

TONBRIDGE AND MALLING BOROUGH COUNCIL

ASSET MANAGEMENT PLAN

LAND AND BUILDINGS 2008 – 2011

JULY 2008

REPORTED TO:

**MANAGEMENT TEAM
POLICY OVERVIEW COMMITTEE
CABINET
COUNCIL**

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1. PREFACE

- 1.1 Welcome to Tonbridge and Malling Borough Council's Asset Management Plan for 2008-2011, the corporate strategic document explaining existing asset management arrangements with planned action to improve asset use over the next three years.
- 1.2 This plan reflects the Council's vision that Tonbridge and Malling Borough Council is an organisation that provides excellent public services, good value for money and effective community leadership. Tonbridge and Malling works in partnership to provide high quality, focused and co-ordinated services to the Borough community.
- 1.3 The Council sees its property assets as vital to the functions of the organisation and fully supports the development of this plan and the initiatives arising from it. The correct use of property assets and their strategic proactive future planning must contribute to the continuing improvement within the Council.

Councillor Mark Worrall
Leader of the Council

Councillor David Aikman
Cabinet Member for Finance

2. INTRODUCTION

2.1 The Borough

The Borough lies in the heart of Kent and is an area of variety and historic interest. Tonbridge and Malling Borough covers an area of 24,013 hectares. The Borough stretches from Tonbridge in the South to Burham and Wouldham in the North, from Waterringbury in the East to Ightham in the West.

The Borough is a pleasant mixture of typically attractive Kentish countryside with both traditional and new industry. Industry and commerce are concentrated around Tonbridge, Aylesford, Ditton, Larkfield and Snodland. Mineral extraction has been carried out in the area for many years. Paper and packaging mills, distribution, general and light industrial and many small businesses make up the industrial scene. The Borough is a popular area for office location and high tech development, particularly at Kings Hill business and residential community. Tonbridge and Malling has a resident population of 110,000 (as at mid 2003 estimate).

Tonbridge and Malling Borough Council has its main offices at Kings Hill and an area office located at Tonbridge Castle in the South of the Borough. The Borough has 26 wards served by 53 elected Councillors.



3. BACKGROUND

- 3.1 The Asset Management Plan identifies the processes the Council has put into place to deliver the strategic objectives set out in the capital strategy. It also sets out the framework for the prioritisation of investment in the Council's assets.
- 3.2 The Key Elements of the Plan are:-
- (a) Progress – Development
 - (b) Ensuring assets contribute toward strategic priorities
 - (c) Monitoring of performance against key property performance indicators and local performance indicators.
 - (d) Progress on key actions and new actions approved.
 - (e) Fulfils best practice in respect of how the Council manages its Asset base.

3.3 The Council maintains a relatively modest property portfolio following the transfer of all its housing stock in 1991 to Tonbridge and Malling Housing Association (now Russet Homes), and a continuing programme of disposals of surplus assets. The present property portfolio is currently valued at £32.47m (for Asset Valuation purposes) and includes a variety of land and property assets including industrial and commercial land and buildings, amenity land, a cemetery, car parks, public conveniences, development land, leisure centres, golf courses and a medieval castle. In addition there are miscellaneous areas. The assets are categorised as follows:-

3.4 Operational Assets

These are assets that are held and used or consumed by a local authority for the direct delivery of services for which it has either a statutory or discretionary responsibility. Examples include:

- Sports centres, pools and other leisure facilities
- Car Parks
- Depots and Offices
- Tourist attractions (Tonbridge Castle)

3.5 Non-Operational Assets

These are assets that are held by a local authority but not directly occupied, used or consumed in the delivery of services. Examples include:

- Investment properties let by the authority (retail units, commercial and industrial land and premises).
- Land acquired and held in advance of development or potential development.
- Property surplus to requirements.

3.6 Community Assets

Community assets are assets that a local authority intends to hold in perpetuity, that have no determinable useful life, and that may have restrictions on their disposal. Such assets are usually procured for, dedicated to, or donated to public use and placed with a local authority as custodian to provide care and maintenance and access for the public. Examples of community assets include:

- Parks
- Land used for cemeteries
- Allotments
- Open Spaces

The Council's Cabinet is corporately responsible for the management of all Council land and property assets. At officer level the Council approaches the management of property assets from a corporate perspective. Management Team has overall responsibility, through the Central Services Director, for property assets and facilities management. Since 1991 the Council has implemented a capital investment programme and a six year rolling programme of planned repairs and maintenance, which has left it with no significant repairs and maintenance backlog.

