



Wyre Borough Council
Date of Publication: 6 April 2018
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Overview and Scrutiny Committee Agenda

**Overview and Scrutiny Committee meeting on
Monday, 16 April 2018 at 6.00 pm
in committee room 1, Civic Centre, Poulton-le-Fylde**

1. Apologies for absence

2. Declarations of interest

Members will disclose any pecuniary and any other significant interests they may have in relation to the matters to be considered at this meeting.

3. Confirmation of minutes

(Pages 1 - 4)

To confirm as a correct record the minutes of the previous meeting of the Overview and Scrutiny Committee.

4. Asset Management Strategy and Action Plan 2018 - 2023

(Pages 5 - 12)

The Service Director Performance and Innovation (Marianne Hesketh) has submitted a report which she will present to the committee.

The committee will have an opportunity to comment and ask questions.

The committee has previously identified asset management as a likely topic for scrutiny task group review, and the committee will be invited to consider this option.

5. Digital Transformation Plan - progress update

The Service Director Performance and Innovation (Marianne Hesketh) will provide a verbal report updating the Committee about the progress of the Digital Transformation Plan.

The committee will have an opportunity to comment and ask questions.

6. Overview and Scrutiny Work Programme 2017-18

(Pages 13 - 16)

Roy Saunders, Democratic Services and Scrutiny Manager, will provide an update for the committee about the delivery of the Overview and Scrutiny Work Programme 2017/18 and plans for the Overview and Scrutiny Work Programme 2018/19.

7. Date and time of next meeting

Monday 21 May 2018 at 6pm.



Overview and Scrutiny Committee Minutes

Notes of the meeting of the Overview and Scrutiny Committee held on Monday 12 March 2018 at the Civic Centre, Poulton-le-Fylde.

Committee members present:

Councillor I Amos
Councillor R Amos
Councillor E Anderton
Councillor Fail
Councillor Hodgkinson

Councillor Ibison
Councillor Jones
Councillor Ormrod
Councillor Robinson
Councillor Matthew Vincent

Officers present:

Neil Greenwood, Head of Environmental Health and Community Safety (for Agenda Item 4)
Roy Saunders, Democratic Services and Scrutiny Manager

Others present:

None.

OS.57 Apologies for absence

Apologies for absence were received from Councillors Ballard, C Birch, Ellison and Smith and from Councillor Berry (Neighbourhood Services and Community Safety Portfolio Holder) for agenda item 4.

OS.58 Declarations of interest

None.

OS.59 Minutes of last meeting

RESOLVED that the minutes of the meeting of the committee held on 8 February 2018 be confirmed as a correct record.

OS.60 Community Safety Partnership

The Head of Environmental Health and Community Safety, Neil Greenwood, submitted a report to enable the committee to undertake its annual scrutiny of the Community Safety Partnership. He said that the Neighbourhood Services and Community Safety Portfolio Holder (Cllr Roger Berry) was, unfortunately, unable to attend because he was at a Police and Crime Panel meeting.

Neil Greenwood referred to the summary of crime and anti-social behaviour figures for 2017, set out in the first part of the report and highlighted the main findings and trends revealed. He also referred to the activities of the Community Partnership in 2017 under each of the headings listed in the second part of the report.

In response to questions from members of the Committee, Neil Greenwood provided more information on some of the activities of the Community Safety Partnership and the crime figures, as follows:

- Use of CCTV: Wyre Council officers were about to start trialling the use of cameras (similar to the “camera traps” used by wildlife photographers), in locations where anti-social behaviour was taking place. He said that it could potentially be used to target hotspots including fly tipping. The potential use of personal body cameras by Council officers was also being considered.
- Sale of alcohol to under 18s: Test purchases had been undertaken at ten off-licences in Wyre and one licence had been revoked by the Licensing Committee as a result, although sales were currently continuing pending an appeal.
- The reasons for increases in the categories of crime with higher figures were unclear, although crimes related to the malicious use of social media had increased locally.
- Multi-agency working was taking place more regularly and was effective. Wyre had a strong working relationship with the police.

RESOLVED that the report and the comments of the Head of Environmental Health and Community Safety be noted.

OS.61 Performance – the Council’s Business Plan 2017/18

The Service Director Performance and Innovation, Marianne Hesketh, submitted a report, the 3rd Quarter Performance Statement 2017/18, October – December 2017.

The Chairman said, in response to a comment from Cllr R Amos about the low figure of actual affordable dwelling completions in Quarter 3, that completion figure would need to be reviewed over a longer period, before drawing conclusions.

