

# WARWICK DISTRICT COUNCIL

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## Asset Management Plan



March 2008

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# 1. OUR APPROACH TO ASSET MANAGEMENT

- 1.1 The Council's AMP is the corporate document detailing its asset management arrangements, changes already put in place and planned action to improve corporate asset use. The process provides the means by which the Asset Management Steering Group (A.M.S.G.) is able to define and provide for the longer-term corporate needs and challenge existing asset use. The AMP document sets out the key objectives for the medium-term property interests in its operational and non-operational land and buildings.
- 1.2 This Corporate AMP has been prepared in consultation with the Asset Management Steering Group (AMSG) and the Corporate Management Team (CMT).
- 1.3 This Corporate AMP applies only to property assets and excludes highways and transport infrastructure, vehicles, plant and equipment. Furthermore, it excludes assets falling within the remit of the Housing Business Plan, which being primarily council houses are subject to their own government defined property targets and business planning.
- 1.4 The preparation of this Corporate AMP encompasses the Council's vision which is

**“Warwick District built on strong historic foundations in the heart of England. Striving to further improve its reputation as a great place to live, work and visit. Where our people are proud to belong and where everyone can share in the success of our community”**

Our Corporate objective is for property to provide clear community leadership and effective management of resources whilst delivering responsive public services in an open and transparent manner.

Key priorities from the Corporate Strategy which good property management contributes to are

## **Corporate & Strategic Leadership**

- (i) To improve the satisfaction levels of the Council as viewed by local residents
- (ii) To manage the Council's resources effectively and ensure its services are of a high quality.

## **Housing**

- (i) To maximise affordable housing provision

## **Culture**

- (i) To increase involvement by younger people
- (ii) To increase involvement by older people

## **Environment**

- (i) To reduce the Council's direct impact on climate change

## **Development**

- (i) To support the development of thriving Town Centres
- (ii) To exploit opportunities for new business growth
- (iii) To seek a high standard of quality in new developments

## **Community**

- (i) To make neighbourhoods safer
- (ii) To promote equality of access to our services for all members of the community

## **Customer and Business Improvement**

- (i) To promote multi-agency working for the benefit of our customers

- 1.5 A new Sustainable Community Plan is currently being developed with partners, and will be reflected in future versions of this plan. The last Community Plan was one of those documents considered in the development of the current Community Plan.
- 1.6 The Council's assets are corporately owned and to be used for the corporate good in furtherance of the Council's Objectives and Key Priorities.

## **2. ORGANISATIONAL ARRANGEMENTS FOR CORPORATE ASSET MANAGEMENT**

### **2.1 Leadership**

The Council's Chief Executive and the Leader of the Council jointly 'Champion' asset management. The Leader is also the Portfolio Holder directly responsible for asset management. The Council's Chief Finance Officer chairs the Asset Management Steering Group, she is the CMT 'sponsor' of Property matters.

### **2.2 Property Services Unit**

2.2.1 Property Services is part of Housing Services, but serves the whole of the Council with non-engineering property construction and maintenance services.

2.2.2 The Property Services team is 'pivotal' in the day to day management of the Council's corporate property assets having the following responsibilities:-

- advising on the setting and subsequently monitoring the repair and maintenance budgets
- responding to repair requests and organising maintenance work
- undertaking feasibility studies
- implementing improvement and new build programmes
- project management
- energy management (monitoring all fuel usage/computerised controls to operational Corporate Buildings and also for grouped Housing complexes.
- appointing and monitoring the performance of external property consultants and contractors

### **2.3 The Strategic Property Officer**

2.3.1 The Strategic Property Officer is the Head of Economic Development and Regeneration and is responsible for co-ordinating and organising the work of the AMSG and its liaison with other Corporate Groups ensuring overall strategy is in line with Corporate Objectives in paragraph 1.4. The key requirement is to ensure that there is a programmed and planned approach to dealing with corporate property that is effective.

2.3.2 The Head of Economic Development and Regeneration is responsible for

- monitoring income (from investment assets)
- advising on disposals and acquisitions (leasehold and freehold)
- valuations
- rent reviews, lease renewals, assignments
- answering general property related queries

2.3.3 The Head of Economic Development and Regeneration does not have direct responsibility for initiating requirements for additional operational assets. However, he/she does liaise with the Client Departments in providing proposals for the Asset Management Steering Group (A.M.S.G) on such matters.