3.7 Corporate Objectives and Asset Management

The Borough Council's Strategic Objective on property is "to continue improving the match between the Council's property holdings and its service delivery, organisational and financial needs". In pursuance of this objective the Council has actively encouraged the most efficient use of property assets, including cross service and shared occupation with other organisations.

This document seeks to provide the necessary framework and mechanism for good property asset management on an authority wide basis, to ensure central co-ordination and to deliver effective asset management.

The principal aims are to ensure that the opportunity cost of financial resources tied up in land and buildings is maintained at a minimum practical level and that capital and revenue expenditure on the portfolio is directed efficiently and effectively to provide value for money.

3.8 Links to Capital Strategy and Performance Plan

The Council's annual Capital Strategy (together with long term capital programmes including expenditure and planned capital receipts) reviews and documents the principles and framework which underpin its long-term capital investment and expenditure proposals. The principal aim of this document is to provide a context for a programme of capital investment (known as the Capital Plan) that will assist in the achievement of the Council's strategic priorities and objectives. One of the key principles which underpins the Council's Capital Strategy is the continuing development of the Asset Management Plan and the Performance Plan. As such these are seen as an integrated process in which all relevant Members and officers are involved.

The Borough Council's Corporate Performance Plan, April 2008 to March 2009 is based on continuing public consultation and contains a detailed assessment of performance to date and targets for 2007/08 and beyond. Performance measurement feeds into the AMP and is a key element of the 'Best Value' framework.

3.9 The Council's Property and Land Policies

The Council's Scrutiny Committee Land Review Group considered and supported property and land policies as follows:

- a) That the non-operational estate be held to deliver an optimum return on capital in a sustainable manner.
- b) That it is the Council's policy to generate both capital and revenue from the commercial estate.
- c) That in taking decisions relating to property assets the non-financial benefits delivered by Property to support corporate objectives be identified and taken into account.
- d) That the commercial and industrial portfolio be categorised and that a basis for assessing performance be adopted that reflects corporate objectives and statutory duties of the Council and the portfolio's ability to contribute to the achievement of those objectives on an ongoing basis.
- e) That the principle be established that non operational assets which do not produce an adequate return on capital, having regard to their opportunity costs and non-financial benefits, should be disposed of but only where there is no statutory or other obligation to retain and no potential benefit to the Council or community by retention.
- f) That capital receipts generated by property disposals or active management be re-invested in line with the Council's Capital Strategy.
- g) That small miscellaneous areas of amenity land be included in the Council's electronic property database.
- h) That any disposal of amenity land will include appropriate safeguards by covenant, restrictions or claw back to ensure that the Council benefits appropriately from any enhancements or changes of use.
- i) That potential purchasers of land and property (freehold and leasehold) owned by the Council be charged a fee for the transaction based on an assessment of the Council's reasonable legal, surveyor and administration costs.
- j) That the Council's property records be fully computerised.
- k) That in settling the terms for disposals or rentals of land and property, the Council will achieve best open market value

available unless a Council aim or priority impacts upon the property such as to justify settling lesser terms.

- l) That where the maisonette units can be released at Martin Square and Twisden Road, these should be offered in the first instance to one of the Council's RSL Partners (now Russet Homes) in furtherance of the Council's Strategic Housing Objectives.
- m) That where the Council's property assets are surplus to the Council's requirements, the full range of methods of disposal should be investigated; including private treaty, auction, sealed bids and informal tender, so as to maximise the potential sale price.

4. PROGRESS SINCE LAST YEAR

Progress has been made on the Council's key corporate projects identified in the 2007 asset management, including as examples:-
The below list has been cross referenced to show links with the Corporate Aims and Priorities 08/09 (Appendix 3)

- Work on the future of Tonbridge Town Centre is continuing. The Council is a major land owner in the centre of Tonbridge. The Council has moved forward with Sainsburys to produce a development brief for the central area of the town centre.
 - * Corporate Aim and Priority 3B
- The internal officer group 'Property, leisure and legal matters' continues to meet regularly, ensuring that our land and property are occupied correctly.
 - * Corporate Aim and Priority 7 A, B, C, D, E, F, G.
- Negotiations with Kent County are almost complete to acquire land at Quarry Wood, Tonbridge for Public Open Space.
 - * Corporate Aim and Priority 7 A.
- Successful completion of terms and conditions with Kent County Council for the licence of space at Snodland library and Larkfield library for our Customer Services Advisers to operate from and provide a local service.
 - * Corporate Aim and Priority 2 A.
- Successful completion of terms and conditions with Kent Police for the lease of a shop unit to be occupied and managed by Kent Police as a community one stop shop. Our Customer Service Advisers also operate from this building providing a local service.
 - * Corporate Aim and Priority 2 A.

