 14. Promote and grow Rugby's visitor economy with our partners
- 15. Encourage healthy and active lifestyles to improve wellbeing within the borough

Asset Management Principles

Action Plan Principles	Council Objective
1 Acquire or redevelop affordable homes to meet the housing service strategy and customer need by:	1,2,3,4,5,6,7,9,13,15
Acquiring affordable homes (Section 106 or discounted properties) direct from developers and house builders to utilise Right to Buy receipts	
Acquiring affordable homes off the open market to satisfy affordable homes needs and utilise Right to Buy receipts	
Utilise Homes and Communities Agency (HCA) investment and Registered Provider status to lever HCA grants for larger directly managed affordable homes on Council owned development sites (sites over 12 units)	
2 Dispose of small/difficult parcels of land to free up cash resources and staff resources and regenerate the town	1,2,3,4,5,6,7,9,13,15
3 Ensure statutory, health and safety, and disability compliance for all Council built environment assets by:	1,2,3,4,5,6,7,8,9,12,13,15
Ensure statutory compliance for all Council built assets	
Efficient and effective construction health and safety	

Asset Management Principles

Action Plan Principles	Council Objective
4 Ensure efficient and effective use of space, energy usage and sustainability within the Council's built assets to maximise value by:	1,2,3,4,5,6,7,8,9,10,11,12,13,14,15
Reviewing the Carbon Management Plan energy and sustainability within the Council's built assets	
Improve fuel poverty	
Accommodation Review – assess option and usage of buildings and land and considering sale to gain capital receipts to reinvest capital or directly produce revenue stream or for service efficiency or operational reasons	
Reviewing the efficient and effective use of public car parks (to inform development potential and options)	
Efficient and effective planned maintenance and capital replacement programme	
5 Efficient and effective information and data systems and internal communications	1,2,3,4,5,6,8,12,13,14

Asset Management Plan outline

No	Project Location/Task	Project Description	Fund	Current Status	Asset Strategy Principle
1	Market Quarter	Unused land of approx. 1.67 hectares	General	Options appraisal completed. Marketing target to commence March 2018.	4
2	Bell House	Site acquisition 2017	General (lease to Housing)	Options appraisal under way. Plan to build 18 affordable units.	1
3	Garage sites	Disposal	Housing	Cabinet report prepared on phased approach	3
4	Town Hall	One Public Estate Project	General	Government grant approved for feasibility study	4
5	Biart Place and Rounds Gardens	Refurbishment/ Redevelopment options appraisal	Housing	Review commenced	1,3,4
6	Gas Street – 2 locations	Options appraisal	General	Project identified	4

Asset Management Plan outline cont...

No	Project Location/Task	Project Description	Fund	Current Status	Asset Strategy Principle
7	Development plots	Options appraisal	General	Project identified	3
8	Albert Street	Options appraisal	General	Project identified	4
9	Cawston Meadows	Affordable homes acquisition of 34 units	Housing	Contracts exchanged. 3 units completed.	1
10	Coton Park	Affordable homes acquisition of 6 units	Housing	Heads of terms agreed	1
11	Various	Affordable homes acquisitions	Housing	Negotiations commenced	1
12	Best Practice statutory compliance	All asset management services	Housing and General	Review commenced	3
13	Best Practice CDM regulations	Across portfolios	Housing and General	Fee proposal received from shared service provider	3

Asset Management Plan outline cont...

No	Project Location/Task	Project Description	Fund	Current Status	Asset Strategy Principle
14	Best Practice asset management systems	Across portfolios	Housing and General	Senior Management Team report prepared	5
15	Best Practice energy and sustainability policy	Across portfolios	Housing and General	Proposed review when officer in post	4
16	Best Practice client/contractor and internal client relationships	Across Asset Team, Repairs Team, Housing teams and portfolios	Housing and General	Review commenced	5
17	Best Practice planned maintenance and capital replacement programme	Asset Team	Housing and General	Review required – review building condition information, undertake new surveys where required and implement new capital programme based on survey information	4

Rugby Borough Council Asset Management Strategy 2018 to 2023

Next Steps

1. Cabinet Approval of Asset Management Strategy in April
2. Setting up Members Asset Management Working Party
3. 'Implementation' Asset Management Plan agreed
4. Asset Management Strategy and Plan progress reviewed annually

Any Questions ?