### **2.4 External Valuation Advice**

2.4.1 The Valuation Office, working in partnership with the Council since October 2000, provides external property advice to the Unit. It has the following key responsibilities in relation to non-operational assets:

- inspections - to ensure that the use of the assets accords with lease terms, planning policy, the law etc.

- asset reviews - to ascertain alternative uses (including re-development and disposal opportunities)
- large scale disposals and acquisitions
- major lettings
- major valuations
- general advice as required

## **2.5 Head of Engineering**

2.5.1 The Head of Engineering leads on advice and project management for those projects which require engineering led advice such as the concrete car parks.

## **2.6 The Asset Management Steering Group (AMSG)**

2.6.1 The AMSG was established in November 2000 and first met January 2001. It has formal terms of reference. The Group comprises members from each of the Council's key service delivery areas and is responsible for monitoring the corporate asset management process. The AMSG meets monthly to discuss a full agenda of asset management related issues. The structure and responsibilities of the AMSG are shown at the end of this section.

2.6.2 The AMSG recognise the importance of ensuring that it embraces the Council's wider objectives i.e. Community Plan, Corporate Capital Strategy, E-Government, Best Value Planning and Modernisation generally. It is for this reason that the AMSG comprises a 'multi-disciplinary' Officer Team.

C.M.T is the key co-ordinating Unit that provides the link between Operational and Strategic management. It comprises the Chief Executive and 3 Strategic Directors, who also head Operational and Support Directorates.

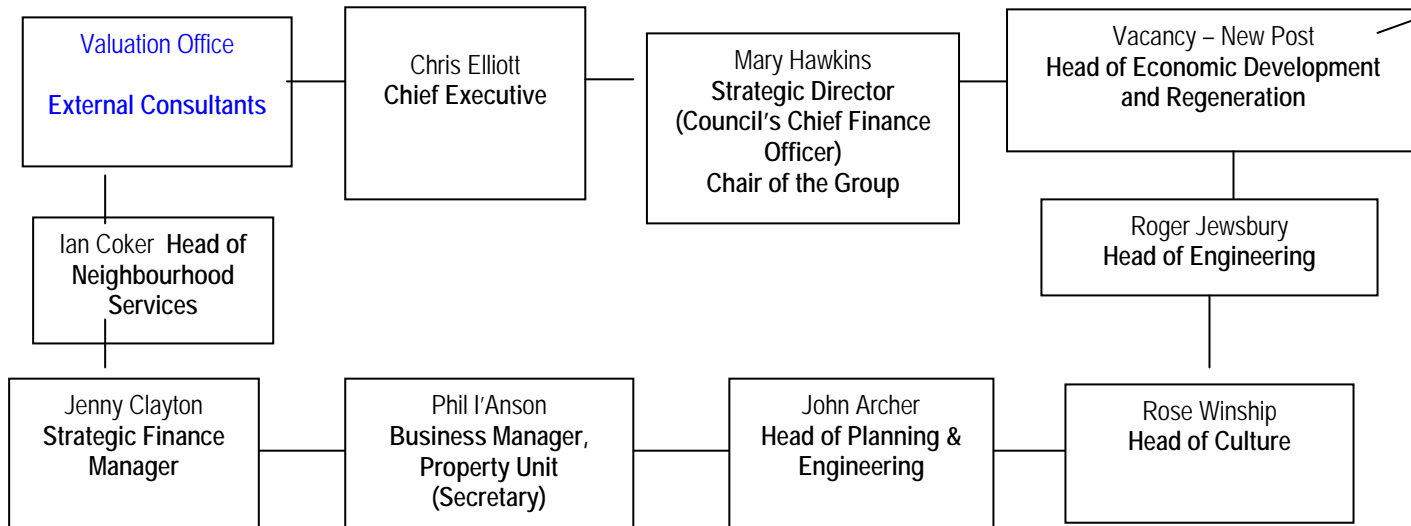
2.6.3 The main objectives are of the Asset Management Steering Group are:-

- ◆ To ensure that the Council's service property assets are provided and used to meet the current and future needs of the individual service users and to maximise the ability to meet the Council's Key Priorities as in paragraph 1.4
- ◆ To ensure that the Council's investment portfolio of property is actively managed to meet the identified required level of financial return in support of the delivery of the Council's Key Priorities.
- ◆ To ensure that asset acquisition or disposal is in line with the above.

