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SCARBOROUGH BOROUGH COUNCIL

**ASSET MANAGEMENT PROPERTY,
HARD GROUNDS AND LIGHTING
MAINTENANCE STRATEGY 2018 - 2022**

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Section A: Property Maintenance

1. Executive Statement

Property is a key resource for the Council. It has value, costs money to use and maintain, and is a critical component in supporting service delivery. The Council has a vision to improve the economic, environmental and social wellbeing for the people of the Borough. It is important to continuously challenge the approach to the management and maintenance of property in order to ensure it is supporting this vision.

The Council's property portfolio comprises of approximately 579 properties, with a book value of approximately £65 million and a maintenance liability of approximately £13 million.

The Property Repair Budget (PRB) is a fixed annual amount, presently £533k, which does not reflect the maintenance liability of the portfolio. In order to manage this very limited budget, an effective Strategy is required to ensure that property is managed and maintained to an appropriate standard including the effective control of associated finance and risk.

As outlined within the Financial Strategy a robust Capital Investment Strategy will be established during 2018 which should ensure that capital resources are available to support capital improvements to the property portfolio to assist the delivery of the Council's longer term strategic priorities and objectives.

2. Introduction

Estates and Strategic Land is responsible for developing and implementing strategic direction of the commercial property and land portfolio within the Council.

The maintenance of the property portfolio is managed and controlled within the Asset Management Service. The PRB for this process is also controlled and managed within this service.

The Council is aware that the delivery of an efficient and effective maintenance service is both critical in determining user satisfaction and essential to the proper management of the property portfolio. It is important that there is a corporate approach to managing the property portfolio and cross service collaboration.

3. Background

Maintenance is defined as the combination of all technical and management actions needed to keep an asset in or bring it up to a suitable standard whereby it can perform its intended function at optimal efficiency.

Our vision is to use property that is fit for purpose, efficient and sustainable, in order to support the delivery of services to our community.

Property is a core resource, and as such we want it to be:

- **'fit for purpose'** – property actively contributing to effective service delivery in terms of location, condition, suitability, accessibility, design and layout;
- **'efficient'** – in the way that property performs and in the way that property is used i.e. flexibly and support new ways of working; and
- **'sustainable'** – both in environmental and financial terms so that it supports the work of the Council and its partners.

The existing portfolio does not generally meet this criteria, however the Estates & Strategic Land section are seeking to develop a property rationalisation programme which will then enable the Council to:

- **target available resources** on 'core' properties; those that the Council considers it needs to retain in the medium to long term (5+ years);
- **work in partnership** with other organisations and local communities to maximise the use of property;
- **improve the energy performance** of the property portfolio to reduce the carbon footprint and expenditure on utilities; and
- **ensure value for money** in all property-related transactions.

This same approach has been adopted by Asset Management in respect of the other assets within its responsibility, namely Hard Grounds and External Lighting. The detail around each of these areas are detailed later in this Strategy.

4. Performance Monitoring

The condition of all building assets will be assessed in detail by means of a condition survey at least once every five years, undertaken by competent and suitably experienced surveyors and engineers.

A formal condition assessment report for each building asset surveyed is to be produced.

Records of building asset condition shall be maintained in the property database. This will in future be within the RAM system. All relevant information shall be uploaded to the system to ensure accurate and up to date building asset condition records are available to all those who need it.

Appropriate Key Performance Indicators (KPIs) are to be monitored and reported in accordance with the Council's Performance Management Framework.

The KPIs will focus on:

- maintenance service delivery performance;

- maintenance management performance; and
- maintenance cost performance.

5. Contractor Management

Asset Management has a small team of multi-skilled asset management operatives which is supplemented and supported by external contractors where appropriate. In order to ensure that support is available a tender exercise was previously undertaken to establish trade specific frameworks for reactive repairs and maintenance.

These frameworks are coming to an end of their term, and are being renewed in accordance with the Council's Constitution and Procurement Rules. The following trades are currently out to competitive tender:

- Bricklaying and General Building Works
- Roofing Works
- Electrical Works
- Plumbing
- Joinery Works
- Glazing
- Resurfacing works
- Painting & Decoration
- Scaffolding
- Flooring
- Drainage

It is anticipated that the new frameworks will be active from 1 April 2018.

The Council will monitor performance of contractors used to ensure value for money, effectiveness, efficiency and quality of all aspects of the maintenance service are achieved.

6. Property Maintenance Work Types

Asset Management divides building maintenance into a number of different types of work, each of which is used to fulfil a practical purpose during the life of a property, and these are detailed beneath:

6.1 Reactive Maintenance

Reactive repairs are isolated repairs that are carried out "on demand" in response to requests from clients.

Internal clients notify Asset Management of the requirement for reactive repairs, who then prioritise them according to their urgency and given timescale targets for completion. These priorities and targets ensure that the most urgent repairs are

attended to within appropriate timescales and can be used to provide a benchmark against which performance is evaluated.

