

Appendix 1

# Strategic Asset Management Plan 2008-11

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## Contents

- Foreword – Strategic Asset Management Plan ..... 4
- 1 Introduction..... 5
- 2 Context..... 5
  - 2.1 The Borough ..... 5
  - 2.2 Corporate Goals and Asset Management Objectives ..... 6
  - 2.3 Regeneration Strategy ..... 7
  - 2.4 Organisational arrangements for managing assets ..... 8
  - 2.5 The Council Estate..... 11
- 3 Corporate Asset Policy ..... 11
  - 3.1 Asset Objectives ..... 11
  - 3.2 Performance Management..... 12
  - 3.3 Stakeholder and Community Involvement ..... 12
- 4 Service Delivery and Development Programme ..... 13
  - 4.1 Overview ..... 13
  - 4.2 Adult Social Care and Health ..... 13
  - 4.3 Schools ..... 14
  - 4.4 Customer Services..... 14
  - 4.5 Office accommodation (Worksmart) ..... 15
  - 4.6 Community Education ..... 15
  - 4.7 Housing ..... 15
  - 4.8 Town Centre Regeneration ..... 16
  - 4.9 Children and Youth Services..... 16
  - 4.10 Community and Leisure ..... 16
  - 4.11 Parks and Open Spaces ..... 17
  - 4.12 Multifunction buildings..... 17
  - 4.13 Highways ..... 17
- 5 Conclusion..... 18
- AMP Action Plan – new initiatives 2008-09 ..... 19

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## Foreword – Strategic Asset Management Plan

The Council owns assets valued at nearly £2bn. Our property holdings are a key resource and, a critical part of delivering services to the community. Using property effectively will help to achieve our objective to make Lewisham the best place in London to live, work and learn.

The Council's assets play a key role in supporting place shaping and our wider regeneration aims. We will plan for effective use of our property and ensure that each building makes a contribution towards the achievement of our objectives. In that way, we will maximise impact on the services that matter to the people of Lewisham.

Good quality information is key to effective property management; knowing what we own, what it costs, whether we need to keep it and if we do, how we will use and look after it. This Strategic Asset Management Plan provides the basis over the next 3 years for that development process and describes the philosophy that underlies it. It sets out our starting place, how we propose to move forward and how, by all of us working together effectively, we will achieve our aims and objectives.

The plan has been prepared in accordance with guidance issued by the Royal Institution of Chartered Surveyors, the professional organisation for the management of land and property.

This is the second Asset Management Plan I have led. This revised 3 year strategic plan sits alongside the Council's 2008-11 capital programme and will be supplemented by annual asset management reports that will focus on performance appraisal and delivery.

**HEIDI ALEXANDER**  
**CABINET MEMBER FOR REGENERATION**

# 1 Introduction

Excellent asset management has a key role to play in delivering high quality public services. Our aim is to provide fit for purpose, accessible and sustainable buildings, that represent good value for money. This three year plan directs the work on the Council's assets and provides for a performance appraisal process for the annual review and updating of the plan.

It provides clear forward looking strategic goals for its property assets that shows how land and buildings will be used and developed to help deliver corporate priorities and service delivery needs, now and in the future. The plan shows how property assets will be maintained, modernised and rationalised to ensure that they are fit for purpose

The next three years will see over £300m of investment into Lewisham's public service infrastructure including the first new secondary schools in the borough for many years and the regeneration of Lewisham and Deptford Town Centres.

## 2 Context

### 2.1 The Borough

Lewisham covers 3,470 ha, from the River Thames in the north, to Bromley in the south and between Southwark to the west and Greenwich to the east. It is the third largest inner London borough in terms of both its population and its area, with a highly diverse current population of approximately 250,000. By 2016 the borough's population is expected to increase to approximately 282,000.

43% of the population are from black and minority ethnic communities. This figure rises to 50% among school children. Diversity is also changing rapidly as new groups are added to the established community including immigrants from central and eastern Europe.

Deprivation is a key issue affecting the priorities in service provision; using average scores from the 2004 English Indices of Deprivation, Lewisham ranks 28th most deprived local authority area. The borough has areas of severe deprivation that rank amongst the 10% most deprived in England.