## **2.7 Property Asset Implications**

2.7.1 The Council's Chief Finance Officer ensures that all Property Asset implications arising from the Capital Strategy, Best Value Plans/Reviews, and the Strategic Community Plan are carefully evaluated by the AMSG and fed back into the draft policies and strategies for consideration by the Corporate Management Team, Portfolio Holders and subsequently the Executive.

## WDC ASSET MANAGEMENT STEERING GROUP (10 Members)



- Responsibilities of the Head of Economic Development & Regeneration**
- Co-ordinating input from the AMSG members into the overall AMP preparation procedure.
  - Encouraging the cross-flow of information between the members of the AMSG
  - Ensuring that the asset management objectives are being implemented by the Council's service teams
  - Organising the agenda items with the Business Manager (Property Unit)
  - Reporting every other month to the Audit and Resources Scrutiny Committee and producing reports on Asset related issues to the Executive
  - Monthly meeting with the Portfolio holder (if required)

**The AMSG implements a structured, pro-active approach to asset management and makes recommendations to the Corporate Management Team via the Chair, Mary Hawkins, Strategic Director and Chief Finance Officer.**

**Responsibilities include:**

- Meeting on a monthly basis
- Initiating frequent property reviews to establish fitness for purpose and higher value uses
- Evaluating possible acquisitions and disposals in consultation with service departments assessing assets from Financial, Strategic and Community benefit perspectives.
- Ensuring implementation of the Asset Management Plan
- Ensuring that the Asset register is satisfactorily maintained
- Evaluating Capital Project proposals that affect the Council's Assets

### **3. KEY PROPERTY MANAGEMENT DATA**

#### **3.1 The Property Management System (PMS)**

- 3.1.1 A Land & Property Gazetteer has been installed, which amongst other things provides a Corporate UPRN.
- 3.1.2 A Geographical Information System (G.G.P) has been installed and a management programme has been introduced for its development.
- 3.1.3 A Property Management System has been acquired. The 'Archibus' system was purchased from Mass-Systems and has a comprehensive data base that can store information on a range of estate management issues for both Operational and Non-Operation Assets such as Lease/Licence details, Rents, Valuations, etc. and generate a variety of reports. In addition the system has modules for Routine Maintenance, Contract Monitoring, Energy Management and Performance Indicators.

#### **3.2 Asset Register**

- 3.2.1 The Council has an Asset Register providing a list of all Council owned assets and relevant details relating to them. The Register is within the 'ownership' of Property Services who make revisions to it when details change. The Register has been updated to incorporate the CIPFA asset categories plus a category for surplus/disposal potential property.
- 3.2.2 The Register has enabled the extraction of 'context data' about the Council's Corporate Property asset base. The Asset Register gives each asset a 'guardian' in terms of the Business/Service Unit that is responsible for its management.

#### **3.3 Stock Condition Surveys**

- 3.3.1 The latest stock condition survey of all our non-commercial corporate properties was completed in March 2004. The surveyors were required to assess each property in relation to the Government Department's condition criteria. The survey showed that in general our Corporate Property was fit for purpose. The repairs have been prioritised up to 2008/09 when a further survey will be undertaken.

#### **3.4 Performance Information**

- 3.4.1 There are two sets of information:
- Local performance measures which link asset usage performance to Corporate Priorities (see paragraph 4.2)
  - Property efficiency measures

#### **3.5 Property Efficiency Measures**

- 3.5.1 The indicators we use to measure our property performance are:-
- Condition of operational assets
  - Internal rate of return for the non-operational property portfolio
  - Management costs per m<sup>2</sup> over a variety of cost headings
  - Emissions in tonnes of carbon dioxide per m<sup>2</sup>
  - Rent collected
  - Voids



### **3.6 Consultation Data**

3.6.1 Localised consultation includes the Council's Citizens Panel (1000 members of the Public), surveys of various types, open days/exhibitions/road shows, questionnaires, opinion polls are evaluated with a view to influencing the continuous improvement of property to ensure it is fit for purpose and to appraise the performance of Property Services generally.