Cllr Fail referred to an amendment he had proposed at the Council meeting on 8 March 2018 to include additional priorities, projects and measures relating to improved transport connectivity and open space in the Business Plan update for 2018/19. Although the amendment had not been approved by the Council he suggested that the types of measures he had proposed should be considered again by the Service Director Performance and Innovation at the earliest opportunity. The Chairman pointed out that a draft version of the Business Plan update for 2018/19 had been submitted to the Overview and Scrutiny Committee 8 January and the contents had been endorsed. He said that the any suggestions for major changes of the type suggested by Cllr Fail should have been raised for discussion at that time. If Cllr Fail wanted further consideration to be given to his suggestions, he would need to raise them again when the contents of the new Business Plan for the period beyond April 2019 were first considered.

RESOLVED that the current position be noted.

OS.62 Overview and Scrutiny work programme 2016-17

The Democratic Services and Scrutiny Manager, Roy Saunders, referred to the Committee's work programme for 2017/18, which had been submitted with the agenda. He said the reports the update on the Asset Management Plan and progress on the Digital Transformation Plan, originally listed for this meeting, would now be submitted to the April meeting. The car parking consultation report would also hopefully be completed in time for submission to that meeting. He said that a meeting of the Flooding Task Group had, unfortunately, had to be postponed because of the extended absence on jury service of Peter Foulsham. New dates for that and other current task groups would be arranged when he returned. The next meeting of the Engaging with Children and Young People Task Group would be taking place, as planned, on 26 March.

RESOLVED that the current position be noted.

OS.63 Date and time of next meeting

RESOLVED that the next meeting of the committee be held at 6pm on Monday 16 April 2018 at the Civic Centre, Poulton-le-Fylde.

The meeting started at 6pm and finished at 6.45pm.

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ASSET MANAGEMENT STRATEGY AND ACTION PLAN 2018 - 2023

1. Introduction

- 1.1. The 2018 Asset Management Strategy and Action Plan sets out how the Council's property portfolio will contribute to the Council's main aims/key priorities identified in the Business Plan 2015- 2019.
- 1.2. Wyre Council operates a substantial property portfolio comprising of 243 assets with a combined asset value of £54.651m at 31 March 2017. Of these 76 are Property Assets with a value of £43.537m, 62 are investment properties with a value of £7.192m, 103 are Community Assets with a value of £3.628m and 2 are Heritage Assets with a total value of £0.294m.
- 1.3. Asset management planning is essential in order to ensure that Council properties are fulfilling strategic goals adopted by the Council. The Asset Management Plan sets out key priorities in the following areas:
 - **Managing Investment Assets** – Wyre Council is in the fortunate position of owning a varied investment property estate bringing in revenue funds for the Council which increase year on year. It is essential to preserve and maximise this income stream by pro-active property management to minimise letting voids within the estate.
 - **Managing Property Assets** (previously known as Operational) – Ensuring that operational properties are fit for purpose and are in the right location to serve the people of Wyre.
 - **Property Maintenance** - The property maintenance programme will ensure that the Council's buildings are safe and fit for purpose and meet statutory requirements.
 - **Property Disposals** – In order to provide funds for capital projects, capital receipts from property sales are essential. Since 2012 there were £2.495m of capital receipts from Asset Sales which were used for the development of the new Copse Road Depot, investing in our leisure centres and upgrading other assets. As capital receipts are key to funding future capital works it is essential as part of this plan that the Council looks at those assets that are surplus to requirements or that do not make a sufficient rate of return through rental income in order that consideration can be given to their disposal.

- **Property Acquisitions** – In order to generate future income it may be necessary to explore investment in new assets which would generate a good return for the council, for example industrial units.
- **Value for Money** – Every effort is made to ensure that the Council's Asset Register is up to date so it can be used to inform future decisions. Current Accounting Standards require all assets to be valued at least once every five years with the exception of Investment Properties which are revalued on an annual basis.

2. Strategic Context

2.1. Wyre Council's Business Plan

2.1.1. The Council's Business Plan covers the period 2015 to 2019. This Plan is reviewed annually and outlines the Council's direction for future years. The aim of the Asset Management Strategy and Action Plan is to fulfil the corporate vision set out in the Business Plan – "Together we make a difference" with a priority to "improve the return from our assets". The Asset Management Plan 2018 is a five year plan and will be reviewed each year and adjusted as part of the annual business and financial planning cycle.