Lewisham's local economy has a relatively small corporate and private sector. The scale of the local economy ranks 24<sup>th</sup> out of 33 London boroughs. Most employment is in the public sector – with the Council as the largest employer in the borough, with 8,500 staff in total; of which 4,000 are employed in 95 schools. Other public sector partners (Lewisham hospital, Goldsmiths, Lewisham College, the NHS Primary Care Trust and the Metropolitan Police) employ a further 6,500. With

the exception of a few large retail businesses and some medium sized office supply businesses, the private sector economy comprises mainly small and medium enterprises in the traditional supply and retail sectors.

## 2.2 Corporate Goals and Asset Management Objectives

The Council's vision is to work together to 'make Lewisham the best place in London to live, work and learn'. The key corporate strategic document is the authority's Performance Plan, which sets out the objectives, targets and performance of the authority and includes a section relating to asset management as a cross-cutting issue.

Lewisham's core values are to:

- Put service to the public first
- Respect all people and all communities
- Invest in employees
- Be open, honest and fair in all we do.

The Council has identified ten enduring corporate priorities focused on the needs of local people. They are set out below with an assessment of the management of the Council assets will deliver these priorities over the next three years

<b>CORPORATE PRIORITY</b>	<b>STRATEGIC ASSET OBJECTIVES AND MANAGEMENT OF COUNCIL ASSETS</b>
Community leadership and empowerment	Manage Council property to promote social inclusion and greater access to public services Complete housing stock transfer and localised housing management programme. Improved investment, usage and management of buildings for community activities in light of the Quirk review. Increase community participation in the property decision-making processes
Young people's achievement and involvement	Investment in educational buildings through Building Schools for the Future and PFI programmes
Clean, green and liveable	Investment in highways infrastructure and parks. Secure high quality public spaces in new developments
Safety, security and a visible presence	Make Lewisham a safer and more pleasant place through the design and management of property

	Investment in street lighting through a joint Street Lighting PFI with LB Croydon
Strengthening the local economy	Use property assets to support the physical regeneration of the Borough with a particular focus on Deptford, Lewisham and Catford town centres.
Decent homes for all	Capital investment housing programme
Protection of children	Exploit new opportunities to share property with other public agencies and continue the effective management of existing shared facilities. Invest in provision for young people.
Caring for adults and older people	Exploit new opportunities to share property with other public agencies and continue the effective management of existing shared facilities.  Attract new investment through the effective transfer of community facilities
Active, healthy citizens	Complete current investment programme in leisure centres.
Inspiring effectiveness, efficiency and equity	Deliver best value by demonstrating continuous improvement in the utilisation of property assets and by demonstrating continuous improvement in the delivery of programme management and property management services Manage property and investment decisions so as to balance corporate priorities with community priorities for service improvement  Making effective and efficient use of staff accommodation through the development and delivery of the Worksmart project

### 2.3 Regeneration Strategy

The Council has developed a Regeneration Strategy for Lewisham 2007 – 2020 , `People, Prosperity, Place' which was approved by Mayor and Cabinet in December 2007, following public consultation.

The strategy sets out the vision for the future physical, social and economic regeneration of Lewisham, with twelve key objectives grouped under the three themes of people, prosperity and place.

There are strong links between the vision, themes, objectives and actions set out in the draft strategy and this Asset Management Plan. These include:-

- Regenerating our three key town centres and encouraging their use as sustainable living areas
- Recognising the importance of multi-function buildings such as Kaleidoscope, which appears as a good practice case study in the strategy
- Recognising the importance of mixed use schemes which allow regeneration proposals to come forward, including live/work schemes such as Havelock Walk which also appears as a good practice case study in the strategy
- A focus on the importance of investment in leisure facilities both for the enjoyment of local people and the contribution they can make towards improving health outcomes
- A focus on the importance of investment in education buildings through Building Schools for the Future, PFI funding and the Children's Centres programme

We are using our ownership of property to generate investment and facilitate regeneration and development, particularly in our three key town centres, Catford, Deptford and Lewisham. Examples of how the management of the Council's property portfolio plays a key part in delivery of the regeneration strategy include the proposed movement of the Traveller's Site to allow the progression of the Lewisham Town Centre proposals and of Tidemill School in Deptford which will allow the development of Giffin Street.