3.6.2 In respect of service level consultation, Property Services issue a questionnaire to the Building/Asset Managers ie. those overseeing the assets that provide a direct point of contact with the public. Such assets include – swimming pools, leisure centres, recreational centres, the civic offices, cemeteries and crematorium etc. The questionnaire includes the following questions:

1. How many customers visit the building each week?
2. Is the location of the building satisfactory?
3. Does the physical condition of the building prevent its proper use?
4. Is adequate space available?
5. How will the building cope with possible future changes in service delivery?
6. Does the building restrict the Council's ability to move forward as a service?

There are also 3 formal meetings per annum between the Property Services Unit and other services who manage operational property. The Building Managers are present to convey any problems and aspirations for the future.

3.6.3 The AMMSG has been extremely pleased with the responses received from the questionnaire as the following issues have been raised for attention:

- the extent to which the alterations and improvements could improve service delivery
- opportunities to improve some of the assets through investment/re-development
- considering expansion needs and how these might be accommodated
- items of general maintenance

Each Building Manager has a dedicated Building Surveyor as a direct contact to liaise with on maintenance and improvement issues.

3.6.4 Tenant Satisfaction surveys are also undertaken with our Leaseholders.

#### 4. MEETING THE KEY CORPORATE STRATEGY OBJECTIVES

4.1 From the key priorities in 1.4 which impact on our property we intend to complete the following that will be developed into a SMART property action plan to be monitored by the Audit and Resources Committee.

	Portfolio	Key Priority	Responsibility	Action
1	Corporate & Strategic Leadership	To improve satisfaction levels of the Council as viewed by local residents	HoC HoHS HoRCS	Survey users regarding building facilities <ul style="list-style-type: none"> <li>- Leisure</li> <li>- Housing</li> <li>- Customer services</li> </ul>
2		To manage the Council's resources effectively and ensure its services are of a high quality	SD (CFO)	Action Plan(s) to maintain a '3' in the 'Management of Assets' section of Use of Resources
			C Ex	Achieve better utilisation of space at Riverside House, creating lettable space.  Complete the development of the Town Hall to use space better
3	Housing	Maximise affordable housing provision	SD(E)	Work in partnership with LAA partners to identify public sector land suitable for housing
4	Culture	Increase the involvement by older/younger people	HoC	Survey younger/older people and see if any issues with 'physical building' element of the provision.
5	Environment	Reduce Council's direct impact on climate change	HoHS	Consider appropriate building adaptations to reduce fuel usage and carbon footprint
6	Development	Support the Development of thriving Town Centres	HoP & HoED&R	Use Compulsory Purchase powers as appropriate
7		Exploit opportunities for new business growth.	H of ED&R. & HoP	Complete AWM funded schemes in Old Town. Ensure car parking facilities can support town centre growth. Complete Chandos Street
8		Seek a high standard of quality in new developments	HoHS	Ensure any new council developments comply with best practice.
9	Community	Make neighbourhoods safer	SD(E)	Consider developments as appropriate to improve safety.
10	Customer & Business Improvement	Promote equality of access to our service for all members of the community	HoHS & Equalities Officer	Continue programme of disability access improvements
11		Promote multi-agency working for the benefit of customers.	HoRCS	Development cross organisation one-stop shops with partners. Work with County and other partners to make best use of public sector assets

4.2 The indicators we have use to measure asset use is set out below, and this will need to be updated in the light of the new data collected as a result of the new national data set and changed Portfolio holder indicator data sets.