- The 'uniform' data system continues to be updated providing a computerised data base of our property ownership and interests.
- * Corporate Aim and Priority 17 A.

- Recognising that Performance Management and Monitoring is a key element to improving the Council's Asset Management Plan, a high level strategic group comprising of officers from a range of Council Services has been set up. This group acts as a driver to the Asset Management Plan process, identifying priorities and how we manage and use our property assets, now and in the future. The group reports to the Council's Management Team.
- * Corporate Aim and Priority 18.

- The Council are progressing a joint Gateway Provision at Tonbridge Castle, with Kent County Council.
- * Corporate Aim and Priority 14.

5. PLANNING AND CONSULTATION

Consultation

The benefit and importance of regular client and public consultation is a key concept of the Borough Council's Performance Plan as well as the 'Best Value' process. The newly formed Asset Management Group reports to the Council's Management Team providing a focus for consultation and a contact point for internal stakeholders. The AMP Group has discussed the future use, suitability and options for the Council's main assets. This is shown in Appendix One. Management Team is responsible through the Central Services Director for reviewing and implementing advancement of improved asset management in the authority.

Each major project is the subject of extensive consultation. On each occasion stakeholders are identified and the optimum means of effectively consulting is used. Often an Officer Level Group specifically related to a particular project is set up. An example of this would be the Tonbridge Town Centre Project Group formed to discuss and manage the redevelopment of Tonbridge Town Centre.

In addition, the Council regularly consults its Residents Panel about a range of issues and any results relevant to the Asset Management Plan, eg on the perceptions of the value of Area Offices, will be fed into the development process. Consultation will also continue to take place with other organisations to explore the joint use of facilities, thus effecting customer based change.

An example of this consultation with other organisations is the ongoing discussions with Kent County Council to provide a joint "Gateway" facility at Tonbridge Castle. The joint provision would provide a wide range of services to our customers.

Lastly, Property Services staff maintain regular formal and informal liaison with Service representatives to ensure their needs are being met.

6. CORPORATE PROPERTY MANAGEMENT AND ACCOUNTABILITY

The Council has recognised the corporate and strategic importance with the establishment of a dedicated Property Service within Central Services. Appendix Two shows Property and Administration personnel chart.

Over the last few years the Buildings and Facilities Management Sections have worked increasingly closely and greater effectiveness and efficiency have been achieved through the merging of these sections as a combined Administrative and Property Service within Central Services, comprising a Democratic Service section, an Estate Management section and a Building and Facilities section. The Estates Services Manager and the Building and Facilities Manager, reporting to the Central Services Director, have direct responsibility for the service as well as strategic asset management, day to day property management and collecting information on the 'suitability' of the various categories of the portfolio for their current and future use. Their roles and responsibilities have been clearly set out in their job descriptions communicated to Service Managers. They report to and are accountable to the Central Services Director, to the Management Team and Cabinet. Within the Cabinet a Member has lead responsibility for property matters.

The Management Team Coordinates the Capital programme and asset management and undertakes the role of Senior Management forum. Its terms of reference are encapsulated in the Authority's objectives and priorities including those relating to Property. Asset Management issues frequently appear on the Management Team Agenda.

7. KEY ROLES AND TASKS

The relatively small scale of the Council's property portfolio and the limited number of major capital projects enables a close working relationship between individual services, the Estate Services Manager and Management Team. This has obviated the need for service level AMPS. Where major projects are involved then inter-service project teams are formed under a senior officer, reporting directly to Management Team.

Where appropriate, Member Working Groups are formed to undertake project consultation and feedback. In this way Members maintain close 'ownership' of these significant projects. Other stakeholders are also involved through extensive partnership and consultation exercises.

Examples – Joint working with Kent County Council to share their library facilities to provide ‘local’ customer service from the Borough Council.

Joint working with KCC and other agencies to explore the possibility of providing a ‘Gateway’ Service at Tonbridge Castle.