6.2 Planned Maintenance:

These are generally more extensive repairs or renewals that are undertaken as part of a programme of works intended to reduce the probability of failure or the performance degradation of an item, ensuring it remains in an acceptable condition. For example, the planned replacement of a boiler in order to maintain a heating system within a building.

These programmes are principally driven by the Council's investment plans and ongoing condition surveys which are designed to establish actual and future maintenance needs by balancing the remaining life of the property fabric, services and finishes against financial, legal and social criteria.

6.3 Cyclical Maintenance:

These are works organised and carried out with forethought, control and use of records to a predetermined plan or interval of time, number of operations or other factors. This is done in order to prevent the premature breakdown of time sensitive components and meet regulatory and legal duties.

This includes servicing the equipment, checking components and identifying elements which may need replacement to avoid breakdowns. Examples are lift servicing, gas appliance servicing, servicing of automatic doors, fire extinguishers testing etc.

Cyclical maintenance also includes service contracts in relation to plant and equipment, e.g. for the maintenance of the Building Management System (BMS) at the Town Hall.

6.4 Capital Improvements

Whilst there are many reasons for undertaking refurbishment, the principal reasons are:

- Lengthening substantially the useful life of the asset;
- Increasing substantially the open market value of the asset; and
- Increasing substantially the extent to which the asset can or will be used for the purposes of or in connection with the functions of the Council.

Some typical examples of works falling within this definition are:

- Re-roofing;
- Structural works;
- Rewiring (complete);
- Central heating provision or replacement;
- Window replacement or double glazing (complete).

7. Property Inspection Process

The inspection process is a valuable tool in identifying future budget requirements and an aid in reducing the amount of reactive maintenance and increasing planned maintenance.

Generally, Asset Management has an inspection approach based on producing condition surveys for a percentage of the property portfolio each year. However, as the Council is seeking to rationalise its property holding, and to ensure that comprehensive, accurate information is held Asset Management are refreshing the condition surveys for each of the properties. This process is underway, and is being conducted in-house for the smaller properties and supplemented by an external resource for the larger, more time consuming properties.

The information captured details the repair requirements with a priority rating and the property condition in accordance with the standard grading as per CIPFA guidance, as detailed beneath.

Building Condition Classifications

A	Good – performing as intended and operating effectively
B	Satisfactory – performing as intended and requiring minor repairs
C	Poor – exhibits various defects, each of which might not be significant in itself but together needs attention on a planned basis.
D	Life Expired – exhibits major deterioration. Serious risk of imminent breakdown or is health and safety hazard.

Within each building condition classification is a further category for building performance. Together the classifications establish a benchmark by which the property's overall condition can be measured.

Building Performance Classifications

1	Urgent – work that will prevent the immediate closure of premises and/or address an immediate health and safety risk to the occupants and/or a serious breach of legislation.
2	Essential – work required within two years that will prevent serious deterioration of the fabric of the building or services and/or address a medium health and safety risk to the occupants and/or remedy a less serious breach of legislation.
3	Necessary – work required within three to five years that will prevent deterioration of the fabric or services and/or address a low risk to the health and safety of the occupants and/or remedy a minor breach of legislation.

4	Desired – long term work required outside the five year planning period that will prevent deterioration of the fabric or services.
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Surveys also allow the maintenance liability for the Council's property portfolio to be calculated and for plans to address this expenditure to be prepared. The maintenance liability profile, based on the updated condition surveys that have recently conducted is appended as Appendix P1. This survey work is still on-going.

The information can be used to assist in the process of strategic decisions whether to maintain, invest or dispose of properties.

8. Statutory Compliance

Minimising the Council's exposure to risk is now embedded across the Council, through Risk Management awareness and training. Asset Management has identified the statutory obligations and related risks affecting the Council's use and occupation of buildings and continues to prioritise their compliance in accordance with relevant legislation and regulations.

8.1 Health and Safety

Health and Safety issues are of paramount importance to the Council. Relevant staff liaise directly with the Council's Health and Safety Officer on the implementation of safety legislation, the maintenance of records and the "wellbeing" of all Council employees, contractors, consultants and members of the public.

The Asset Management staff work alongside the Council's Health and Safety Officer on issues relating to:

- Fire safety;
- Health and safety audits;
- Risk assessments;
- Developing and implementing property related policies and procedures;
- Developing and implementing construction related policies and procedures.

In addition, two Asset Management staff attend the Council's Safety Co-ordinators Group where key issues are discussed and best practice exchanged.

8.2 Statutory Testing and Certification

Ensuring the portfolio conforms to statutory obligations is a high priority of the Council. Failure to do so may expose Council staff and clients to health and safety risks or expose the Council to financial risks.

Asset Management is responsible for statutory testing and is continuing to develop the Council's response to the ever-changing statutory duties that Health & Safety and other legislation requires.

Statutory testing is, in general, financed from the Property Repair Budget. The costs of the statutory tests are constantly monitored and where necessary a tender process is completed to ensure competitive costs.