3. Overview of Assets

3.1. Wyre Council's Property Portfolio

3.1.1. The Council's property portfolio largely falls under two main categories: Property Assets and Investment Property.

The breakdown of property categories is as shown below:

Category	Number	Asset Value (31/03/2017)
Property Assets	76	£43.537m
Investment Assets	62	£7.192m
Community Assets	103	£3.628m
Heritage Assets	2	£0.294m
Assets Held for Sale	0	0
TOTAL	243	£54.651m

3.2. Property Asset Breakdown

Type	Number
Admin Buildings	1
Car Parks	29
Cemeteries	4
Community Centre	1
Depots	2
Markets	1
Other Operational Assets	8
Sports & Leisure	8
Public Conveniences	22
TOTAL	76

3.3. Investment Type Breakdown

Type	Number
Agricultural	6
Ground Lease	20
Investments	16
Miscellaneous Assets	20
Total	62

3.4. Assets Held for Sale

3.4.1. Provisional work has been undertaken to identify assets that may be suitable for reinvestment or disposal (see Appendix 1).

4. Asset Strategy

4.1. In order to achieve our corporate vision, key work areas have been established for Asset Management, these are:

1. Managing Investment Assets
2. Managing Property Assets
3. Property Maintenance
4. Property Disposals
5. Property Acquisitions

4.2. Managing Investment Assets

4.2.1. The Council's investment portfolio is made up of a wide range of assets including offices, shops/kiosks, a market, agricultural land, industrial units and ground leases. The estimated total rental income for 2018/19 will be £363,890. The portfolio provides essential revenue income with future growth through rent reviews and increasing investment values.

4.2.2. A key challenge over the next five years is to ensure that the estate is managed proactively in order that income opportunities are maximised. The on-going property review exercise will also challenge investment performance and review the reason for holding some assets. It will also look at alternative use where assets may not be fully utilised and where it is considered that there are other opportunities.

4.2.3. Key Objectives

- Property Management to maximise investment return in line with market conditions.
- Minimise letting voids through pro-active property management.
- Performance is challenged continuously and assessments are made in respect of further investment or disposal opportunities.
- Undertake maintenance on a planned basis to maintain asset life, repairs to take into account whole life costing.
- To acquire new properties that generate a financial return for the Council greater than that obtained for alternative non-property investments held by the Council to enhance the income streams outlined above.

4.3. Managing Property Assets

4.3.1. Reviewing service delivery options could impact on asset management. Demand for property following this review may lead to property disposals, acquisitions, new agreements to third parties or "shared arrangements".

4.3.2. The Leisure Review in 2012 identified the need to redevelop existing sites and improve leisure services. Over £6m was invested to create an extreme sports facility for young people at Thornton, a top quality spa facility and dance studio at Poulton and to upgrade existing centres in Thornton and Garstang.

4.3.3. Key Objectives

- To understand the needs/requirements of services to ensure that their property holding is suitable for their requirements and is adequate for future service delivery.

- Acquire new properties where a service need has been identified and is a solution to resolve issues identified in first round suitability surveys.
- To evaluate opportunities for joint working with partners to achieve efficiency savings and integrated service delivery.
- To ensure the majority of repairs are carried out under a five-year planned maintenance programme and that repairs take into account whole life costing.
- To minimise energy and utility running costs and reduce CO2 emissions through energy management.
- To improve assets where opportunities allow for reinvestment.
- To ensure that formal agreements are in place for all Council property occupied by third parties.

4.4. Property Maintenance

4.4.1. The maintenance of Council buildings is managed by the Building Maintenance Team. By assessing the future needs for the Council's buildings, in conjunction with the building managers, the maintenance can be planned in the most efficient and effective way.

4.4.2. The building maintenance revenue budget for the Council's buildings is around £300k per year. Condition surveys identified works estimated at around £1.7m for essential maintenance and £1.2m for desirable works over the medium to the long term (3 - 10 years) period.

4.4.3. Key Objectives

- Provide up to date condition surveys for all council owned buildings.
- To take a planned approach to property maintenance and to shift the focus of maintenance closer to the Royal Institution of Chartered Surveyors (RICS) best practice ratio of 60% (Planned) – 40% (Responsive).
- Carry out a regular review of the planned maintenance and investment schedule.
- To manage compliance with statutory requirements in all council owned buildings.