There is also a clear match between the gap analysis and key issues for further work set out in this AMP and key areas in the strategy such as the renewal of Catford town centre and meeting the accommodation needs of Phoenix and Lewisham Homes who are the delivery vehicles for our Decent Homes Strategy.

#### **2.4 Organisational arrangements for managing assets**

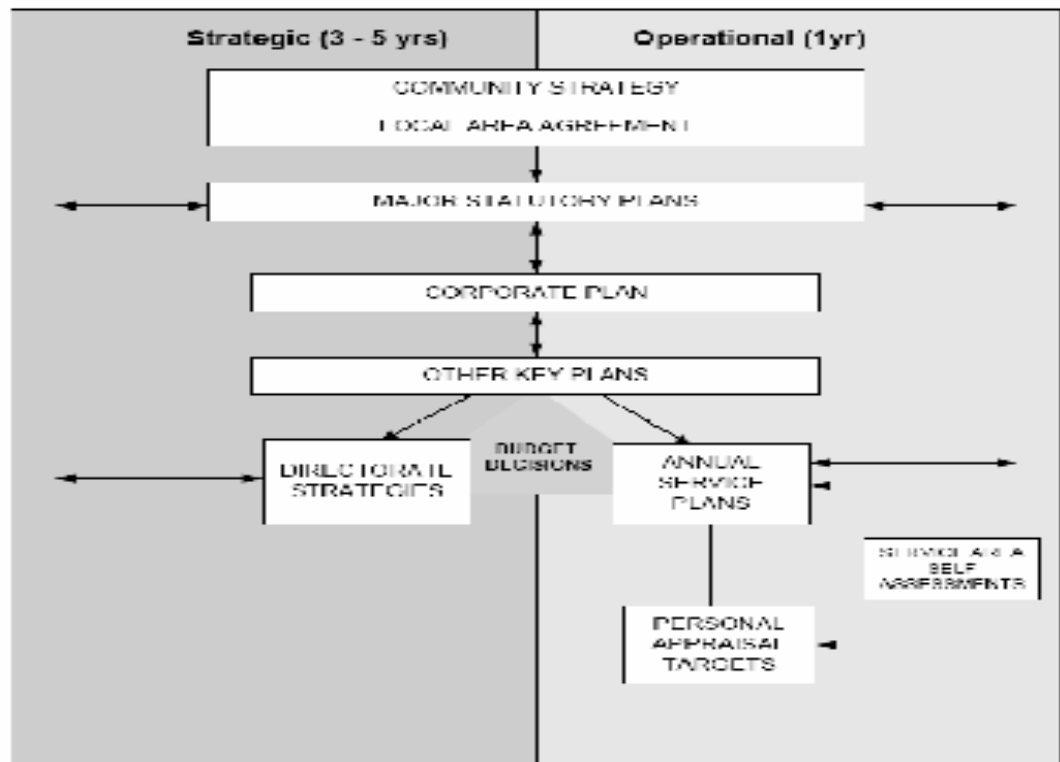
The Council is organised into five directorates - Children and Young People; Community Services; Customer Services; Resources and Regeneration with corporate responsibility for Asset Management placed in the Programme Management and Property department in the Regeneration Directorate. This fits with the core purpose of the Regeneration Directorate to renew the physical fabric of the borough, to do so sustainably and to enhance the overall economic well-being of Lewisham. Enhanced capacity and robust, flexible management arrangements have been put in place to ensure that:-

- the Council can effectively play its part as one of the most significant developers of place, through the development of schools, homes, leisure centres and the overall corporate estate
- that the enhanced programme management expertise needed to successfully deliver this challenging public service

infrastructure investment is in place, working alongside other key services which will help drive and support the programme

At a political level the Cabinet Member for Regeneration has responsibility for asset management. All major investment decisions are considered by the relevant select committees before the Mayor makes a decision. It is not anticipated that these arrangements will change over the next three years.

The diagram below illustrates the overall corporate service planning framework within which this AMP sits.