The range of statutory tests undertaken to ensure a safe environment exists are detailed beneath:

- Electrical Installation i.e. fixed lighting and power circuits;
- Fire Alarm and associated equipment;
- Emergency lighting;
- Lightning protection;
- Hoist and harnesses;
- Passenger and goods lifts;
- Portable appliance test;
- Legionella;
- Fire fighting equipment;
- Asbestos register;
- Intruder alarms;
- Gas supply systems including boilers and heaters;
- Fire certificates/fire risk assessments; and
- Display Energy Certificates for new and existing buildings.

The majority of these obligations are dealt with by service contracts ensuring that the required tests and certificates are carried out in a systematic way and at the best value. The remainder is undertaken by the Council's Asset Management operatives. Remedial works identified are assessed, prioritised and attended to in accordance with budgets and financial procurement regulations.

8.3 Corporate Premises Risk and Facilities Management File

Asset Management intends to introduce a Risk and Facilities Management file to each Council operated premise. The file will, amongst other elements, contain background information, drawings, key holders and a checklist of compliance data to be recorded in the file, for example, electrical hardware test certificates or legionella risk assessments.

The Premise Manager can then ensure that statutory obligations are being controlled. In addition, it is hoped, with appropriate training, that these operational managers can undertake certain tests, such as, fire alarm testing, and also providing accurate utility meter readings.

Prior to implementation, this process would need to undergo consultation with Premise Managers as appropriate.

9. Maintenance Budget

9.1 Revenue Budget

A corporate PRB exists to provide a vehicle to finance repairs to Council owned property. The annual expenditure of the PRB is £533,500 per annum having been reduced to reflect the transfer of maintenance liability for the leisure sites to Sports and Leisure Management Ltd (SLM) and public conveniences to Whitby Town Council.

The anticipated profile of the 2018/2019 budget including other planned works is detailed in Appendix P2. The setting of the PRB does not in itself take account of the condition of the Council's buildings; it is aligned to the priorities and affordability of the Council. Repairs to Harbour properties are funded directly by the Harbour Service, as are repairs within the Open Air Theatre.

At present the PRB is divided on a 60/40 split between planned and reactive maintenance expenditure. Through undertaking increased preventative and planned maintenance Asset Management is seeking to re-align this in accordance with the widely recognised good practice standard of a 70/30 split between planned and reactive.

The PRB represents around 1.00% of the book value of the Council's property portfolio, which is well below the industry recognised best practice spend of 5.00%.

In order to continue to achieve a reduction in the maintenance liability Asset Management, Estates & Strategic Land, Premise Managers and Finance must work closely together to focus priorities on the future strategies of the Council, whilst ensuring legislative standards are met.

9.2 Asset Management Improvement Budget

The Council is keen to continue delivering its regeneration programme, pursuing commercial opportunities which can generate financial returns to support the revenue budget and funding essential maintenance and infrastructure backlog works on the Council's existing asset portfolio.

In order to ensure that capital resources are not overcommitted over the longer term these investments must all be considered along-side each other.

The information from the condition survey review being conducted will be used to prioritise future maintenance expenditure and asset holdings and allow a detailed, long term plan of property repairs, maintenance and asset sales to be established. This maintenance plan will be factored into the Council's future capital budget proposals and any proposed asset sales will be factored into capital receipt projections.

As detailed within the Financial Strategy all capital expenditure will continue to be managed via the overall Capital Investment Strategy. The establishment of a more robust capital investment strategy from 2018 onwards should ensure that capital resources are utilised in a planned and structured way and provide funding to take forward priority schemes that will deliver the Council's longer term strategic priorities and objectives.

10. Energy Management

The Council is committed to reducing its impacts upon climate change. As part of this commitment, the Council has identified transport, travel, energy use, procurement and efficiency savings as key areas for review and improvement.

The Council employs an Energy Manager to drive the Council's natural resources consumption, and identify measures to deliver reductions. The Portfolio Holder for Housing, Public Health and Sustainability is the nominated Member Energy Champion. The Energy Manager also has wider duties and responsibilities within the Asset Management team, however is committed to managing and reducing the energy consumption.

The Council recognises the importance of sustainable buildings. Consequently when maintenance or capital works are undertaken and new plant and or equipment is to be installed, a full evaluation should be undertaken to see if any improvements to reduce energy consumption and carbon emissions can be achieved in a cost effective way.

10.1 Corporate Energy and Water Objectives

1. To achieve a corporate energy reduction target of 10% on the Council's 2014/15 baseline in energy use by 2020.
2. To use all energy and water as efficiently as possible and negate all means of wastage through the enhanced use of technology, raised awareness levels of consumption and improved levels of housekeeping.
3. To achieve the operating standards within those Council buildings and functions whose longevity would ensure payback is achieved.
4. To reduce the dependence on fossil fuels by procuring (if financially viable) green electricity and employing renewable forms of energy where it is both practical and economical to do so.
5. To annually review the Corporate Energy and Water Reduction Plan and the Energy and Water Reduction Plans for the Council's identified large sites.
6. To ensure that energy efficiency is prioritised when procuring new buildings.