4.5. Property Disposals

4.5.1. The Council, like all other public sector bodies, is facing a very significant financial challenge. In order to assist with this challenge, the Council must have in place a robust system for managing its property portfolio so that asset management forms part of a coordinated approach to delivering efficiency savings.

4.5.2. It is imperative that asset management supports the Medium Term Financial Plan helping to optimise revenue and deliver the capital receipts required to fund future investment. Asset management can play a key role in the strategic direction of the Council generating outputs and contributions for the wellbeing of the Borough.

4.5.3. Key Objectives

- To undertake a robust property review, initially investigating the sale of non-income generating assets to minimise income loss as far as possible.
- To agree a disposal programme prioritised on investment performance.
- Investment and disposal decisions are based on thorough option appraisal and whole life costs.
- Achievement of efficiency savings through disposal of underused or surplus operational property.
- The identification and retention of strategic sites pending the realisation of increased marriage value arising from new development proposals.

4.6 Property Acquisitions

4.6.1 As part of the property review exercise it is important to be fully aware of market changes/influences to identify opportunity purchases to assist the Council in meeting its strategic objectives and to bring forward schemes which deliver new assets for the Council's property portfolio.

4.6.2 Key Objectives

- To recommend strategic acquisitions to provide new investment assets for the Council as part of the property review process.

5. Evaluation of Assets

- 5.1.** A fairly simple method of evaluation has been adopted for the first phase of this exercise in that the income generated from the asset has been taken as a % of the Balance Sheet Asset Value for that asset. The costs of operating the asset have also been taken into account.
- 5.2.** Using the agreed criteria some assets have been selected for further assessment and have been included in the Action Plan (Appendix 1).
- 5.3.** As part of the overall review, consideration will need to be given to the potential for Community Asset transfers and whether there is an alternative use for the land/asset which could boost the valuation, enhance income generation or support the local economy.
- 5.4.** As part of the current Asset Management Strategy the Council's car parks represent an opportunity for a fundamental review as to whether there are opportunities to generate additional revenue or capital receipts. This review is currently underway.

6. Conclusion and Future Strategic Direction

- 6.1** The Asset Management Plan, linked to the work undertaken to date will ensure that the Council makes the best use of its land, property and assets. Future work will be split into the following phases:
 - Progress work identified in Appendix 1;
 - Identify opportunities to generate additional revenue or capital income following the car parks review;
 - Review assets where joint working with other organisations could deliver a better outcome for both parties.
 - Identify opportunities for acquisitions that will deliver a good return for the council.

AMS 2018 – Action Plan

Actions		2018 / 2019	2019 / 2020	2020 / 2021	2021 / 2022	2022 / 2023	On going	Lead Responsibility
1	Continue with property review exercise in order to identify better use of assets or disposal opportunities.						X	Estates
2	All lease renewals to be carried out in timely fashion in conjunction with property review.						X	Estates
3	Carry out a full condition survey of properties in order to assist review process and develop a planned maintenance programme.			X				Building Maintenance
4	Update planned maintenance programme for all buildings.						X	Building Maintenance
5	Explore ways of further reducing the running costs of Council's buildings.		X					Building Maintenance
6	Rationalise office accommodation within the Civic Centre and let out surplus spaces.	X						Project team
7	Explore options for land off Eskdale Avenue, Fleetwood.					X		Estates / Parks and Open Spaces
8	Explore options for land off Croasdale Avenue, Thornton Cleveleys.					X		Estates / Parks and Open Spaces
9	Explore options for land off Tarnway Avenue, Thornton Cleveleys.					X		Estates / Parks and Open Spaces
10	Explore options for land off Hargreaves Street, Thornton Cleveleys.					X		Estates / Parks and Open Spaces
11	Explore options for land off School Lane, Out Rawcliffe.		X					Estates
12	Progress Masterplan for development of land at Bourne Hill, Thornton Cleveleys	X						Project team
13	Look into opportunity to create a portfolio of industrial units.	X						Estates
14	Explore options following the car park review.	X						Project team
15	Explore options for Cleveleys Bus Station.	X						Project team
16	Explore options for North Drive bowling green.				X			Parks and Open Spaces / Estates
17	Explore options for theatres.	X						Commercial Manager
18	Review of Skippool Berths.				X			Project team

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OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2017/18

Committee Meetings

(All meetings are held on Mondays starting at 6pm)

