

# Asset Management Plan Update

Report of the Finance Portfolio Holder

## Recommended:

1. That the revised 2020/21 and original 2021/22 Asset Management Plan is approved and funded as set out in paragraph 9.5 and Annex 1 and 2 to the report.
2. That the Head of Finance and Revenues, after consultation with the Finance Portfolio holder and Head of Service responsible for any project, be authorised to amend the Asset Management Plan during the year, as discussed in paragraph 7.3.

## Recommendation to Council.

### SUMMARY:

- The report provides an update on the approved 2020/21 Asset Management Plan (AMP) and recommends the projects to be included in the 2021/22 budget.
- It provides an update on the financing of AMP projects, including a forecast of the balance on the Asset Management Reserve at 31 March 2022.

## 1 Introduction

- 1.1 The Council's Asset Management Strategy details the approach to identifying the assets it is responsible for maintaining and the methods used in prioritising necessary works to ensure assets remain operationally effective.
- 1.2 Since the approval of the strategy, the Council's approach has been to review annually its asset management requirement for the forthcoming financial year and report on that as a part of the budget setting process.
- 1.3 This report provides an update on the current year's progress; explains reasons for variations from the approved plan and proposes an Asset Management Plan (AMP) for 2021/22.

## 2 Background

- 2.1 The Council's approach to Asset Management has developed with the experience gained over the past eight years since the approval of the Asset Management Strategy.
- 2.2 The Council is responsible for the ongoing maintenance and replacement of a wide range of operational assets with an estimated value of £96M. In order to make the AMP more manageable, it is split into three categories. The categories are:

- Land and Buildings
- Vehicles and Plant
- IT infrastructure

- 2.3 Condition surveys are carried out on all land and buildings on a rolling five year cycle. The results of the surveys are used to allocate each building into a priority category for works to be undertaken. This, combined with a review of how long the Council expects to retain individual properties, informs the development of the land and buildings' element of the AMP.
- 2.4 All vehicles and plant are regularly serviced by the Council's internal vehicle workshop. The effectiveness of all vehicles is monitored as part of the servicing programme. Among other things, this includes identifying where vehicles' workloads are different to that expected which may alter the timing of their replacement and identifying vehicles with higher / lower than expected servicing costs. Service users also keep the number of vehicles / items of plant required to deliver services under regular review.
- 2.5 The IT Service has a register of all hardware and major software systems used by the Council with profiles of their expected useful lives. From this it is possible to plan when IT infrastructure will need to be replaced. For hardware this tends to be between once every three to five years whereas software packages tend to last longer.

### **3 Corporate Objectives and Priorities**

- 3.1 In order to deliver the key priorities identified in the Corporate Plan it is essential that the Council's underlying asset base is sufficiently maintained to be fit for purpose.
- 3.2 The Council has a significant land and property holding generating income that is a key part of the Council's revenue budget. Maintaining and improving this income stream will be a significant factor in the Council's financial strategy in the future and this has a clear link to the maintenance of the land and property assets themselves.

### **4 Consultations/Communications**

- 4.1 Relevant Heads of Service have been consulted with regard to the investment required to maintain those assets for which they are responsible.

### **5 2020/21 AMP update**

#### Land and Buildings

- 5.1 Expenditure to the end of October shows works to the value of £843k have been committed or completed against an original budget for the year of £3.029M.

5.2 Savings of £473,000 have been identified as shown in Annex 1a:

- Following further feasibility and investigative works, a project at Beech Hurst for electrical switch gear at £170,000 has been found to be no longer required. The condition surveys work is now being completed in house so the budget of £40,000 is also no longer required. A project at the Lights has been removed.
- Savings of £110,000 on boiler replacements at Beech Hurst were achieved by undertaking all the work in one project.
- The final cost of the fire proof lift at The Guildhall was £40,000 below budget.
- River restoration works within Green Spaces have been postponed until full details of the Andover Masterplan are worked up.
- Savings have been achieved in both playgrounds and sports facilities due to works being completed under budget.

5.3 Due to the Covid-19 pandemic, a number of schemes have been delayed as a result of staff resources being directed to other priorities. These projects are expected to commence in the early part of 2021/22 and the budget is recommended to be carried forward. The total value of items to be carried forward is £328,000 and is shown in Annex 1a and cross referenced in Annex 2a.

5.4 Taking into account these adjustments, the AMP requirement for the year is now expected to be £800,000 less than originally estimated at £2.229M as shown in Annex 1a.

#### Vehicles and Plant

5.5 The total requirement for 2020/21 was originally set at £1.966M against which actual spend and commitments at the end of October are £1.230M.

5.6 There have been a few budget changes during the year. The Fleet Management System required an additional £18,000 budget. Five items marked with an asterisk (\*) are no longer required, but two new items marked with a double asterisk (\*\*) will be purchased instead.

