

## NORTH YORKSHIRE COUNTY COUNCIL

### CORPORATE & PARTNERSHIPS OVERVIEW & SCRUTINY COMMITTEE

11 June 2012

#### PROPERTY PERFORMANCE REPORT 2012

##### Report of the Corporate Director – Finance and Central Services

#### 1.0 PURPOSE OF REPORT

- 1.1 To consider the *Property Performance Report 2012*.

#### 2.0 BACKGROUND INFORMATION

- 2.1 Each year the Committee receives a copy of the Property Performance Report for consideration prior to its referral to the Executive.
- 2.2 Accompanying the Property Performance Report 2012 is a copy of the covering report which it is proposed will be presented to the Executive on 12 June 2012. This document sets out the context for the main Report and draws conclusions.
- 2.3 Roger Fairholm, the Corporate Asset Manager, will be present at the meeting to answer questions about the contents of the Performance Report.

#### 3.0 FINANCIAL IMPLICATIONS

- 3.1 This report has no immediate financial implications.

#### 4.0 RECOMMENDATION

- 4.1 That the Committee considers:
- (i) the performance of the County Council in relation to property in 2011/12
  - (ii) the performance of Jacobs Engineering UK in relation to property
  - (iii) the performance of the County Council's property contractors.

JOHN MOORE  
Corporate Director - Finance and Central Services

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June 2012

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**Presenter of Report:** Roger Fairholm

**Background Documents:** None

**Annexes:**

Report to Executive - 22/06/2012  
Asset Management Planning Framework : Property Performance Report 2012

# NORTH YORKSHIRE COUNTY COUNCIL

## EXECUTIVE

12 June 2012

### PROPERTY PERFORMANCE REPORT 2012

#### Report of the Corporate Director – Finance and Central Services

#### 1.0 PURPOSE OF REPORT

- 1.1 To consider the performance of the County Council in relation to property for the year 2011/12 as set out in the **Property Performance Report 2012**.

#### 2.0 BACKGROUND

- 2.1 Under the Asset Management Planning Framework, the Executive receives an annual report on how well the property portfolio, property processes and property services are performing.

#### 3.0 ANNUAL PERFORMANCE REPORT

- 3.1 Enclosed with this covering report is the eighth annual **Property Performance Report** (PPR). The data covers 2011/12 with comparisons to 2010/11 (where available) so that the Executive can see where improvements have been achieved.
- 3.2 The format of the report has changed significantly and the report is much shorter than in previous years. The new style report comprises:
- a set of single page summaries on the portfolio, repair & maintenance, projects, estate management, sustainability and spend (page 3 to page 8)
  - a section on current activity (page 9 to page 13)
  - a section on future activity (page 14 to page 15)

#### 4.0 ONE COUNCIL PROPERTY MANAGEMENT WORKSTREAM

- 4.1 The Property Management workstream of One Council covers three strands - rationalisation of the property portfolio, a single approach to property management and flexible working. Work is underway in all three areas.

4.2 The Property Management workstream has effectively superseded the priorities in the pre-existing Property Improvement Programme (the Big List). As a result, there has been limited progress on the Big List issues in the year, and the usual summary has therefore not been included. The content of the Improvement Programme is now being reviewed so that it is compatible, rather than competing with, the One Council strands.

## 5.0 CONCLUSIONS

5.1 The attached Property Performance Report (**Appendix A**) has been prepared as a standalone document and so no detailed commentary on its content is included in this covering report. However, key conclusions are:

- (i) the County Council continues to move in a positive direction in respect of asset management
- (ii) management has identified, and is responding to, the properties which have the most significant condition issues and, as a result, the number of such properties has reduced
- (iii) although the overall condition of the estate has improved (eg fewer red properties) there continues to be a backlog of maintenance. The way in which this is dealt with has been reviewed and, in particular, future work will be
  - linked, wherever possible, to schemes funded by other means (e.g. capital), and
  - prioritised within the context of the status of the property in terms of overall condition, importance to service delivery, etc
- (iv) Jacobs Engineering UK has met or exceeded most of its performance targets in relation to the delivery of projects and maintenance work and has out-performed the construction industry in the areas that can be compared
- (v) our contractors are delivering a high standard of service

5.2 The PPR and this report have been considered by the Management Board and the Corporate Affairs Overview & Scrutiny Committee in advance of being presented to this meeting.