10.2 Salix Energy Efficiency Fund

Salix Finance (Salix), a partner of the Carbon Trust, provided match funding to the Council to establish an Energy Efficiency Fund in August 2010 to implement schemes designed to reduce and manage energy consumption in Council premises. The opening fund balance was £130,000; however due to the excellent performance of the Fund Salix matched funded a further £40,000 contribution in 2015, taking the balance to £210,000.

The basis of the Fund is that it self-perpetuates by using the savings gained to reinvest in further projects.

Each project must meet the pre-defined criteria set by Salix to minimise the risk that it is unsuccessful in meeting the project objectives. All proposed projects are agreed with the Portfolio Holder for Housing, Public Health and Sustainability and a representative from the Green Party (previously Chair of the Sustainability Working Group).

Since the Fund was established over 80 projects have been commissioned and delivered. The capital investment should payback within 5 years to meet the funding criteria. The average payback for all projects to date is 3.2 years.

Examples of the projects due to be undertaken during 2018 include:

- Utilisation of the heat existing heat exchanger within the mercury abatement system at the Woodlands crematorium, to decrease the amount of energy consumed when heating the building. This project will cost in the region of £5,500 and will save over £1,100 per year and will achieve payback within 5 years.
- LED Lighting upgrades within the Town Hall. This project when completed will save the council between 60 and 64% of the present annual lighting costs of the building.
- Replacement of the Town Hall boilers and BMS system which were both installed over twenty years ago and are showing signs of their age. This will be partially funded through Salix with the Council making a financial contribution to bring it within the defined criteria.

10.3 Procurement of Energy

The Council recognises that the purchase of gas and electricity is a complex procurement exercise, thus utilises established frameworks operated by organisations such as Yorkshire Purchasing Organisation (YPO) and more recently East Shires Purchasing Organisation (ESPO).

In addition to these frameworks having been market tested in accordance with EU regulations the Council benefits from pricing economies of scale as a number of Local Authority energy consumption requirements are grouped together.

The Council's energy supply is provided by Total Gas & Power, with a contract expiry of 30 September 2020 for electricity and 31 March 2019 for gas. Asset Management will, in conjunction with Procurement, explore the options available at that time to identify the most suitable supply.

The existing contract provides Pure Green electricity which comes from 100% renewable sources. A brochure showing the fuel mix for Pure Green and comparisons is attached at Appendix P3.

10.4 Energy Performance Certificate

An Energy Performance Certificate (EPC) provides prospective buyers and tenants of a building with correct information about the energy performance of the building and practical advice on improving such performance.

An EPC provides an energy efficiency rating (related to running costs) for a building based on the performance potential of the building itself (the fabric) and its services (such as heating, insulation ventilation and fuels used). Not all buildings are used in the same way, so the energy rating uses 'standard occupancy' assumptions which may be different from the way the building is used.

An EPC includes recommendations on how the energy performance of the building can be improved (to reduce running costs) together with an indication of the payback period. There is no statutory requirement to carry out any of the recommended energy efficiency measures stated.

Each of the properties that qualify under the residential and business criteria will have to have an EPC carried out. An EPC is valid for 10 years or until a newer EPC is produced for the same building no matter how many times the property is sold or rented out during that period. Existing occupiers and tenants will not require an EPC unless they sell, assign or sublet their interest in a building.

EPCs are graded between A and G, a building must score E or above for it to be sold or let. The council will be carrying out a full rolling program of assessment within the estate and will be carrying out work to improve the energy rating of all of the buildings that it owns if it is required. This process will increase the energy efficiency of the buildings and moreover help to decrease emissions.

10.5 Display Energy Certificates

The Council is legally obliged to provide Display Energy Certificates (DECs) within those buildings it operates that have public access and are larger than 500 m². The DECs show the energy performance of the building based on actual energy consumption, building footprint, operating hours and building category.

DECs are very useful measure for comparing year on year energy reductions. The Council will work towards improving standards of energy rating in cases where buildings are assessed as having a low energy rating. Over the five year period detailed in the table beneath each of the buildings has shown an improved performance, although they have remained static during the past few years. At face value this may appear as no improvements have been made, however it is important to recognise that the buildings are being utilised more in terms of occupation and opening hours than in previous years.

Display Energy Certificates by Building

Building	13/14	14/15	15/16	16/17	17/18	Comments
Filey Evron Centre	C77	C69	C69	C69	C69	
Town Hall	D80	C71	C67	C67	C67	

King Street	C68	C66	C58	C58	C58	
Manor Road Nursery	E119	G185	F128	E110	n/a	This building is soon to be decommissioned.
Scarborough Market	A18	A17	A15	n/a	n/a	Due to redevelopment the energy invoices are not available.

10.6 Driving Down Consumption

The Council is committed to reducing energy and water consumption and in doing so deliver financial savings.

Using the 2014/15 financial year as the baseline the Council aims to reduce emissions by 10% by the end of 2020, implemented as a 2% per annum reduction.