5.7 A breakdown of the costs related to the 2020/21 AMP which now totals £1.977M is shown in Annex 1b.

#### IT Infrastructure

5.8 Completed and committed expenditure for the year to October is £59,000 against an original estimate of £271,000.

5.9 One item, the WUG project, is requested to be carried forward to 2021/22.

5.10 Taking into account this change, the requirement for 2020/21 is now estimated to be £256,000 and is shown in Annex 1c.

## **6 2021/22 AMP programme**

### Land and Buildings

- 6.1 The land and buildings' element of the AMP is managed across two Services; Property & Asset Management and Community & Leisure.
- 6.2 Due to the availability of funding for the AMP at this time, the programme of works has been split into two lists:
- Essential works which are recommended to be included in the 2021/22 budget.
  - Reserve works which cannot be included in the programme at this time, as there is insufficient funding available.
- 6.3 The recommended budget for essential works in 2021/22 is £1.431M (including £328,000 brought forward from 2020/21) and is recommended to be fully funded.
- 6.4 It is recommended that the works for the Playgrounds at a total cost of £50,000 be funded from the New Homes Bonus as these are projects that will benefit the community.
- 6.5 The total amount of reserve works is £210,000. These will be reconsidered for inclusion in the AMP in May 2021 when the 2020/21 Revenue and AMP outturn reports are produced and further funding options may be available.
- 6.6 A summary of the items included in the AMP for 2021/22 is shown in Annex 2a.

### Vehicles and Plant

- 6.7 As for land and buildings, the required items for Vehicles and Plant have been split into two lists – essential and reserve.
- 6.8 The recommended budget for the essential replacement of vehicles and plant in 2021/22 is £941,000.
- 6.9 The reserve items total £130,000 and will be reconsidered in May 2021.
- 6.10 A summary of the items included in the AMP for 2021/22 is shown in Annex 2b.

### IT Infrastructure

- 6.11 The IT AMP requirement for 2021/22 is £450,000 including the item brought forward from 2020/21. A breakdown of the costs is shown in Annex 2c.

## **7 Options**

- 7.1 There are many possible ways of prioritising the individual assets that require maintenance and the extent to which work is carried out.

- 7.2 The amounts included in the annexes and recommended for inclusion in the AMP are based on the professional advice of officers from the Services concerned in the operation and management of the Council's assets.
- 7.3 If, during the year, it becomes apparent that items need to be added to the AMP as a result of unexpected deterioration of an asset or for operational expediency it is recommended that the Head of Finance and Revenues, after consultation with the Finance Portfolio Holder and the Head of Service responsible for the item, be authorised to procure such works as are necessary from the AMP reserve (see paragraph 9.5) to the extent that the reserve has funds available. It may also be the case that there are good reasons for approved projects to be temporarily deferred and Heads of Service should also have the capacity to postpone items where they consider it appropriate. Any such approvals will be agreed with the Finance Portfolio Holder and reported to Cabinet as part of the following AMP update.

## **8 Risk Management**

- 8.1 A risk assessment has been completed in accordance with the Council's Risk management process and has identified the following significant (Red or Amber) residual risks that cannot be fully minimised by existing or planned controls or additional procedures.
- 8.2 There is a risk that the projects included in the AMP will not be delivered as scheduled leading to assets falling into disrepair. This will be monitored by regular progress reviews of the AMP by responsible officers and update reports to Cabinet.
- 8.3 There is a risk that there will be insufficient funds available to meet AMP requirements. The current level of the AMP reserve is just sufficient to fund the programme included in this report; however, there continues to be the need to seek sustainable funding for the AMP.
- 8.4 There is a risk of claims resulting from loss or injury caused by / contributed to as a result of poorly maintained Council owned property. This will be monitored by regular progress reviews of the AMP by responsible officers and update reports to Cabinet.

## **9 Resource Implications**

- 9.1 The projected costs of the AMP in 2020/21 and 2021/22 are discussed in sections five and six above and are shown in more detail in Annexes 1 and 2. These costs will be met in the majority from a specific reserve created to fund asset management costs.
- 9.2 There is a forecast shortfall on the AMP reserve against the requirement for 2021/22 of £228,000. It is recommended to fund this from a draw from the New Homes Bonus reserve.