## 6.0 FINANCIAL IMPLICATIONS

6.1 The financial implications arising from this report are addressed in the MTFs.

## 7.0 RECOMMENDATIONS

7.1 Members are asked to consider:

- (i) the performance of the County Council in relation to property in 2011/12
- (ii) the performance of Jacobs Engineering UK in relation to property
- (iii) the performance of the County Council's property contractors

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June 2012

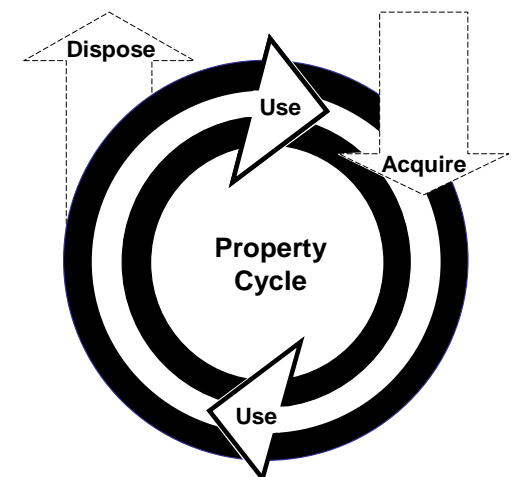
**Background Documents :** None

### Attachments

**Appendix A** - Property Performance Report 2012

# Asset Management Planning Framework

## Property Performance Report 2012



## About this document

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<b>Title</b>	Property Performance Report 2012.
<b>Purpose</b>	To set out a summary of our past performance around property, our current activity and our proposed future activity.
<b>Coverage</b>	Property portfolio, property processes and property services.
<b>Status</b>	Information.
<b>Source</b>	Finance & Central Services : Corporate Property Management : Corporate Asset Management.
<b>Intranet</b>	
<b>History</b>	First issued June 2012.
<b>Copyright</b>	North Yorkshire County Council.
<hr/>	
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# Performance Introduction

This is the eighth annual report which provides the seventh year-on-year comparison of our performance on property under the Asset Management Planning Framework.

Overall, we continue to improve.

We have now reached a static point in relation to the state of the property that we use to deliver services to the benefit of the people of North Yorkshire. There is only one property which is a priority for action.

Jacobs has again met or exceeded its performance targets in eleven of the thirteen areas that are assessed. The two targets for the completion of the planned maintenance programmes were not achieved because of late commissions from clients due to uncertainty about budgets.

All of the five estates management targets have been met or exceeded apart from one: the negotiation of a reduction in the rent or licence fees compared to the landlords' starting offers.

Client satisfaction with the quality of the service of our four contractor groups remains very high. The groups

achieved *good* or *excellent* scores from clients in between 91% to 100% of cases - of which *excellent* was scored in at least 47% of cases in each group.

Work has started in relation to the *One Council* property management workstream - with property reviews underway and changes to working practices being refined. However, the full consequences of the *One Council* initiative have not yet been fully felt across the property portfolio in relation to this work and the service reviews. The nature and extent of the property portfolio will change over the coming years under the combined effect of all the *One Council* workstreams and this will be reflected in future reports.

The County Council and Jacobs will continue to work together and with our contractors to improve the performance of the County Council's property and property services and to contribute to the achievement of the *One Council* initiative.

## **Peter Bright**

Assistant Director - Corporate Property Management

## **Paul Redfern**

Director of Operations - Jacobs

# Performance This report

This review of the performance of property at North Yorkshire County Council is split into three sections:

- **Past** - Our performance covering the main areas of property activity in 2010-2011 or 2011-2012 (depending on the available data set),
- **Now** - Our current activity – programmes and other work
- **Future** - Our proposed activity – work already identified and work arising from our performance identified in the first section.