Programme Management & Property commenced operation in October 2006 following a corporate reorganisation of property and capital delivery functions of the Council. It focuses on the integration of asset management and capital delivery functions to provide a renewed impetus for the regeneration of the borough leveraging external investment into public assets.

During the coming year the approach will be re-aligned to complement the Sustainable Community Strategy, the new Local Area Agreement and the Comprehensive Area Assessment.

The **Director of Programme Management and Property** has overall responsibility for asset management and for establishing an effective framework for progressing asset management. Asset management involves the following groups:

- **Executive Management Team (EMT)** is the key officer advisory body for the Council and has a key role in formulating proposals for Mayor and Cabinet for the development of the capital programme
- The **Asset Management Board (AMB)** acts as a corporate steering group to ensure the authority reviews its land and property holdings to ensure they support the corporate aims and objectives and provide the most efficient and effective means of service provision. It also integrates with Public Sector partners to deliver public sector infrastructure to meet future needs. Membership of the AMB is made up of senior representatives from all of the Directorates and is chaired by the Director of Programme Planning and Property. The AMB is responsible for:
  - Review and challenge of current asset holdings
  - Consideration of property deemed surplus to requirements
  - The review of capital programme proposals
- The Head of Property Services and Head of Asset Strategy and Development hold regular **Strategic Accommodation Review Meetings**. From these meetings asset planning and policy at service level is coordinated in order to:
  - Commission property reviews and workshops.
  - Manage and oversee the collection of information on the property portfolio at a service level (including suitability and sufficiency assessments),
  - Identify surplus property / space for alternative use
  - Identify cross-service, joint working or accommodation sharing opportunities
  - Act as the key conduit of information for property and asset related matters for planning and budgeting processes.
- The **Programme Management and Property department** oversees property and asset management functions for the Council and is responsible for:
  - Writing and implementing the Corporate Asset Management Plan
  - Providing expertise and advice to services on a range of asset and property related issues
  - Providing a valuation and estate management service.
  - Supporting delivery of capital projects with inputs at strategic and technical levels
  - Providing central co-ordination and control for capital projects, for the achievement of efficient project management and best value for money
  - Managing the Council's corporate facilities management contracts for its portfolio of non-schools; non-housing operational buildings

- Appointing and managing contractors and consultants for technical and operational inputs relating to property and assets for all Directorates.
- In 2007 a comprehensive **data management** system was put in place joining property information from a number of sources. This system is centred on a single database of all Council owned buildings and land. This system will be further developed to enable easier access to the data.

## 2.5 The Council Estate

At the end of March 2007 the estate consisted of the following assets. These change throughout the year and are updated at the close of each financial year.

Council Dwellings	25,667
Housing non residential	268
Garages	3,486
Nursery Schools	3
Day centre – Early Years	8
Primary Schools	48
Secondary Schools	6
Sixth Form Centre	1
Special Schools	6
Adult Education Centres	5
Youth Centres	4
Hostel for the Mentally ill persons with Disabilities	1
Social Services Centres	11
Administrative Buildings	13
Leisure Centres/Pools	5
Parks/Recreation Grounds	85
Libraries	10
Theatre	1
Cemeteries	4
Crematorium	1
Mortuary	1
Depots	5
Car/Lorry Parks	18
Roads (in Kms)	390
Allotments	43
Travellers Site	1
Civic Amenity Site	1

## 3 Corporate Asset Policy

### 3.1 Asset Objectives

In 2007-08 the Programme Management and Property objectives were:

1. To ensure efficient and effective programme management of Lewisham's public sector assets

2. To support the ongoing regeneration of our Town Centres
3. To successfully implement the recommendations of the Asset Management Best Value Review and develop and deliver a new Asset Management Strategy <sup>1</sup>
4. To introduce and sustain regular reporting of building condition, cost in use and utilization data
5. To assist the Council in pursuing compliance with the statutory regulations surrounding building maintenance and accessibility

The Asset Management Board has also reviewed its property goals and objectives and agreed the following additional objectives:

6. Deliver best value by demonstrating continuous improvement in the utilisation of property assets.
7. Deliver best value by transferring assets to community based organizations and service partners when appropriate.
8. Make Lewisham a safer and more pleasant place through the design and management of property.
9. Manage Council property to promote social inclusion and greater access to public services.
10. Increase community participation in the property decision-making processes.
11. Use property assets to support the physical regeneration of the Borough.
12. Exploit opportunities to share property with other public agencies.