	CO2 tonnes					
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Target	2,072	2,031	1,989	1,948	1,906	1,865
Actual	2,072	1,896	1,753	-	-	-
Revised target	-	-	-	1,718	1,683	1,650

The target reduction has been reached, and therefore the targets for the forthcoming periods have been revised accordingly. Subject to the position at the end of this financial year Asset Management are to explore the introduction of a new baseline.

The framework to continue delivering a reduction is focused on four main areas, namely:

- a) Monitoring and Measurement;
- b) Tackling the large consumers;
- c) Staff engagement and awareness;
- d) Reporting process.

a) Monitoring and Measurement

Accurate, quality and timely data is fundamental to delivering energy and water reduction. Asset Management intend to capture and measure more comprehensive usage data and in doing so identify potential areas of further energy and water savings.

The measures detailed below are already in train and the Council is looking to complete these installations by 2020.

- the feasibility of installing power meters at distribution board level to identify high consuming areas within large sites, such as the Town Hall;
- the installation of Automatic Meter Reading (AMR) on all significant Gas meters as part of future corporate Gas procurement contracts;

- the installation of AMRs for water as part of the Water Open Market 2017, which as well as providing invaluable data can be set up with an alarm protocol to identify leaks;
- establishing consumption alarms on current data monitoring systems.

b) Tackling our Large Consumers

Approximately 84% of the Council's electrical energy consumption occurs within the top 10 consuming sites/functions. The top two sites are Street Lighting (17.29%) and the Town Hall (13.32%) and focusing on these two would present the best opportunities for savings. Significant improvements have, and continue, to be made to the street lighting portfolio to reduce energy costs, as this previously accounted for 34% of consumption.

Approximately 95% of the Council's gas energy consumption occurs within the top 10 consuming sites. Targeting the Manor Road Nursery (23%), Town Hall (25%) and Crematorium (8.9%) would represent the best opportunities to drive down consumption and deliver financial savings. Following Full Council decision Manor Road Nursery is to be incorporated within the Dean Road depot site and Parks and Countryside Services are to procure plants rather than grow them. This will have a significant impact on the Council's gas consumption.

Around 83% of the Council's water consumption occurs within the top 10 consuming sites/functions. The main area of focus needs to be on Public Conveniences, which represent 45% of the water consumption. Stage 1 of the Public Conveniences review has completed with a number of facilities closed and others transferred to third party operators. Stage 2 is now being planned and implemented which should lead to further reductions in water consumption.

Consideration needs to be given to defining operating standards with particularly reference to monitoring and controls within the Council's public conveniences, which represents 45% of the overall water consumption.

Defining Operating Standards

In order to operate effectively and efficiently it is important to define Operating Standards in terms of lighting and heating levels and types of equipment installed. By 2020 where building/function longevity permits the Council will ensure that:

1. Light fittings are upgraded to LED;
2. Where suitable, lighting will employ intelligent controls;
3. All boilers will be of an A Rated condensing type and will be controlled via a Building Management System (BMS), or a local control mechanism;
4. Loft spaces and ceiling voids are insulated to a minimum of 300mm loft insulation;
5. All heating and DHWS pipe work will be lagged in accordance with the Carbon Trust standard;
6. Cavity walls will be insulated.

Many of the standards listed above have been acted upon and although they are not complete the work that has been carried out is making a substantial difference.

c) Employee Engagement and training

Employee engagement will play a major role in reducing the Council's energy and water consumption. Better informed and trained staff will have the ability to make better decisions and should therefore be able to assist the Council's commitment to energy and water reduction through their working practices.

All employees have a significant role to play by:

- Ensuring that they take steps to reduce energy and water wastage wherever possible;
- Reporting faults or system failures at the earliest opportunity;
- Actively contributing to energy saving measures;
- Making energy savings recommendations.

All of the points above will be addressed in the form of basic training modules that will raise awareness and help to prevent energy wastage.

d) Reporting Process

Significant progress has been made in managing the Council's energy consumption and it is important that this success is suitably reported. This will be achieved by:

- Inclusion of relevant Energy Management information within the Portfolio Holders Member Statement to Full Council;
- Displaying the results of the Display Energy Certificates within the relevant building annually;
- Annually review and publish the results of the Green House Gas Emissions reporting.

11. Corporate Property Information and Storage

Property information is presently held across different systems which do not communicate with each other, and the Estates Terrier can no longer be developed to meet future aspirations. The Council has therefore invested in a software system called Real Asset Management (RAM) which will enable property information held by Estates and Asset Management to be held within one system.

The system is also used by Finance for the Capital Valuations of the property portfolio enabling a seamless exchange of data.

Estates and Asset Management are commencing the implementation of RAM and the cleansing of data. The system is intended to hold ownership information, condition surveys, tenancy data and many other elements of property information.

The Property Database is the key tool in providing the data to enable informed decisions to be made in respect of the repair and maintenance of the property portfolio.