Date	Planned Committee agenda items
2017	
19 June	<ul style="list-style-type: none"> i. Election of Chairman ii. Election of Vice Chairman iii. Business Plan – Quarterly Performance Statement iv. Local Plan update report v. O&S Work Programme 2017/18 - planning
31 July	<ul style="list-style-type: none"> i. Wyre Campaigns Plan – Marianne Hesketh attending. ii. Children and young people – Mark Broadhurst attending. iii. Digital transformation – Marianne Hesketh attending.
11 September	<ul style="list-style-type: none"> i. Business Plan – Quarterly Performance Statement ii. Clinical Commissioning Groups – update - Dr Tony Naughton and Mark Britton attending. iii. Also to include reference to the implementation of the Clinical Commissioning Groups task group. Cllr Taylor and Mark Broadhurst invited. iv. Waste and recycling collection services task group – draft report. Chairman, Cllr Paul Moon attending. v. Draft scoping document – Engaging with children and young people
9 October	<ul style="list-style-type: none"> i. Dementia in Wyre – Michele Scott attending.
6 November	<ul style="list-style-type: none"> i. Proposed fees and charges 2018/19 report – Clare James. ii. Cost profiles: benchmarking results 2017/18 – Clare James. iii. Life in Wyre task group – draft report
11 December	Meeting cancelled
2018	
8 January	<ul style="list-style-type: none"> i. Business Plan 2018/19 – Leader of the Council and Chief Executive have been invited. ii. Business Plan – Quarterly Performance Statement (from Dec meeting)

Date	Planned Committee agenda items
	iii. Maximising the return from our assets – Marianne Hesketh attending.
5 February	<ul style="list-style-type: none"> i. Digital Transformation task group report ii. Draft scoping document – Flooding task group iii. Select Committee report – findings and implications iv. Review of draft Business Plan 2015 - 2019 (2018 update) – initial planning of Overview and Scrutiny Work Programme 2017/18
12 March	<ul style="list-style-type: none"> i. Business Plan – Quarterly Performance Statement ii. Wyre Community Safety Partnership – annual scrutiny review iii. Update on Asset Management Plan. Head of Built Environment, Maria Blundy, will attend (Marianne Hesketh, 8 January 2018). iv. Car parking consultation report
16 April	<ul style="list-style-type: none"> i. Asset Management Strategy and Action Plan 2018 - 2023 ii. Digital Transformation Plan – progress update iii. Overview and Scrutiny Work Programme 2018/19

Scrutiny task group reviews

Date	Format	Topic
March – July 2017	Task group – completed.	Waste and recycling collection services
May – Sept 2017	Task group - completed	Life in Wyre resident survey
Sept 2017 – Jan 2018	Task group - completed	Digital transformation
October 2017 to May 2018	Task group - ongoing	Engaging with children and young people
To start 25 April 2018	Proposed task group	Flooding – the role of councillors.
To start in May/June 2018	Proposed task group	Maximising the return from our assets

Updated 4 April 2018

OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2018/19

Committee Meetings

(All meetings are held on Mondays starting at 6pm)

Date	Planned Committee agenda items
2018	
21 May	<ul style="list-style-type: none">i. Election of Chairmanii. Election of Vice Chairmaniii. Draft report of the Engaging with Children and Young People task groupiv. Business Plan – Quarterly Performance Statementv. Environmental crimevi. Car parking consultation report
25 June	<ul style="list-style-type: none">i. Review of task group recommendations – Food hygieneii. Review of task group recommendations – Domestic abuse
30 July	<ul style="list-style-type: none">i. Outcomes from LGA Peer Review – review of actions taken
10 September	<ul style="list-style-type: none">i. Business Plan – Quarterly Performance Statement
22 October	
26 November	<ul style="list-style-type: none">i. Business Plan – Quarterly Performance Statement
2019	
7 January	<ul style="list-style-type: none">i. Business Plan 2019/20 – Leader and Chief Executive
11 February	<ul style="list-style-type: none">i. Business Plan – Quarterly Performance Statement
18 March	<ul style="list-style-type: none">i. Wyre Community Safety Partnership – annual scrutiny review
29 April	

Scrutiny task group reviews

Date	Format	Topic
October 2017 to May 2018	Task group - ongoing	Engaging with children and young people
To start 25 April 2018	Proposed task group	Flooding – the role of councillors.
To start in May/June 2018	Proposed task group	Maximising the return from our assets
To start June/July 2018	Possible task group	Environmental crime – enforcement and members' role
		Digital transformation – options for funding Modern.gov
		Digital Transformation Plan – broader issues
		Car parking consultation
		Support a sustainable future for the fish processing industry
		Better Care Fund

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