### **3.2 Performance Management**

Performance in achieving these objectives is measured in a number of ways and will be reported in annual asset plans along side other corporate performance management processes such as service plans.

The Council is also able to publish National Property Performance Management Initiative (NAPPMI) Phase I and II indicators and contribute to the London ACES benchmarking club.

### **3.3 Stakeholder and Community Involvement**

Lewisham has a good record for effective consultation. The AMP and service planning processes will include information that is gathered by the Council through it's existing consultation and engagement processes. At a strategic level we work effectively with public sector partners to ensure that services to local people are as efficient and effective as possible. On individual programmes and schemes we engage with the widest possible groups and stakeholders.

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<sup>1</sup> (Objective 3 was met in 2007)

### **3.4 Shared Services**

The Council delivers a number of services jointly with the PCT and other health organisations. The Council works with the relevant health organisations, including the Acute Hospital, in the Borough with respect to asset planning, sharing information and providing mutual support. Over the next 3 years it is planned to strengthen these asset management arrangements with the PCT.

We will also continue to work with both the local further education college and university more generally on issues such as asset rationalisation and major investment proposals.

With the housing stock transfers and new housing management arrangement Lewisham has supported the two new companies, Lewisham Homes and Phoenix Housing Trust, with their operational accommodation requirements. We also work with RSL partners in planning their accommodation requirements, especially where it relates to a transfer.

## **4 Service Delivery and Development Programme**

### **4.1 Overview**

Service planning, asset reviews along with corporate and asset objectives all point to the need to invest in the estate and to continue to explore ways to make the estate more effective. This will be achieved in the following series of programmes divided by service areas and asset categories. These overlap and have complex interdependencies.

The Executive Management Team has given priority to 7 corporate programmes. The following 6 are covered by this asset strategy. In addition there are a number of other areas of work related to the asset strategy that are set out in paragraph 4.8 and onwards

### **4.2 Adult Social Care and Health**

The Adult Social Care & Health Modernisation Programme is a joint project with Health Sector that aims to review and develop a new long term approach to adult social care across all agencies to meet the changing demands of an increasingly ageing population. The asset implications of the programme will be addressed during 2008.

### **4.3 Schools**

The Council has a strategic approach to meeting its investment requirements. Population projections indicate growth in the school aged population over the next 10 years and although current vacancies in primary education may be able to meet this demand, current secondary schools places will not.

The Council has sought investment in secondary provision through 3 routes:

- the development of two academy schools
- a three school PFI project and
- Building Schools for the Future (BSF).

The Academy schools are now completed and the PFIs are in construction and Learning 21 has been appointed for BSF with a construction programme that commenced in August 2007. Together, these projects will transform secondary education and provide over £250m of investment in new buildings and ICT. This programme will be completed in 2013.

Primary education requires significant investment to address condition and suitability issues. The condition backlog currently exceeds £34m and the current level of investment is insufficient to keep pace with the deterioration of the buildings. The Council has successfully been granted DCSF funding of £27m to rebuild and/or refurbish five schools with the most significant condition and/or suitability problems. In addition, we are seeking a federated Academy solution to another school that has high levels of condition related problems.

In October 2007, DCSF announced details of Primary Capital Investment that included £11.1m for Lewisham from 2009-10. This requires the Council to submit a strategy to DCSF by the end of June 2008. The Council's approach is strategic. The review of primary provision will be used to inform the investment approach as the DCSF releases the required resources.

In addition a revised Special Educational Needs strategy is currently the subject of consultation that will be concluded in 2008.

### **4.4 Customer Services**

Mayor and Cabinet when agreeing the Customer Service Strategy, on the 18th April 2007, recognised that the transformation required to the Council's services would not come without investment both in terms of infrastructure and people. With that in mind the Executive Director for Customer Services, with the support of the Customer Services Board, was asked to prepare an options analysis, business case and delivery

programme for delivering the Customer Services Strategy over the next 3 years.