Corporate Objectives	Indicators to Measure Asset Use
<p><b>To provide clear community leadership and effective management of resources whilst delivering responsive public services in an open and transparent manner</b></p> <ul style="list-style-type: none"> <li>• To improve the satisfaction levels of the Council as viewed by local residents.</li> <li>• To manage the Council's resources effectively and ensure its services are of a high quality.</li> <li>•</li> </ul>	<p>Property efficiency measures in Para 3.5</p>
<p><b>Improve housing services efficiency to meet the housing need of the district.</b></p> <ul style="list-style-type: none"> <li>• To maximise affordable housing provision.</li> </ul>	<ul style="list-style-type: none"> <li>• % of new affordable homes completed during the financial year (HE12)</li> <li>• % of council homes achieving the Decent Homes Standard (HE15)</li> </ul>
<p><b>Increase participation and attendance in the Council's cultural offering</b></p> <ul style="list-style-type: none"> <li>• To increase involvement by younger people.</li> <li>• To increase involvement by older people.</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Number of conferences, meetings and seminars held at the Spa Centre(HA26)</li> <li>• Attendances at Pyramids gyms (SF25)</li> <li>• Number of times people use swimming pools (SF45)</li> <li>• Number of tickets sold at the golf course (SF6)</li> <li>• Number of attendances at the Royal Pump Rooms.</li> </ul>
<p><b>To provide high standards of environmental services across the district delivering a sustainable and quality environment</b></p> <ul style="list-style-type: none"> <li>• To reduce the Council's direct impact on climate change</li> </ul>	<p>Property efficiency measures in Para 3.5</p>
<p><b>Create thriving town centre, retain pleasant villages and make the district an attractive place to live and work.</b></p> <ul style="list-style-type: none"> <li>• To support the development of thriving Town Centres</li> <li>• To exploit opportunities for new business growth.</li> <li>• To seek a high standard of quality in new developments.</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of homes built on previously developed land (DS20)</li> <li>• Income from tickets at WDC car parks (CPS43)</li> </ul>
<p><b>Promote safe, vibrant and sustainable local communities</b></p> <ul style="list-style-type: none"> <li>• To make neighbourhoods safer.</li> <li>• To promote equality of access to our services for all members of the community.</li> </ul>	<p>Number of CCTV shifts per year covered (CTV37)</p>
<p><b>To improve the efficiency of service delivery to the Council's customers</b></p> <ul style="list-style-type: none"> <li>• Promote multi-agency working for the benefit of our customers.</li> </ul>	<ul style="list-style-type: none"> <li>• % of standard working hours that the Council's Servers are available (ICT2)</li> <li>• No. of hours per week that services are available through one-stop shops(CU45)</li> <li>• Number of contacts through the customer contact centre as % of all incoming calls (CU25)</li> <li>• Number of visits to the website (CU26)</li> </ul>

## **5. PROJECT PROCESSES**

### **5.1 Planning And Implementation Of Projects**

- 5.1.1 The Council employs a comprehensive methodology for the identification, at a local level, and appraisal at a corporate level of proposed capital projects and the acquisition and disposal of assets. Council Projects come mainly from Best Value Reviews, the Sustainable Community Plan and stakeholder initiatives. These become Corporate Objectives and are embodied in the Corporate Strategy. Any Corporate proposals involving property arising from this is monitored by the Council's Asset Management Steering Group.

Future requirements to enable facilities to continue to be "fit for purpose" and improve are mainly identified from Consultation and Survey Work. .

### **5.2 Property Developments**

- 5.2.1 The process whereby the investigating and analysis of 'GAPS' takes place initially with either the 'local' manager or from surveys of which there are various types. The former would be the case where for example a Crematorium Manager identifies a need for larger chapels and more car parking, whereas the latter might follow an asbestos, DDA or stock condition survey. Proposals to address these 'GAPS' would then be included in the appropriate service plans and evaluated by the CMT and AMSG.
- 5.2.2 The process of prioritising is currently done by The Executive and CMT who assess the merits and otherwise of the various bids in relation to the Corporate Strategy and in particular the Top targets. Additional considerations are operational benefits, efficient facilities and revenue implications. The actual bids will come through the Service planning process which covers 3 years on a rolling basis. Final approval is then sought from the Executive for the more major items.

#### **Additions or deletions to Property Portfolio**

### **5.3 Property Surplus to Requirement**

- 5.3.1 If a property is no longer required by a Business Unit, its future is firstly discussed between the relevant Strategic Director and Head of Economic Development and Regeneration and subsequently with the AMSG and Corporate Management Team.
- 5.3.2 At this point the availability of the asset is 'advertised' throughout the Council to give other Units and Teams the opportunity to express an interest. This lateral communication and co-ordination is essential to prevent the disposal of an asset by one service Unit that could have been utilised by another.
- 5.3.3 A report is then prepared by the 'disposing' Service Head in consultation with the Head of Economic Development and Regeneration and presented to the Executive with recommendations. Subject to the Committee decision, a disposal would then occur. Otherwise, the asset would be placed on a surplus asset list held by the Property Services Unit.