This is a change from the previous reports. It is hoped that the new structure will be easier to follow.

Overall, performance has now reached a high level of achievement and remains there. As a result, the amount of detail provided around performance has been reduced and the performance appendix will no longer be produced. Some of the indicators that used to be included in the report will no longer be created, others will continue to be used in relation to the management of Jacobs and our contractors and in other activities.

In the 'Past' section of the report there are six pages - each covering a specific area:

- the property portfolio
- repair & maintenance
- projects
- estate management
- sustainability
- spend

For the middle four the page indicates the scope of the subject, the people involved from the property services supply chain (and beyond) and up to two indicators. The indicators are customer satisfaction indicators - the one with the best overall percentage at good and excellent and the one with the lowest overall percentage at good and excellent. This provides an indication of the range of performance.

Information about how performance is measured is set out in *Asset Management Planning Framework: Property Performance Management Regime*. More detail on how we manage property can be found in *Asset Management Planning Framework: Our overall approach to property*. The basis for assessing our operational property is set out in *Asset Management Planning Framework: Property Planning*. Copies of these documents are available from Corporate Asset Management or via the Intranet.

## Past Property Portfolio

Each year we assess every property to see how well it is contributing to service delivery.

The consolidated results are shown in the table opposite. This categorises each property as red, amber or green and provides a high level view of the state of our operational property portfolio and the effect of our actions.

The number of green properties has decreased by 25, due to an overall reduction in the number of properties used and assessed. The proportion of green properties has risen to 32%. The red properties are extremely low - only one property out of a total of 712. Last year there were two Priorities for Action (red properties) - Richmond School and Pateley Bridge Library. Following significant investment at Richmond School, only Pateley Bridge remains as a priority. No additional priorities emerged from this year's exercise.

Changes to the portfolio will occur in future years resulting from changes to the approaches to service delivery as part of One Council. This should be reflected in future assessments.

To create the Property Traffic Lights thirteen attributes are assessed in terms of their effects on obtaining or delivering our services. The basis of assessment and the individual results are available from Corporate Asset Management.

### KIS 1 Property Traffic Lights - appropriateness for use (NYCC controlled property used for service delivery only)

	<i>Last cycle</i>	<i>This cycle</i>	<i>Net change</i>
<i>Total properties</i>	751	712	-39
<b>Green</b> Appropriate now & in the known longer term.	250 29%	225 32%	-25
<b>Amber</b> Useable now.	499 71%	486 68%	-13
<b>Red</b> Priority for action.	2 0%	1 0%	-1

**Important note:** *Net Change* includes the effect of investment, disposals, acquisitions, deterioration & change to service direction between the two annual performance cycles. It also includes changes in data coverage and accuracy.

# Past Repair & Maintenance

## Coverage

*Repair & maintenance ensures that our property remains useable on a day to day basis. It covers responsive work, servicing of equipment, external decorations and planned replacement of major items (roofs, windows, etc).*

## Supply chain

*End users.  
Directorate clients.  
Jacobs.  
Responsive contractors.  
Equipment contractors.  
Themed contractors.*

## Highest satisfaction KPIs

# 100%

*of end users scored six aspects of the maintenance work as **good** or **excellent**.*

3.4.1, 3.4.2, 3.4.3, 3.10.1, 3.10.2, 3.10.3

## Lowest satisfaction KPI

# 91%

*of end users scored themed contractors' interaction on site as **good** or **excellent**.*

3.5.1

## Jacobs

Jacobs exceeded 4 of its 6 targets in relation to repair & maintenance. The planned maintenance programmes were affected by late commissions from clients due to uncertainty about budgets and so it was not possible to meet the other two targets. In all cases, the spread of results narrowed by at least two points. The spread of results for the responsive maintenance helpline improved from 1-10 last cycle to 4-10.

For the three indicators which can be compared to the national construction industry Jacobs continued the improvement trend that started last cycle, exceeding the industry in all three areas by at least 14 percentage points.