The Delivery Programme has been aligned with the WorkSmart Programme, the Adult Social Care and Health Modernisation Programme and the ICT investment plan to ensure there is no double counting of either investment requirements or cash-releasing savings. Added to this, the timing of projects and their dependencies have also been aligned.

#### **4.5 Office accommodation (Worksmart)**

The Council has re-appraised its requirements for office accommodation in the light of the changes to workstyles and the opportunity of increasing capacity of existing buildings and disposing of redundant ones. A medium term strategy is being pursued that will prolong the life of the Town Hall and invest in Laurence House to increase capacity. This will enable less suitable buildings to be vacated with resultant efficiency savings. The changes to the management and ownership of the housing stock also provide an opportunity to realign the use of office accommodation. This programme will be completed in 2010.

The Council will learn lessons from our experience and other examples of good practice of improving the effectiveness and use of buildings to enable more flexible ways of working.

In the long term discussions have commenced with the owner of the shopping centre in Catford, which adjoins the Town Hall complex, with a view to comprehensively redevelop the area. In the longer term the Council's accommodation requirements could be met from this redevelopment. Work on this has not commenced in detail and delivery will be beyond the time horizon of this plan.

#### **4.6 Community Education**

The Community Services directorate are undertaking a review of Community Education Lewisham in response to new funding arrangements and the needs of local people. The outcome of this review will be known in 2008 and this will be used to inform the asset requirements for the revised service. In addition, the Mayor has asked Officers to commence a review of Libraries and learning to examine the future direction of services and this work will also inform the approach to community education.

#### **4.7 Housing**

The Council is midway through a process of stock transfers along with creating a Arms Length Management Organisation (Lewisham Homes) to manage the retained estate. This mixed approach is driven by specific investment needs to bring the stock up to decent living standards for each part of the estate. It also follows choices made

following tenant and other stakeholder involvement in the decision making process.

#### **4.8 Town Centre Regeneration**

Development of three town centre locations in Deptford, Lewisham and Catford are being planned and delivered in a way that takes into account the Council's asset strategy. All are linked to delivering increased volumes of housing as part of the broader London and Thames Gateway policies. All also involve the disposal of Council assets in a structured way that facilitates comprehensive development.

In Deptford, the work involves re-providing the car park in Giffin St, rebuilding Tidemill School and Deptford Station and releasing land for new housing and improvements to the public realm.

In Lewisham the Council is working in partnership with the Greater London Authority to release land for the Lewisham Gateway development. The Council is also part disposing of its land in Loampit Vale in return for a new leisure centre. It is holding land that could be released when the owner of the shopping centre is ready to expand the centre, joining it to the Gateway development.

In Catford the Council's long term objective is to use its land holdings to facilitate comprehensive redevelopment that will create a lively town centre focussed on high quality public spaces. It will have a well designed shopping centre and leisure uses, provide homes for a large diverse residential community and will be the home of Council services for the Borough.

#### **4.9 Children and Youth Services**

Through Sure Start additional funds are being invested in improved Children's Centres. Phases 1 and 2 will be completed in 2008. In December 2007 the DCFS announced a further allocation of capital resources to support phase 3 development of children's centres. These will be progressed during 2008 and 2009.

A post implementation review will follow the opening of these centres. This review will be coupled with a review of Borough-wide provision for the under 5's

In 2008 the Council will review its youth provision in the light of £3.8m new funding obtained for investment in this service.

#### **4.10 Community and Leisure**

Following national work by the Chief Executive on the community management of assets, a framework was developed in 2007 that provides a process to consider transfer of assets. A review has also

identified current assets that are either seen as being in community use or have the potential of being a community resource. This framework has been agreed by the Asset Management Board and follows consultation with the Stronger Communities Board. This framework will be used to consider new requests as well as a review of all Council owned community assets. This review will be completed by March 2009.

The Council is midway in a programme to replace, expand and refurbish its leisure centres. This programme will be completed in 2010 when new leisure management arrangements will be considered.