Joint working with Kent Police has led to the Borough Council providing a shop unit to be a base for Community Policing. The unit is also occupied by other agencies, including the Local Volunteer Unit and Age Concern. The Borough Council also operate a one weekly customer services surgery from this unit.

The Council promotes joint working with several agencies on major developments. The Tonbridge Town Centre project is an example of this where pre planning consultation is being promoted via public quarterly newsletters.

The Council has engaged retained property consultants to provide advice and assistance as required.

The Estates Services Manager is a member of the Kent Property Managers Group and attends regular meetings. She is also a member of SEACES (South East Association Chief Estate Surveyors). These groups are useful for comparable evidence exchange bench marking data and best practice.

8. DATA MANAGEMENT

8.1 Statement of Assets Held

The Council maintains a centrally co-ordinated Asset Register, incorporating relevant financial information of major land ownerships and buildings. The Council maintains a five year rolling programme for the revaluation of assets held based on the categories of:-

- Council offices
- Car parks and infrastructure
- Leisure premises
- Commercial and non operational assets (Residential)
- Public toilets

An overall annual appraisal is also undertaken to identify disposal, acquisitions and other changes to assets impacting on value. A précis of the Asset Register is set out in Appendix 4. All properties are categorised into:

- Operational, sub-divided into direct and indirect and office/administration
- Non operational, sub-divided into investment and surplus

The Council has historically held property information in a number of different forms, eg ordnance survey street records, Deed records, Asset Register and computer records. An urgent need was recognised to collate all existing records into a single computerised system linked to GIS. Over the last two years the Property Technician has captured and recorded the base property information for all the Council's assets.

Each individual council land ownership now has a record created which includes the following information.

- The Unique Property Reference Number
- Property location, description and detail
- The CIPFA class and category
- Tenancy details
- Details of Rent, Payment, Rent Reviews
- Committee notes and decisions
- The site area
- Floor areas
- Valuation and valuation dates
- Lease details
- General comment

Work is ongoing to add details regarding asbestos surveys, fire risk assessments and any other details as and when available, eg lease breaches.

9. DESIGNATION AND ROLE OF PROPERTY TECHNICIAN AND LINKS WITH IT STRATEGY

The key importance of accountability and the constant need for regular updating and validating of property data information has been recognised and the role of Property Technician was redefined in 2005. The Property Technician provides support to the Estates Services Manager and is responsible for maintaining, updating and expanding the property records held.

The Property Technician is training to become a property professional and thus provides a reassuring measure of resilience in this small section.

9.1 Future Strategy

The Uniform system is a key component of the Authority's IT strategy for the maintenance of a land and property gazetteer and the management of the Council's own land and property assets. The system is upgraded on a regular basis to ensure compliance with legislative requirements and standards and to utilise enhanced features.

10. CONDITION SURVEY/STATISTICAL INFORMATION

As part of a review of the Council's building maintenance policy, the Council has maintained a Building Repairs Reserve – Appendix 5 for a period of 17 years. The purpose of this fund has involved the development and implementation of a rolling five year planned repairs and maintenance programme. The maintenance plan and statistics in relation to condition are reviewed annually and informed by a review of building condition information and available funds. A clear distinction is maintained between planned and reactive maintenance with a high ratio of planned maintenance budgets. All Council property is therefore reviewed regularly with the intention of ensuring appropriate property management and maintenance commensurate with corporate requirements.

11. PERFORMANCE MONITORING AND MEASUREMENT

Performance measurement, including stakeholder and user satisfaction, is a key element of Best Value framework, the AMP and the efficient use of corporate assets to meet corporate objectives. The Estates Services Manager and the Building and Facilities Manager are responsible for co-ordinating and reporting upon performance measurement to the Central Services Director, Chief Executive, the Management Team, individual Services and the Cabinet. Members are informed, as part of overall budget and performance monitoring, of the progress and performance of the capital programme.

12. REPORTING PROCESS

The Council has followed a rigorous policy of rationalising non-operational property assets and now retains only a very small portfolio, which in accordance with a policy of asset disposal is expected to continue to diminish. Each proposal for property disposal is fully reported to Cabinet as part of the continuing policy together with the annual review of Building Repairs Expenditure Plan.