**Note** : A separate report is produced covering performance in relation to repair & maintenance under the Maintenance & Servicing Scheme for schools.

## Contractors

The most frequently occurring score given to our contractors for the quality of their service is **10** out of **10**. These scores are provided by our end users. The results vary slightly between our different contractor strands, but between 92% and 100% of returns gave scores of *good* or *excellent* for this aspect.

For the construction industry overall, 80% of clients scored contractor service as *good* or *excellent* and 86% scored the product as *good* or *excellent*.

# Past Projects

## Coverage

*Projects cover major work to create buildings or to extend or refurbish our existing buildings.*

## Supply chain

*End users.  
Directorate clients.  
Jacobs.  
Works contractors.*

## Highest satisfaction KPIs

# 100%

*of end users scored projects as **good** or **excellent** and also scored Jacobs' service as **good** or **excellent**.*

KIS 6, 3.2.1

## Lowest satisfaction KPI

# 96%

*of end users scored all three aspects (service, interaction and product) of the contractors' service as **good** or **excellent**.*

3.8.1, 3.8.2, 3.8.3

## Jacobs

Jacobs exceeded all 7 of its targets for 2011-2012.

Last year Jacobs outperformed the construction industry as a whole for all of the seven indicators - by between 14 and 56 percentage points. The latter percentage is a consequence of an improvement by Jacobs and a poor result by the construction industry. This is a continuation of last cycle's success, when Jacobs also beat the construction industry in all seven areas.

**Note** : The results relate to Council-funded building projects only. School-funded projects are not assessed as part of this report.

## Contractors

The quality of service was high : the most frequent score was **10 out of 10**. Only one score was as low as 4.

Nationally only 86% of clients regarded the product of their projects as *good* or *excellent*, and only 75% gave similar scores to the service that was provided.

# Past Estates

## Coverage

*Estates work covers acquisitions, highways compulsory purchases & compensation claims, NNDR appeals & assessments, disposals, rent reviews, farm management and capital accounting valuations.*

## Supply chain

*Directorate clients.  
Corporate Asset Management.  
Jacobs via Bruton Knowles.  
Legal & Democratic Services.*

## Highest satisfaction KPI

# 99%

*of work scored as  
**good or excellent.***

## Lowest satisfaction KPI

*There is only one satisfaction KPI for Estates and so the highest and lowest scoring KPIs are the same.*

KIS 3.6.4

## Jacobs via Bruton Knowles

Of the 5 targets, 4 were met or exceeded. The least successful area was the percentage improvement in the rent or licence fees negotiated compared to the starting offers from the landlords. This indicator was amended this cycle to make it more understandable and so no comparison is possible. Customer satisfaction with the service remains high.

In addition to exceeding the target for predictability of disposals prices, £23,599 was received over the marketing estimate in this cycle.

The capital receipts from the disposal of surplus property were £3.4m, compared with £1.6m for last cycle. The receipts will be used to finance projects in the Capital Plan.

The value of receipts continues to be affected by the downturn in the property market resulting from the global economic situation. It is likely to be several years before the market recovers and returns to previous levels of activity and value.

# Past Sustainability

## Coverage

A range of projects that cover the whole of our property portfolio with the aim to reduce energy and water consumption and costs.

## Supply chain

*End users*  
*Directorate clients.*  
*Corporate Landlord Service*  
*Jacobs*  
*Contractors.*

### **‘Small Steps Big Difference’ Awareness Campaign**

Building on the success of the first year, the Energy Team has worked with the Chief Executive’s Group’s Policy Team and the Assistant Directors’ Environmental Group to continue the *Small Steps Big Difference* campaign. This included events, activities and competitions for staff around the themes of travel, energy, waste and water.

### **Carbon Reduction Commitment**

The County Council is part of this government run scheme in which organisations with more than a prescribed electricity consumption are required to purchase allowances from the government for every tonne of carbon which they emit through the use of energy in buildings. Our emissions for the first year of the scheme in 2010 was 47,861.053 tonnes and in July 2012 the allowances to cover these emissions will cost approximately £575,000.