Following the completion of a new library in Downham and the refurbishment of Forest Hill library in 2007 a new library is now planned for Deptford adjacent to the new Tidemill School. During 2008 work will commence on improvements to Manor House library. The proposed Commission on Libraries and Learning will explore the future of libraries and help to inform the spatial and investment requirements of the service.

#### **4.11 Parks and Open Spaces**

The next major planned investment is in Mountsfield Park where discussions with the Heritage Lottery Fund are at an advanced stage. During 2008 there will be consultation on proposals for Beckenham Place Park.

#### **4.12 Multifunction buildings**

The new Downham Health & Leisure Centre opened in March 2007 and combines a health centre, swimming pool, leisure centre, library and access point. These services are provided by private sector partners, PCT and directly by the Council. Other joint facilities with Health that have opened are the Kaleidoscope Centre and the Central Clinic.

The next planned multifunction building is the new proposed new library customer access point and multi purpose community facilities building adjacent to Tidemill School. This is scheduled for completion in 2011.

Building on this experience the Council will endeavour to group facilities where this improves service delivery and produces cost savings. This will be considered in all options appraisals for new investment.

#### **4.13 Highways**

Significant investment of an estimated £100m is required in the longer term into highways and footways. The Best Value Review of the

service agreed prudential borrowing for the service and a further £1m is planned to be spent in 2008-09. This investment is reviewed annually and there remain concerns about the on-going affordability in future years. The Council is also collaborating with other South East London boroughs in developing a highways asset management plan that could address conditions collectively.

Investment into street lighting is being pursued in a joint PFI project with the London Borough of Croydon. This is now at an advanced stage of preparation with a submission to Project Review Group seeking agreement to tender the work. If agreed investment could commence in 2009.

## **5 Conclusion**

- 5.1 This Strategic Asset Management Plan sets out a clear direction for the improvements to the Council's asset base and provides a process for annual appraisal of performance and re-consideration of future years priorities.
- 5.2 The key priorities for 2008-09 are set out in the attached Action Plan and this and the Indicators of asset use will be the main document for appraising performance.

AMP Action Plan – new initiatives 2008-09

	<b>Action</b>	<b>whom</b>	<b>When</b>
<b>1</b>	<b>Governance arrangements and corporate approach</b>		
1.1	Streamline current programme and project management arrangements	Performance & Programme Manager	June 2008
1.2	Develop a toolkit for options appraisal, business case and whole life costing.	Programme Manager	December 2008
1.3	Public Accounts Select Committee to review asset performance	Head of Asset Strategy/ Head of Property Services	July 2008
1.4	Carry out systematic post-implementation reviews of key projects	Performance & Programme Manager	December 2008
<b>2</b>	<b>Data collection and analysis and identification of a suite of property performance indicators for property holding</b>		
	Web-based system for asset conditions and costs developed and available	Head of Asset Strategy	April 2008
	National performance indicators reviewed by Public Accounts Select Committee	Head of Asset Strategy	June 2008
<b>3</b>	<b>Develop asset management arrangements with key partners/stakeholders</b>		
	Develop joint service mapping with the Primary Care Trust	Head of Asset Strategy	March 2009
<b>4</b>	<b>Develop integrated medium/long term Property Strategies for key services</b>		
	Work with CYP on the development of the primary education capital strategy	Head of Asset Strategy	June 2008
	Input to the Commission on Libraries	Director of PMP	March 2009
<b>5</b>	<b>Undertake regular property reviews</b>		
	Complete review of Youth Service property in consultation with CYP	Head of Asset Strategy	May 2008
	Commission review of Depot requirements in the context of the changes to the housing service	Head of Asset Strategy	April 2008