### **5.4 General Disposals**

- 5.4.1 The AMSG is pro-active in identifying disposal opportunities. In considering disposals, the Council takes into account the investment return, strategic retention, community benefit and financial need.

### **5.5 Acquisitions**

- 5.5.1 If an acquisition is being considered, it would be considered together with the proposed financing by the Service Area, AMSG and the Council's Executive.

## **5.6 Resourcing the AMP**

5.6.1 In order to achieve the required existing and new capital expenditure the Council is reliant upon funding from three key sources:

- Revenue contributions
- Capital Investment Reserves
- Capital receipts

5.6.2 Furthermore, the need to continue to work with partners in both the public and the private sector is essential. Whilst not exhaustive, our partners include the following:

- Warwickshire County Council
- Warwickshire Police
- South Warwickshire Energy Efficiency Programme
- Commercial tenants
- Heritage Lottery
- Communities
- Chamber of Trade
- Warwickshire College
- South Warwickshire Tourism
- Carbon Trust
- Valuation Office
- Primary Care Trust

## 6. PERFORMANCE RESULTS

### 6.1 Measures of Asset Use.

	2006/07	2005/06	2004/05
New affordable homes completed during the financial year (HE12)	49	27	74
% of council homes achieving the Decent Homes Standard (HE15)	78	74	70
Number of conferences, meetings and seminars held at the Spa Centre(HA26)	70	75	59
Attendances at Pyramids gyms (SF25)	77598	61219	60435
Number of times people use swimming pools (SF45)	275431	261176	286215
Number of tickets sold at the golf course (SF6)	24666	25021	24226
Number of attendances at the Royal Pump Rooms per 100 population.	651	631	758
Percentage of homes built on previously developed land (DS20)	86	87	83
Income from tickets at WDC car parks (CPS43)	2159000	2069000	1950000
Number of CCTV shifts per year covered (CTV37)	1470	1331	1489
% of standard working hours that the Council's Servers are available (ICT2)	99.93	99.69	99.78
No. of hours per week that services are available through one-stop shops(CU45)	50	50	47
Number of contacts through the customer contact centre as % of all incoming calls (CU25)	67	65	15
Number of visits to the website (CU26)	437371	230000	73475

## **6.2 Measures of Property Performance *(figures in brackets relate to previous years)***

### **6.2.1 Condition of Operational Assets: Government maintenance standard Categories A -D**

The Council has for sometime taken property maintenance seriously and the latest stock condition survey of our corporate property was completed in March 2004.

It is estimated that all our key operational property falls within categories A & B.

A is defined as Good - Performing as intended and operating efficiently - and B as Satisfactory - Performing as intended but showing minor deterioration. There are two other categories, C and D.

### **6.2.2 Justification In Financial Terms For Retaining A Non-Operational Investment Portfolio**

Overall average Internal Rate of Return (IRR) for the industrial, retail and agricultural investment property Portfolios. = 6.40% (6.23%)

### **6.2.3 The Cost and Efficiency of Property Services Provision**

Our estimation of management costs is as follows:-

Total annual management costs per sq m (G.I.A) for the property portfolio: £6.86/m<sup>2</sup> (£7.50 /m<sup>2</sup>)

This comprises £9.69/m<sup>2</sup> (£10.75/m<sup>2</sup>) for operational property and £3.12 /m<sup>2</sup> (£3.20/m<sup>2</sup>) for non-operational property.

### **6.2.4 To Encourage the Efficient Use of Assets Over Time and Year-On-Year Improvements in Energy Efficiency\_**

**A - Repair and maintenance costs per m2. B. Energy costs per m2 and C. Water costs per m2. and D. CO<sub>2</sub> emissions in tonnes of carbon dioxide per m2.**

The Council received an Energy Management Accreditation in November 2002 and all our electricity is now produced from 'Green' sources. The Council also received a very good assessment from the Carbon Trust who rated our Energy Management at 82%, the highest mark they had given to any organisation at that point in time.