### **Energy consumption and reduction performance**

Energy consumption had increased in 2010/2011 from the previous years by approximately 2.7%. Care should be taken with this figure due to data problems concerning billing from suppliers. However, it does confirm the upward trend in consumption in the last 4 years, particularly in schools.

### **Water conservation**

In 2010/2011 overall water usage increased due a large number of sites having burst pipes during the exceptionally cold Winter. The sites which have taken action have made significant savings. We have continued to undertake detailed water audits, with an additional 12 sites being completed, resulting in annual savings of £26,256. One-off savings for the year were £73,259.

## Past Spend

Repair & Maintenance	Projects	Estates	Sustainability (energy & water)
£5.31m	£24.95m	£0.38m	£10.16m

### Repair & Maintenance

£900,000 was spent on improving the physical state of our non-schools property last year (as opposed to urgent repairs), and a further £4.41m for similar work on schools property. For 2011-2012 the amount of resources available for planned maintenance was reduced in order to support the demands of the profile of the budget savings.

The maintenance backlog has a similar headline figure to last year at £38,757,370, of which £31,434,668 relates to schools. In reality, this represents a modest increase due to deterioration, but this is masked by the removal of some high cost properties due to changes in service requirements.

### Sustainability

In 2010/2011 £8,755,932 was spent on energy - gas, electricity, oil & coal. A further £1,382,653 was spent on water. We invested around £25,000 in pilot projects.

### Projects

Investment has taken place across the county and across services, as described in the next section. The capital comes from grants, contributions, borrowing and capital receipts.

£24.95m was spent on 97 projects completed within 2011-2012.

### Estates

£383,307 was spent on managing property that was declared unused (and awaiting sale or re-use) and on preparing and selling property. The government's free schools policy and localism agenda are likely to increase this cost in coming years as decisions to dispose of property are delayed.



## Now Investment & Other Activity

The County Council's property portfolio is mainly used for the delivery of services, either directly or through third parties. As a result, the main focus of our property activity is to support the maintenance of existing levels of service delivery and the achievement of proposed improvements in service. Several major initiatives are underway aimed at improving our services to the people of North Yorkshire.

The contribution of property is significant - because most services require a location from which they can be delivered. Getting the location or the nature of the building right can have a significant effect on the service provided and on the job satisfaction of staff in their day to day work.

### **Care for the elderly**

The 'Our Future Lives' policy sets out the County Council's approach to replacing Elderly Person's Homes with Extra Care Housing. These schemes are typically built and managed by Housing Associations and provide people with high quality accommodation which promotes independence and wellbeing.

There are currently 14 purpose-built extra care housing schemes and one previously designated sheltered scheme which offers extra care services in operation across the County. Work is due to start on site shortly at the latest extra care housing development which is due for completion in Autumn 2013. There are 9 Elderly Person's Home's (EPH's) operating within the County, with a further 6 EPH's being retained as Resources Centres.

# Now Investment & other activity

## Investing in Children and Young People

Although capital resources have reduced significantly in the last two years there has continued to be significant investment in the property used by CYPS as part of the 2011/2012 capital programme and more is proposed for 2012/2013. The priorities for investment are:

- meeting the County Council's statutory duty to provide sufficient school and early years places
- meeting key service commitments
- addressing statutory and regulatory requirements
- maintaining the condition of the school estate to ensure buildings continue to be safe, warm, weather-tight and fit for their educational purpose.

In addition, investment is being prioritised towards enabling savings or efficiencies to be made in the use of property as part of Directorate savings plans and the One Council property workstream. This investment has seen the creation of additional or improved facilities for the delivery of services, including:

- two new Pupil Referral Units in Hambleton / Richmondshire and Craven, with a third underway in Selby
- the completion of a major capital project to provide a new special school for children with emotional and behavioural problems serving the West of the County
- the acquisition of a site and significant progress towards the development of a replacement school to serve the

Bentham area

- the redevelopment of three primary schools in Scarborough
- the completion of a major capital scheme to redevelop Richmond School onto a single site
- additional teaching accommodation at a number of primary schools to provide additional pupil places
- investment in the physical infrastructure of Settle College and primary schools in North Craven as part of the reshaping of educational provision in that area.