### Financing the AMP

- 9.3 It is not practical to build a base budget for AMP costs against individual services due to the highly changeable requirement from year to year. The Council's approach to funding the AMP is to hold an earmarked reserve that is allocated each year to budgets where expenditure is to be incurred.
- 9.4 The AMP is mainly funded in two ways.
- An annual contribution from the revenue budget. This contribution is currently £1.217M per annum.
  - Where the Council has a revenue variance at the end of the year an element of this can be used to top-up the reserve. However, this option cannot be relied upon as a sustainable source of funding.
  - An additional contribution to the AMP reserve might be recommended where there is additional pressure on the reserve. The contribution agreed for 2020/21 includes an additional £1M.
- 9.5 At 31 March 2020 the Council's AMP reserve balance stood at £3.375M. The forecast movement in the reserve up to 31 March 2022 is shown in the table below.

|  | £'000        |
|--|--------------|
| <b>Asset Management Reserves at 31 March 2020</b>                  | <b>3,375</b> |
| Transfer from revenue budget – 2020/21                             | 2,217        |
| Transfer from revenue budget – 2021/22                             | 1,217        |
| Contribution from New Homes Bonus re playgrounds                   | 241          |
| Sale of vehicles replaced as part of 2020/21 AMP                   | 6            |
| Land and Buildings Requirement 2020/21 – Annex 1a                  | (2,229)      |
| Vehicle and Plant Requirement 2020/21 – Annex 1b                   | (1,977)      |
| IT Infrastructure Requirement 2020/21 – Annex 1c                   | (256)        |
| Land and Buildings Requirement 2021/22 – Annex 2a                  | (1,431)      |
| Vehicle and Plant Requirement 2021/22 – Annex 2b                   | (941)        |
| IT Infrastructure Requirement 2021/22 – Annex 2c                   | (450)        |
| <b>Forecast Asset Management Reserves deficit at 31 March 2022</b> | <b>(228)</b> |
| Additional contribution from New Homes Bonus                       | 228          |
| <b>Asset Management Reserves at 31 March 2022</b>                  | <b>0</b>     |

- 9.6 The proposed AMP items comprise both revenue and capital expenditure. Expenditure is classified as capital when the total cost is over £10,000 and it is for the purchase of a new asset, materially lengthens the useful life of an existing asset or adds value to the asset being modified. All other expenditure on the routine maintenance and repair of assets will be treated as revenue expenditure. Once approved, the costs of the AMP will be kept in the Asset Management Reserve and drawn down as and when required.

## **10 Legal Implications**

- 10.1 Those tenants occupying Council owned properties for which the Council is responsible for maintenance could, in the event of their property falling into disrepair, take action against the Council as their landlord. This is covered in the risk assessment (paragraph 8.4).

## **11 Climate Change Implications**

- 11.1 The Council has set up a number of Climate Change Work Streams in response to the Council Motion on 4 September 2019, "That the Council declares a 'Climate Emergency' and commits to investigating clear and effective options to become a carbon-neutral organisation."

Three of these Work Streams are relevant to the Asset Management Plan:

- a) Premises and Asset Management – to review the management of the Council's premises and assets to identify areas where we can reduce energy demand, improve energy efficiency and convert to renewable, low or zero carbon technologies for energy and heat needs;
  - b) Transport, Fleet and Plant – to bring forward measures to improve the fuel efficiency and move towards lower emission fuel sources;
  - c) Digital and smart working – to investigate how the Council can make best use of available technology and how this could help change the way the Council does business.
- 11.2 The Property & Asset Management Service do and will continue to explore all options when upgrading or replacing property assets. Part of this exploration will always include a review of alternative technologies and solutions.
- 11.3 A regular assessment of alternative technologies is always undertaken in relation to the procurement of replacement vehicles and plant. Environmental Service has deployed a number of electric vans in recent years and other technologies are emerging, particularly around grounds maintenance functions, where electrically powered plant and hand held equipment is gradually coming onto the market. For larger vehicles the alternative technology is not in place. However, all new vehicles meet the required low emissions standards at the time of purchase.

## 12 Equality Issues

- 12.1 An EQIA screening has been completed in accordance with the Council's EQIA methodology and no potential for unlawful discrimination or negative impact has been identified, therefore a full EQIA has not been carried out.

## 13 Other Issues

- 13.1 There are no other issues.

## 14 Conclusion and reasons for recommendation

- 14.1 All Council land, vehicle and IT assets have been reviewed to ensure that those included on the draft programme are the most appropriate at this time.
- 14.2 For this reason it is recommended that the items shown in Annex 1 are included in the revised AMP for 2020/21 and the items shown in Annex 2 are included in the AMP for 2021/22.
- 14.3 Asset management needs to have flexibility due to the difficulty of knowing exactly when an item will need repair or replacement. In order to ensure that operational efficiency is not impaired it is recommended that controlled safeguards are built in to the financing of the AMP to ensure that unforeseen works can be undertaken without undue delay.

|  |              |           |                 |
|--|--------------|-----------|-----------------|
| <u>Background Papers (Local Government Act 1972 Section 100D)</u>  |              |           |                 |
| None   |              |           |                 |
| <u>Confidentiality</u>   |              |           |                 |
| It is considered that this report does not contain exempt information within the meaning of Schedule 12A of the Local Government Act 1972, as amended, and can be made public. |              |           |                 |
| No of Annexes:   | 2            | File Ref: | N/A             |
| (Portfolio: Finance) Councillor M Flood  |              |           |                 |
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| Report to:   | Cabinet      | Date:     | 2 December 2020 |