Section B: Hard Grounds Maintenance

1. Infrastructure

Asset Management is responsible for the inspection and maintenance of approximately 454,061 m² of hard grounds surface. This comprises:

- Car Parks;
- Estate Roads;
- Parks and Open Space Footpaths;
- Housing Footpaths.

Estate Roads are un-adopted carriageways and footways on Council owned land, for example, Spa Approach Road, Scarborough and Oliver's Mount circuit.

2. Asset Condition Survey

To enable a comprehensive understanding of the condition of the hard grounds portfolio and to develop strategic long term plans Asset Management Officers conducted surveys of these assets during 2016.

The survey captured the following data:

- a narrative of the asset;
- measurements;
- surface material;
- conditionality;
- condition assessment;
- cost estimate

Each hard grounds asset has been given an overall conditionality score using the same matrix used for classifying building conditions, which is issued by CIPFA. This allows for a consistent approach to be applied across the assets for which Asset Management are responsible.

The categories are detailed in the Tables below:

Hard Grounds Infrastructure Condition Classifications

A	Good – performing as intended and operating effectively
B	Satisfactory – performing as intended and requiring minor repairs
C	Poor – exhibits various defects, each of which might not be significant in itself but together needs attention on a planned basis.
D	Life Expired – exhibits major deterioration. Serious risk of imminent breakdown or is health and safety hazard.

Within each condition classification is a further category for performance.

Hard Grounds Infrastructure Performance Classifications

1	Urgent – work that will prevent the immediate closure of asset and/or address an immediate health and safety risk to the public.
2	Essential – work required within two years that will prevent serious deterioration to the fabric of the asset and/or address a low health and safety risk to the public.
3	Necessary – work required within three to five years that will prevent deterioration to the fabric of the asset and/or address a low health and safety risk to the public.
4	Desired – long term work required outside the five year planning period that will prevent deterioration of the fabric of the asset.

Together the classifications establish a benchmark by which the assets overall condition can be measured.

3. Inspection Regime

In accordance with the Occupiers Liability Act 1957 the Council has a duty to take such care as in all the circumstances is reasonable to see that a visitor will be reasonably safe in using the premises for the purposes for which he is invited or permitted by the occupier to be there.

With regard to hard grounds assets, Asset Management discharges this duty by undertaking routine safety inspections and effective repairs of actionable defects. The frequency of these inspections range from monthly to twice yearly and are determined using a risk based approach, giving consideration to such characteristics as location, footfall, and use.

All routine safety inspections are walked and the Inspector completes a dynamic risk assessment of potential defects identified. This would include the physical location of the defect within the asset, the location of the asset, size of the defect and the volume of traffic both pedestrian and vehicular. Consideration will also be given to possible future deterioration prior to the next planned inspection. Intervention is generally required where a defect exceeds 25mm depth within a footway or car park and 40mm depth within a carriageway.

To assist the Inspector, Asset Management has produced an Inspection Procedure Guidance document which is subject to annual review.

All actionable defects identified are recorded on site by the Inspector via a handheld GIS device; this captures the date of inspection, the type of defect present, its precise location, measurements of the defect and the repair priority. A photograph of

the defect is also taken and cross referenced to the defect. The data collected during the inspections is uploaded to a database, and is used for work planning and to assist the Council defend public liability claims.

4. Defect Repair

Remediation works are carried out by either Asset Management operatives or a framework contractor; and that decision is generally based on the size of the defect and other operational requirements at the time.

Each actionable defect must be repaired within the priority set by the Inspector.

During the year a sample of completed repairs are selected and inspected to ensure a consistent quality is being delivered.

All works allocated to an external contractor with a value greater than £5,000 are inspected and a sign off form completed prior to payment.

5. Key Performance Indicators

Asset Management are keen to facilitate an environment and culture of continual improvement and the following indicators have been established to monitor performance and identify ways to improve systems.

- Number of safety inspections completed within appropriate timescale – car parks/estate road/footpaths;
- Number of safety inspections completed within appropriate timescale – bus shelters;
- Number of tasks for work originating from safety inspections that are completed within the priority timescale.

Performance against these indicators is reported through the Council's Performance Management Framework.

The table beneath shows the conditionality position of the asset base as at September 2016 on completion of the surveys; and as at now January 2018. The objective is to reach 90% of hard ground assets being rated as Satisfactory or above (A) or (B) by 2025, the date of the re-surveys, and it is clear to see that significant improvement has already been made.

	September 2016	January 2018
assets by number rated (A) or (B)	63.90%	75.50%
assets by area rated (A) or (B)	69.10%	78.40%

6. Budgets

A key outcome of the survey work is that Officers can forecast the anticipated cost to bring all hard grounds assets to an A or B rating. The estimated cost over the next 7

years is £1,305,850 which is shown on the Grounds Maintenance Dashboard at Appendix HG1, with a detailed breakdown shown in the Spending Profile at Appendix HG2.

The annual revenue budget is insufficient to address this level of expenditure and therefore a targeted approach has been adopted. Officers submit capital bids as appropriate and Asset Management has established a good working relationship with a number of Friends Groups and Community organisations, where through working collaboratively alternate funding streams are being explored.