12.1 Property Objectives

At a corporate level, these are set out in the Corporate Performance Plan. There are also section level performance plans for the buildings and estates sections which form an integral part of our performance management framework (Appendix Six). From this Appendix, it will be seen how the property objectives link into our explicit and general corporate aims, objectives and priorities.

12.2 National and Local Performance Indicators (PPIs)

After the assessment in the 2007 AMP the Estates Services Manager has progressed the detailed use of Property Performance Indicators as part of the AMP process and the continued review, evaluation and

assessment of the Council's property assets. Detailed further guidance has now been received from the Government on the format and content of the Property Performance Indicators and this has been assimilated within the review process. Local indicators have been developed in relation to the setting of quantifiable outcomes/targets for the areas covered by the AMP. Appendix Seven provides an overview of the Authority's position in respect of local indicators.

The Estates Services Manager is involved through the Kent Property Managers Group, to agree a process of local comparison of the performance and competitiveness of property and property services.

The objective is to ensure that the Council is using and managing its financial resources and capital in terms of land and buildings in the most efficient and effective manner. This process will enable the monitoring of continuous improvement.

12.3 User and Stakeholder Satisfaction

User and stakeholder satisfaction is a key element in the measurement of performance and this is monitored directly including through a response card process e.g. for property maintenance and customers of Leisure Services. The Management Team also acts as a direct conduit for all service, stakeholder and customer satisfaction, and regular meetings are held between Property Services staff and occupiers of our major operational buildings, e.g. the Leisure Centres.

12.4 Programme Development

Key Areas

The Council has in recent years undertaken a number of major capital projects, including enhancements to Larkfield Leisure Centre and refurbished Council Offices (reception area), Kings Hill.

The Council continues to review its options in respect of its accommodation. Consideration is currently being given to sharing accommodation at Tonbridge Castle with Kent County Council to provide a 'Gateway Service'. Other than providing projects already included in the Capital Plan the Council is facilitating the further development of its local area offices.

12.5 Property Related Requirements

The Council's approved Capital Plan identifies prioritised Council projects. The property implications are fully assessed as part of prioritisation with full involvement of the Estates Services Manager, Service Managers, Management Team and Members.

12.6 Tonbridge Town Centre: Master Plan and Proposed Development

The Council has historically taken a proactive approach to its land and property interests in Tonbridge town centre. A review in 2005 by the Council's Member Group, the Tonbridge Town Centre Panel, took stock of the current activity and key issues in Tonbridge central area. The Panel proposed a strategy for the Council to take a lead in identifying and bringing forward opportunities for new development and improvement (both Council and privately controlled) through the appointment of a consultant master planning team. Following public consultation the Master Plan was published in Spring 2006.

The Council and Sainsburys are now moving forward in partnership to develop an area of the town centre which is within the freehold ownership of the Borough Council and subject to a long lease to Sainsburys.

12.7 Links with Corporate Objectives and Fit of Existing Future Needs

The Council will continue to review and monitor present property assets with a view to improving service delivery.

The Estates Services Manager is involved on a day to day basis directly with service providers in respect of management, repairs, acquisitions and disposals of property assets. The Estates Services Manager reports through the Central Services Director to Management Team on property issues and advice necessary to ensure that the corporate portfolio is an integral part of achieving the Council's corporate objectives

12.8 Links with Housing Strategy Statement 2005 – 2008

The Council's Housing Strategy Statement 2005 – 2008 seeks to ensure that good quality, affordable homes are available to all households resident in the Borough and that each home is adequate in size and suitably located for the occupants. The Council supports the concept of sustainable and balanced communities recognising the wider social and environmental factors that have a strong impact on the quality of home life.

Further to the transfer of all the Council's housing stock to the Tonbridge & Malling Housing Association (now Russet Homes) in 1991, the Council has maintained a supporting and 'enabling role' policy in respect of any retained Council land assets. In this context Russet Homes was a member of the joint project team responsible for the co-ordination of the disposal of the Council's former East Malling Depot. In its 'enabling role' the Council has disposed of land to Russet Homes at Beaufighter Road and Catlyn Close for the provision of social housing. The sale of the former play area, Welland Road to Town and Country Housing Association for the provision of social units is

completed. The Council's Housing Strategy for 2005–2008 was adopted in April 2005.

12.9 Links with Community Strategy

A new strategy for the period 2006-2009 was adopted in 2006 via the West Kent Partnership, the LSP for the area. Its implementation has involved corporate input from the Council and a wide range of local partners.