The running cost information based on a m<sup>2</sup> of floor area for our 10 major building is as follows:-

PROPERTY	FLOOR AREA SQ.M	REPAIRS & MAINTENANCE /M <sup>2</sup>				ENERGY/M <sup>2</sup>				WATER/M <sup>2</sup>			
		£				£				£			
		03/04	04/05	05/06	06/07	03/04	04/05	05/06	06/07	03/04	04/05	05/06	06/07
Newbold Comyn Leisure Centre	2739	27.75	48.62	57.98	10.71	17.90	20.67	24.51	27.05	5.02	4.73	5.05	4.82
St. Nicholas Park Leisure Centre	2751	16.14	12.18	38.01	14.75	15.09	17.67	22.00	22.44	1.57	1.60	1.87	1.84
Abbeyfields Swimming Pool	2283	16.52	39.22	19.63	49.11	8.92	8.19	11.65	11.60	2.06	1.77	2.38	2.60
Royal Pump Rooms	4493	4.90	4.62	13.08	6.42	8.02	8.38	11.58	11.82	0.60	0.44	0.25	0.28
Royal Spa Centre	2890	5.44	6.19	12.84	26.91	8.27	8.65	11.05	13.83	0.31	0.17	0.65	0.78
Oakley Woods Crematorium	983	21.26	20.24	28.89	17.14	16.25	17.83	21.34	18.98	0.46	0.57	0.24	0.33
Riverside House	7352	17.62	11.18	10.29	7.39	5.49	7.13	8.55	8.68	0.53	0.61	0.76	0.83
Town Hall	2325	8.50	8.43	14.68	13.28	3.93	4.92	6.75	6.43	0.14	0.20	0.20	0.25
Castle Farm Sports Hall	1722	2.72	2.73	3.16	9.49	4.17	3.67	4.53	5.36	0.29	0.48	0.45	0.42
Jephson Gardens	1179	N/A	5.95	10.34	13.46	N/A	17.50	21.58	23.44	N/A	2.19	1.81	3.09

**Average costs A) Repair and Maintenance costs £19.50/m<sup>2</sup> (£14.91/m<sup>2</sup>) B) Energy costs £12.92/m<sup>2</sup> (£10.27/m<sup>2</sup>) and C) Water costs £1.28/m<sup>2</sup> (£1.14/m<sup>2</sup>) D) CO<sub>2</sub> emissions 0.052 tonnes/m<sup>2</sup> (0.055 tonnes/m<sup>2</sup>)**



<b>CO<sub>2</sub> emissions for our 10 major buildings are as follows:-</b>										
	TOTAL (Gas and electric)				Co2	Floor Area	KG Co2			
	Kwh				Emissions	(Internal)	Per Sq. Mtr Floor Area			
					Kg	Sq. Mtr				
	03/04	04/05	05/06	<b>06/07</b>	06/07		03/04	04/05	05/06	<b>06/07</b>
Newbold Comyn Leisure Centre	2,901,935	2,147,023	2,453,415	2,573,019	377,565	2,739	167	155	127	138
St. Nicholas Park Leisure Centre	2,321,573	1,573,804	2,145,077	1,971,697	262,599	2,751	130	112	109	95
Abbeyfields Swimming Pool	1,345,950	984,702	1,199,817	1,098,124	204,500	2,283	118	85	98	90
Royal Pump Rooms	1,596,861	828,682	1,625,141	1,441,556	157,392	4,493	46	36	44	35
Royal Spa Centre	1,075,383	789,469	997,873	1,044,244	140,545	2,890	54	48	47	49
Oakley Woods Crematorium	387,230	33,015	390,596	323,011	0	983	0	0	0	0
Riverside House	1,325,453	464,453	1,593,939	1,457,326	79,253	7,352	13	12	12	11
Town Hall	309,122	306,714	437,151	361,961	42,209	2,325	35	20	23	18
Castle Farm Sports Hall	201,222	215,143	251,858	222,983	22,945	1,722	41	19	20	13
Jephson Gardens	N/A	665,243	814,380	819,002	115,713	1,179	N/A	110	99	98

### **6.2.5 Rent Collection**

- a) Rent collected in the year from the Council's Corporate Properties as a percentage of the rent due for that year. 97.8% (98.5%)
- b) Rent collected in the year as a percentage of potential rent collectable if all the Council properties were let 96.7% (97.5%)

### **6.2.6 Void Properties**

Percentage of commercial properties that have been void for over 12 months 0.74% (0.76%)