The budget for the Hard Grounds and External Lighting maintenance for the 2018/2019 financial year is attached at Appendix HG3.

7. Public Rights of Way

NYCC is the responsible authority for the maintenance of Public Rights of Way (PROW) detailed on the dedicated PROW map. There are 12 PROW that pass over this Council's land.

Whilst the land remains in this Council's ownership the responsibility for on-going inspection and maintenance rests with NYCC.

8. Planned Improvement Works 2018

Detailed beneath is the schedule of planned improvement works scheduled to be carried out during the forthcoming financial year.

Location	Nature of Works
Sea View Car Park, Scarborough	Footway reconstruction
Valley Gardens, Scarborough	Footway reconstruction
Helredale Cemetery, Whitby	Footway reconstruction
Westway, Eastfield, Scarborough	Removal of pre-cast concrete paving and resurfacing
North Promenade, Whitby	Footway reconstruction
Sainsburys Park, Scarborough	Removal of pre-cast concrete paving and resurfacing
Falsgrave Park, Scarborough	Resurfacing of footpaths
Fountains Close, Whitby	Removal of pre-cast concrete paving and reconstruction of footpaths
Whitby Marina Back Car Park Access Road	Resurfacing of carriageway

Section C: External Lighting Maintenance

1. Infrastructure

The Council is currently responsible for 2,667 lights across the Borough, which are a mixture of free standing columns and wall brackets. The lights are sited in the following type of locations:

- Parks and Open Spaces, for example, Peasholm Park, Pannett Park and Crescent Gardens;
- Council owned car parks;
- Footway and Parish Lighting.

The Council refers to Parish Lighting, as these were lights provided by Parish Councils under the Model Agreement, and these reverted back to this Council when Parishes terminated the lighting element of those Agreements. These lights are usually columns or lamps bracketed to a residents property: and generally illuminate the adopted highway although they do not meet the highway standard.

In addition, the Council also maintains all festoon lighting within the major towns of Scarborough, Whitby and Filey, for example, along the seafronts and around Peasholm Park lake.

2. Asset Condition Survey

To better understand the lighting portfolio and enable the establishment of a works programme Asset Management Officers conducted a condition survey of all the lighting stock during 2016 and 2017.

The information captured during the surveys consisted of:

- Location of the light;
- Reference number;
- Type and height of the columns;
- Style of the lantern and fixing bracket;
- Type of lantern;
- Lamp wattage;
- Lamp burn hours.

Each lighting unit has been given an overall conditionality score using the same style of matrix used for classifying building conditions, which is issued by CIPFA. This allows a consistent approach to be applied across the asset base for which Asset Management is responsible.

The categories are detailed in the Tables below:

Lighting Infrastructure Condition Classifications

A	Good – performing as intended and operating effectively
B	Satisfactory – performing as intended and requiring minor repairs
C	Poor – exhibits various defects, each of which might not be significant in itself but together needs attention on a planned basis.
D	Life Expired – exhibits major deterioration. Serious risk of imminent breakdown or is health and safety hazard.

Within each condition classification is a further category for performance.

Lighting Infrastructure Performance Classifications

1	Urgent – work that will prevent immediate failure of the lighting unit, column or fixing bracket and/or to address an immediate health and safety risk to the public.
2	Essential – work required within two years that will prevent serious deterioration of the fabric of the lighting unit, column or fixing bracket or service and/or address a medium health and safety risk to the public.
3	Necessary – work required within three to five years that will prevent deterioration of the fabric of the lighting unit, column or fixing bracket or service and/or address a low risk to the health and safety of the public.
4	Desired – long term work required outside the five year planning period that will prevent deterioration of the fabric of the lighting unit, column or fixing bracket or service.

Together the classifications establish a benchmark by which the assets overall condition can be measured.

Burn hours for the lights were also recorded. This information is passed to Northern Powergrid via their Estimated Annual Consumption (EAC) certificates enabling them to produce accurate invoices for energy consumption by calculating: wattage of equipment x burn hours x number of items for each unmetered supply account the Council holds.

3. Data Storage

The data collected during the surveys is held within an Access database, with each light unit location plotted into ArcMap, which is the Council's GIS mapping system.

The data can be easily updated and retrieved to answer queries and also to assist in formulating a programme of replacement and maintenance works.

Asset Management is to explore options for a dedicated system to provide longevity and greater protection of data. It is hoped to produce a more integrated system incorporating energy management.

4. Parks and Open Space Lighting

Asset Management has been implementing a programme of upgrading the Parks and Open Space lighting lamps to LED; and it is anticipated that this will be completed during the forthcoming financial year. This not only reduces the Council's operational energy costs but also its maintenance liability, as the lighting units can be deferred to a 3 yearly inspection frequency rather than yearly. During the inspection the structural integrity of the column is checked.

The upgrade work, routine safety inspections and day-to-day repairs are carried out by Asset Management operatives.