## Appendix 2

Process	LB Lewisham response
<p>Local authorities develop new corporate management arrangements in order to respond to the corporate capital and asset planning initiative.</p>	<ul style="list-style-type: none"> <li>• There are clear links to corporate plans</li> <li>• The approach is led by the Director of Programme Management &amp; Property</li> <li>• The Asset Management Board is cross-directorate, well attended and has a role of challenge</li> </ul>
<p>Local authorities restructure their governance arrangements so that they are better able to focus on strategic property issues and hence improve decision-making capability.</p>	<ul style="list-style-type: none"> <li>• Mayor &amp; Cabinet arrangements are well established</li> <li>• The Deputy Mayor is the member with responsibility for asset management</li> <li>• The Public Accounts Select Committee has responsibility for scrutiny</li> </ul>
<p>Local authorities develop an effective organisation of their property management services as the basis for implementing a more corporate and strategic approach to capital and asset planning.</p>	<ul style="list-style-type: none"> <li>• With the exception of schools and housing all other property has been managed corporately since 2005</li> <li>• This approach has improved the available property data</li> </ul>
<p>Local authorities introduce a corporate approach to project management, including a systematic approach to undertaking post-implementation reviews, with appropriate processes and staffing and other resources for it's implementation in order to support larger and more complex capital programmes.</p>	<ul style="list-style-type: none"> <li>• Strong project management arrangements are in place</li> <li>• A programme management framework is in development in 2008</li> <li>• New resources were committed to the area in 2007-08</li> <li>• Post –implementation and Lessons Learnt reviews are undertaken</li> </ul>
<p>Local authorities gather, store, maintain and update information on the size, condition, suitability, and sufficiency and other relevant details, of their property holdings.</p>	<ul style="list-style-type: none"> <li>• During 2007 organisational arrangements have been put in place to integrate property data</li> <li>• Information on asset conditions and costs will be available on a web-based system in 2008</li> <li>• This data is used to aid decision-making</li> </ul>

<p>Local authorities have considered, identified and calculated a suite of property performance indicators that is appropriate for the local context, and draw on the experience of asset planning from other organisations in order to improve their own performance.</p>	<ul style="list-style-type: none"> <li>• Lewisham shares information and experience with other authorities through the Association of Chief Estate Surveyors and Property Managers in Local Government (ACES) and the IPF asset management network.</li> <li>• We are a member of the London ACES Benchmarking club</li> <li>• Local performance indicators were reviewed at the commencement of 2007/08, mainly with respect to service delivery. There will be a further review in April 2008 when a full year of comprehensive data will be available.</li> <li>• It is anticipated that local and programme specific performance indicators will be used to review progress and for decision making process.</li> </ul>
<p>Local authorities develop processes through which to consult with partners/stakeholders, service users, the general public and staff regarding the capital programme and property-related issues.</p>	<ul style="list-style-type: none"> <li>• There are strong links with local partners, especially the PCT, on all asset-related work</li> <li>• There is strong corporate oversight of consultation on all key projects</li> </ul>
<p>Local authorities develop a medium/long term Property Strategy and integrate its implementation with their wider medium term planning at corporate and service levels.</p>	<ul style="list-style-type: none"> <li>• The accommodation strategy has a medium/long term strategy in place.</li> <li>• Secondary education has a medium/long term strategy in place.</li> <li>• It is proposed to develop other medium/long term strategies for other services as part of the property review process.</li> </ul>
<p>Local authorities develop a clear strategic approach to the utilisation of office space by staff (including flexible working) and co-location with partners and stakeholders.</p>	<ul style="list-style-type: none"> <li>• The Worksmart programme delivers this for office space.</li> <li>• Services and staff are co-located where appropriate and we have worked closely with the PCT on Downham and Kaleidoscope.</li> </ul>
<p>Local authorities undertake accommodation reviews and area/service and other property reviews in order to improve service delivery and the performance of their property</p>	<ul style="list-style-type: none"> <li>• The Asset Management Board oversees a programme of reviews.</li> <li>• The 2008-09 review will cover youth services and depots.</li> </ul>

<b>assets.</b>	
<p><b>Local authorities develop formal approaches to the appraisal of the options available for the meeting the objectives of proposed capital projects, integrated with a formal approach to the prioritisation of capital projects.</b></p>	<ul style="list-style-type: none"> <li>• <b>Options appraisal and business case development techniques (including whole life costing) are used on programmes and projects.</b></li> </ul>
<p><b>Local authorities develop a formal corporate approach to the prioritisation of capital projects in line with corporate objectives and priorities, integrated with a formal approach to option appraisal.</b></p>	<ul style="list-style-type: none"> <li>• <b>There is a corporate approach to capital programme development.</b></li> </ul>