12.10 Links with E Government Strategy/Customer Services

The Council has adopted a new approach to customer access through the development of a customer services strategy. In this context, opportunities for the replication of services provided from the Tonbridge Castle office have been identified at various sites in the north of the borough. Property Services have had significant input with the relocation of staff from the Martin Square Offices and are in discussions with Officers and outside bodies to identify and secure locations for 'one stop shops,' A successful arrangement has been secured with KCC, the freeholders of the libraries at Martin Square and Snodland to accommodate a one day a week 'one stop shop'.

12.11 Planned maintenance programme

The Building Repairs Reserve has now been operating for seventeen years and has provided a focus and process for ensuring appropriate and adequate planned and response maintenance. The objectives, planning and mechanisms for this fund will continue to be assessed and monitored. The position in regard to this Reserve is reported to the Management Team and Members annually and amendments made if necessary.

12.12 Prioritising between projects

The Council has established through its capital strategy, Building Repairs Reserve and service delivery, a robust system for option appraisal and corporate prioritising between projects based on corporate and service priorities. The details of the system for how projects are prioritised is set out in this Plan's sister document, the Capital Strategy, as is the methodology for establishing and monitoring output and outcome targets for capital projects.

13. Under-use and Disposal

13.1 Present policies

The Council has throughout the last twelve years maintained a policy of reviewing and challenging all land assets in order to identify under-used or surplus assets. A substantial disposal programme has been completed over the last decade, leaving a small portfolio of operational

and non-operational assets. Retention of these is reviewed as opportunities arise and now via the newly formed Asset Management Officer Group. This process is co-ordinated by the Estates Services Manager under the direction of the Central Services Director. The Council's Cabinet is always involved in decisions on major disposal issues. There is an assumption that properties should be disposed of unless there are sound justifications for their retention.

Given the relatively small size of the Council's property asset base and our successful disposal programme, it has not often been appropriate to consider alternative uses for property, but some years ago extensive consultation was undertaken on the possibility of including the Angel Centre in Tonbridge as part of a major development in the town centre. The current Town Centre development exercise is considering this option further.

14. Spending and Outputs/Outcomes

14.1 Capital Plan

For many years the Council has maintained a Capital Plan, which currently projects six years ahead. It is reviewed and monitored each financial year. A copy of the current Capital Plan is annexed to the Capital Strategy which also provides greater detail on all financing elements of capital development. The annual review incorporates an assessment of continuing forecasts, actual capital receipts and expected capital receipts over the plan period. The presence of the Building Repairs Reserve for a period of fifteen years means there is a stable basis for future assessment of maintenance costs. The effects of changes in provision to the Capital Plan and Building Repairs Reserve are fully incorporated in the Council's Medium Term Financial Strategy.

14.2 Performance Management

The performance management process is a key element in the assessment and monitoring of the capital programme and will increasingly act as a monitoring process for future expenditure. It is acknowledged that in all of the Council's objectives and priorities due attention will continue to be paid to property asset implications.

14.3 Crime and Disorder Reduction

The Council is mindful of its duty under Section 17 of the Crime and Disorder Act 1998 to have due regard to the prevention of crime and disorder in exercising its various functions in regard to managing its capital assets. In particular, consideration will be given to measures or actions which could reasonably be undertaken as part of routine service delivery that would contribute towards preventing or restricting opportunities for crime and disorder in the community when dealing

with matters relating to the acquisition, disposal or maintenance of council assets. Such consideration might include adapting methods of service provision or delivery, influencing the actions of others or making a specific provision aimed at either directly or indirectly reducing crime and disorder.

15. **Tenure of the AMP**

15.1 **AMP 2008 – 2011**

In previous years the AMP has had a life span of a year. It is recognised, to bring this document in line with other documents the Council produce, that it should run from 2008 to 2011. Other local authorities have also moved towards three to five year AMP's.

The AMP will be reviewed and updated annually.

APPENDICES

APPENDIX ONE:	Asset Management Group: Future of Major Assets
APPENDIX TWO:	Administration and Property Personnel Chart
APPENDIX THREE:	Asset Register: List of Major Assets
APPENDIX FOUR:	Corporate Aims and Priorities 2008-09
APPENDIX FIVE:	Summary of Build Repairs Reserve 2008
APPENDIX SIX:	Section Level Performance Plans
	(a) Estates Section
	(b) Buildings Section
APPENDIX SEVEN:	Local Property Indicators