Savings arising from this programme will, in the first instance, be reinvested into further improvements to the overall lighting stock, particularly around column repainting to provide longevity to those columns.

5. Car Park Lighting

Asset Management has been implementing a programme of upgrading the car park lighting lamps to LED; and it is anticipated that this will be completed during the forthcoming financial year. This not only reduces the Council's operational energy costs but also its maintenance liability, as the lighting units can be deferred to a 3 yearly inspection frequency rather than yearly. During the inspection the structural integrity of the column is checked.

The upgrade work, routine safety inspections and day-to-day repairs are carried out by Asset Management operatives.

Savings arising from this programme will, in the first instance, be reinvested into further improvements to the overall lighting stock, particularly around column repainting to provide longevity to those columns.

6. Footway and Parish Lighting

Maintenance of the footway and/or parish lighting is currently carried out by NYCC under a Service Level Agreement (SLA) that runs until 2023. Following a procurement exercise, NYCC appointed a term contractor, Ringways, to deliver maintenance and replacement works across the County, and this Council has 'piggy backed' on this contract.

Each light and column is subject to a safety inspection, operationally tested and cleaned every 2 years and where necessary the lamp is replaced. Under the SLA, this Council has granted NYCC a general permission to carry out work up to a value of £300 per light. For works with an anticipated value greater than £300 written approval is sought from Asset Management. In the case of emergencies permission may be granted verbally.

Ad-hoc faults are reported to NYCC via their online portal, again the same conditions of the SLA apply.

A full electrical test of every light is carried out every six years.

The aim of the approach is that as the lighting stock improves, with movement towards thermoplastic coated columns and LED lanterns the frequency of the planned inspections will be extended to a 3 yearly basis.

This Council does not have an obligation to provide lighting, and if, and when, these lights fail Officers will challenge whether this Council should be funding the replacement.

With effect from 2019/2020 the manufactures of low pressure sodium lamps, more commonly known as SOX lamps will phase out their production. This lamp, which is widely utilised within our footway and parish lighting will become unmaintainable. With the lantern and gear tray specifically designed for a SOX lamp this means that a replacement lantern will be required. After discussions with NYCC it has been agreed that these lanterns will only be replaced by LED lanterns once the SOX lamps fails rather than a proactive approach so that the budgetary impact is spread over several financial years.

7. Column Replacement and Adoption Schemes

The Council is responsible for a significant number of concrete light columns across the Borough, which were identified as posing a health and safety risk. Asset Management submitted a capital bid for £1 million which is being released as £100k per annum to undertake replacement schemes. The funding is due to run until 2023.

As part of these schemes Asset Management has challenged the need to retain the lighting columns and also considered alternate options to lighting provision. The main approach taken has been to work with NYCC to identify locations and schemes where this Council's lighting stock could be brought up to the required highway standard and then ownership and operational costs are transferred to NYCC. The transfer process is carried out in accordance with the Highways Act 1980.

To date over 240 lighting columns have been successfully transferred to NYCC from various locations including the following:

- Burniston
- Cloughton
- Sleights
- East Ayton

➤ Seamer

Currently, a further two schemes in Hinderwell and Newholm are coming to conclusion which will result in a further 50 lighting columns being transferred.

During the forthcoming financial year Asset Management will be commencing a large replacement and adoption scheme with NYCC in Hunmanby. This will be undertaken in 4 phases and upon completion will see 270 lights transferred to NYCC.

Within certain areas of poor quality lighting it will not be cost effective to bring the location up to NYCC's adoptable standard. In areas such as these we have a program with NYCC for the specific removal and upgrade of concrete light columns. This year will see all concrete columns that have no potential to be included in future adoption schemes from Whitby to Scarborough upgraded to a thermoplastic coated column with LED lantern. This follows previous years where all such columns located within the Esk Valley villages and the coastal villages north of Whitby were upgraded.

8. Footway Lighting on Private Roads/Alleyways

As part of the scrutiny of the lighting portfolio, Officers have identified approximately 180 lights currently maintained at the Council's expense that are located on private road and/or alleyways. These lights are not maintainable at the public expense (adopted) and the roads and alleyways are maintained at the expense of the residents that have access over them.

The Council has no statutory obligation to provide lighting and the cost of safety inspection, maintenance and energy consumption should be borne by the residents served by the lights.

Asset Management has commenced a process of agreeing the transfer of the lights and their operational cost to the residents of each private road and/or alleyway. It is appreciated that it will take time to reach agreements and structured approach of consultation is being devised.

If agreement cannot be reached with the residents the ultimate sanction is for the Council to terminate the energy supply and remove lighting.

9. Festoon Lighting

During the forthcoming financial year Asset Management operatives will undertake the scheduled 3 yearly inspection of the Council's festoon lighting portfolio. This inspection regime consists of:

- electrically testing;
- replacement of defective lamps;
- testing the structural integrity of the support columns;

The works that arise from these inspections will, where appropriate, be carried out by the Asset Management operatives.