There has also been significant investment in the physical condition of buildings including:

- programmes to address regulatory issues around gas ventilation, legionella, asbestos and fire risk in schools
- a significant capital maintenance programme including roof and window replacements, curtain walling and electrical / mechanical upgrades
- the replacement or removal of life-expired temporary classroom units
- investment in access related works associated with the needs of children with special educational needs and disabilities attending mainstream schools.

Whilst capital resources will continue to be limited, from April 2012 the focus will continue to be on prioritising investment which meets service needs and keeps the schools and other property used by CYPS well maintained and fit for purpose.

# Now Investment & other activity

## Highways depots improvement programme

The County Council delivers its highways service at a local level from a numbers of depots which are strategically located across the county. The improvement of the depots was finished in early 2012. The depots provide modern, purpose-built facilities which enable the Highways and Transportation teams to co-locate with their contractor, Ringways (with effect from April 2012).

The new offices will be cheaper to run and make more effective use of the available space. Any spare capacity is being made available across the County Council.

Salt for winter gritting is being stored in new barns which keep it dry and allow it to be used more efficiently. This is reducing our operating costs and helping to protect the environment.

## One Council property workstream

### *Property reviews*

Property reviews workshops have been undertaken for the whole of the county area. The results are being assessed to identify further opportunities to rationalise the portfolio and make recurring savings and capital receipts.

### *Back office activities - BrightOffice Strategy*

The One Council initiative is resulting in new ways of working and in changing requirements for offices in terms of their nature and location. The BrightOffice Strategy is being implemented across the county providing modern and flexible accommodation. It has been operating for 6 years. Last year saw the completion of projects at Belle Vue Square, Skipton and Jesmond House in Harrogate. This year schemes will be progressed at Brook Lodge, Selby and on the County Hall campus. The County Hall scheme will enable the Council to release its tenure of the offices at Bedale Hall.

### *Property management*

The workstream is consolidating the structure of property management within the Council to ensure property requirements are delivered as efficiently as possible.

### *Energy reviews*

Savings will be achieved by introducing Energy Management Systems, Automated Meter Readings, and converting heating systems to lower carbon alternatives, e.g. biomass, where cost effective to do so.

# Now Investment & other activity

In addition to actions with a direct effect on improving front line services, property contributes in other ways.

## **Repair & Maintenance**

This ensures that existing property remains appropriate to use and for the delivery of service outcomes.

## **Gypsy sites**

The programme of improvement works on three of the four sites is complete: the utility blocks have been replaced at Burn, Carlton and Thirsk. Phase one at the remaining site, Seamer (near Stokesley), has been completed and phase two will be completed within 2012.

## **County Farms**

The disposal of County Farms is continuing, including opportunities for the disposal of farms to tenants.

The original programme for the provision of slurry storage is complete. Further investment may be required if the extent of the nitrate vulnerable zones is extended.

## **Capital for investment**

Property that is no longer required for service delivery continues to be sold to create funds that can be re-invested in further property projects.

## **Sustainability**

### *Insulation programme.*

A programme of insulation of roof void, cavity wall and services is underway. To date 44 sites have been surveyed (potential total cost if all go to installation £97,000, saving £27,000 and 136 tonnes of carbon) and 15 installations undertaken, at a cost of £40,000 and giving savings over 4 years of approximately £10,500 and 53 tonnes of carbon.

### *Review of the County Council's Carbon Reduction Plan*

The County Council's 2005 Carbon Reduction Plan is currently under review, and will form our delivery plan for reducing carbon emissions, reducing costs and responding to the Carbon Reduction Commitment.

### *Lower carbon fuel conversion project.*

The project aims to move school sites currently heated by oil, coal or electricity onto lower carbon and cost fuels such as gas and/or biomass. To date 2 schools have been converted from oil to gas. Another 1 is to convert to gas and biomass and a second to biomass. Of the 12 potential projects identified there is a possible expenditure of £1.3m. Each scheme (oil to gas and biomass) can provide combined savings and income of around £1.9m over 20 years. Income is provided by the Renewable Heat Incentive – this guarantees a payment to the school for 20 years for each kWh of heat produced from renewable sources such as biomass.

## Now Investment & other activity

### *Automatic Meter Reading (AMR)*

AMR means that electricity and gas bills are based on actual consumption and not estimates, and gives better control of the use of electricity, gas and water. AMR for gas and non-half hourly electricity supplies will be rolled out in 2012. Viable non-school sites will have AMR installed at an expected cost of around £17,000 per annum with an annual saving of around £55,000. If all the schools that have a viable business case were to install AMR then the annual cost would be approximate £57,000, with annual savings of around £180,000. Installation would help the County Council meet the Carbon Reduction Commitment reporting requirements and provides data to assist in greater energy efficiency in buildings.

### *Display Energy Certificate Officers (DECOs)*

Our qualified DECOs have provided certificates and energy efficiency reports to all sites that require a Display Energy Certificate (DEC) - those over 500sq.m. The threshold for certificates is to be reduced to 250sq.m.<sup>2</sup> by central government and as a result additional buildings will need to have a DEC by January 2015. This will mean the production of around 800 DEC's per annum. The DECOs identify and prioritise sites for improvements to energy consumption and help to set programmes for implementation.

# Future Planned & proposed activity

## **Procurement of contractors**

Most of our contractor arrangements will be replaced during 2012 and 2013 - as existing contracts come to an end. This cycle of contractor procurement follows the original rationalisation of the arrangements in 2009. There will also be new arrangements for asbestos testing and removal.

## **Procurement of consultants**

The master procurement programme includes a start on the procurement of property consultancy services in 2013 - for a new arrangement to start in April 2016. This would replace the current arrangement that is in place with Jacobs.

## **Property database**

The new version of the property database will be made available to officers and establishments via the Intranet during 2012. In addition work will continue to improve the ownership records and their ease of use.

## **Radon**

A strategy will be developed to mitigate the effects of naturally occurring Radon gas, where the geological conditions make this necessary.

## **Sustainability in Design, Construction and Management of Property Policy (SiDCaMP)**

Development work is underway and will be completed in the coming 12 months to implement the SiDCaMP policy that was approved by Executive in February 2010. The aim of the policy is to provide a cost effective alternative to BREEAM in order to satisfy local planning conditions and to provide a consistent approach to changes to council properties to give cost saving, reduced carbon emissions and ensure compliance. Its implementation forms a part of the One Council property workstream.

## **Sustainability pilots**

The Energy Team will be running or concluding the following pilot projects;

- oil AMR
- LED lighting
- thermal glazing film
- meter accuracy checks.

## Future Planned & proposed activity

### Upgrade of Energy Management System (EMS)

Over 100 sites have heating controls systems that are linked to the County's central EMS - to help ensure effective control of heating and of energy consumption. The system is to be replaced. The new system provides on-site controls via a web interface, and improved centralised support, 'off-site' data back-up, advice and troubleshooting. The central system has been upgraded and the site equipment will be upgraded to ensure that it is compatible with the new system.

All non-schools sites will be upgraded or will have a new system installed, subject to a viable business case or sound operational reasons. This is expected to cost approximately £111,000 as a one-off capital investment and save approximately £21,000 per annum, based on a 5% saving on heating energy bills. A report will be presented to the Schools Forum concerning the approach to schools. If all schools with a viable business case or sound operational reasons upgraded or installed the system then it would cost £543,000 and save approximately £73,000 per annum.

The EMS upgrade is being rolled out at the same time as implementation of the Automatic Meter Reading (AMR) project and it is expected that analysis of the AMR data will identify further potential for savings. Where AMR and EMS are both installed on a site the combined savings are

expected to be in the region of 7.5% (rather than 10% because there will be some overlap in the sort of savings that can be made). Both projects will be managed by the Energy Team via a secondment from Jacobs.