

**Asset Management Strategy Update and  
Draft Asset Management Plan 2016/17**  
Report by Director of Operations and Asset Officer

**Summary:** This report sets out the progress that officers have made to date in the development of the Asset Management Plan and identifies the budgetary provisions which are required to satisfy the audit recommendations. Additionally, the Asset Management Strategy has been reviewed and an updated version is included for members' endorsement.

**Recommendation:** That members

- (i) note the progress made in the development of the Asset Management Plan, and endorse the revised Strategy at Appendix 1: and
- (ii) confirm the proposed financial provisions in relation to future maintenance and replacement of countryside and conservation assets as set out in section 3.2 and 3.3.

## **1 Asset Management Strategy update**

- 1.1 The Broads Authority adopted its Asset Management Strategy in July 2012, following its identification as a key priority for the Broads Authority following an internal audit carried out in 2008/09, and a new post of Asset Officer was created as part of the restructuring in 2011. This Strategy identifies how the Authority will ensure that the Authority's land, property and other assets are managed and maintained as effectively as possible.
- 1.2 As required by the endorsed Strategy, the annual review has recently been completed. This has identified a number of updates, particularly identifying the lessons learned in respect of disposal of land following the processes required for the disposal of Geldeston Woodland. The main changes are listed below:
  - 7.5 (d) Updated to reflect current position
  - 7.5 (i) Addition – information on Open Access Land
  - 7.5 (j) Addition – information on Community right to bid
  - 7.5 (k) Addition – information on Crichel Downs
  - 7.7 Updated to reflect current position
  - 7.9 Moved and incorporated in to 5.6
  - 8.0 Updated to reflect current position
  - 8.1 Updated to reflect current position
  - 8.2 Updates to reflect current position

- 1.3 The updated Strategy is attached at Appendix 1 for members' information and endorsement, and is shown with tracked changes for ease of reference.

## **2 Asset Management Plan**

- 2.1 The Authority's progress in developing its Asset Management Plan was reported to members in January 2014 where for the first time the Authority had collected a complete data set of all its assets. As a result the Authority reviewed the relevant revenue budgets, and agreed to make financial provisions to a number of ring fenced reserves as summarised in Table 1. The Authority is now able to demonstrate that for the majority of its assets, appropriate financial provision has been made for the maintenance, renewal and replacement as required. These provisions were updated and confirmed as part of the Financial Strategy 2015/16 adopted by the Broads Authority in November 2014.
- 2.2 As a general principle it was agreed that any underspend on any of these budgets as a result of securing more favourable prices should be ring fenced and added back into the appropriate reserves. Similarly, the reserve strategies should be regularly reviewed, updated and amended as required. Additionally, annual review is also required to identify any new assets acquired throughout each year and note the further budgetary requirement that this generates.
- 2.3 It should also be noted that these figures were based on 2013/14 prices, and no provision for inflationary increases has currently been made.
- 2.4 It was identified that the areas still outstanding of a fundamental review included Conservation and Countryside assets, along with Buildings and Property, and agreed that Conservation and Countryside would be reviewed in 2015.

Table 1

Item	15/16 Annual financial provision to reserves		Total contribution to reserves 15/16	Current reserve position	Comments – Nov 2015
Premises	Nav	NPG			
Dockyard maintenance	£19,500	£10,500	£30,000	Dockyard site maintenance reserve £120,638 @ 31/03/16.	<b>Apportioned 65/35 Nav/ NPG (15/16), 70/30 (16/17)</b>
Other depots, Boathouses and Billet's, Tourist Information Centres and Yacht Stations	nil	nil	nil	nil	Freehold properties include Ludham Field base, Boatsheds at Wroxham/ Irstead/ Ludham/ Dockyard and the Tourist Information centres at Hoveton /Toad Hole/ Ranworth. Regular maintenance costs are included in revenue budgets but no provision has been made for building replacement. <b>Full review of property scheduled for 2016/17</b> Horning Waterworks/ Island Cottage/ Buttles Barn are leased, as is the jetty at Hardley, Yacht Stations and Whitlingham Flint Barn but repairing liability is limited to internal decoration and regular maintenance costs are included in revenue budgets.
<b>Plant, vehicles and vessels</b>					
Capital Vessels and equipment	£82,800	£9,200	£92,000	Vessels, vehicles and Equip reserve £114,314 @ 31/03/16	<b>Apportioned 90/10 Nav/ NPG (15/16), 70/30 (16/17)</b>
C&M vehicles	£14,300	£7,700	£22,000		<b>Apportioned 65/35 Nav/NPG (15/16), 70/30 (16/17)</b>
Launch replacement Strategy	£15,000	nil	£15,000	Launch replacement fund £0 @ 31/03/16	<b>100% Navigation</b> – tender for new launch fit out currently underway. Strategy to be reviewed in 16/17 to take account of contract prices and resale values.
Trip boats	nil	nil	nil	No current reserve for trip boat replacement	The current replacement estimate for the 3 trip boats is £135,000, however, no provision for replacement contributions is recommended at this stage, provided that regular refit maintenance and replacement of equipment is carried out. It is proposed that this Strategy is reviewed

Item	15/16 Annual financial provision to reserves		Total contribution to reserves 15/16	Current reserve position	Comments – Nov 2015
					should refit costs escalate. <b>100% NPG</b>
Ranger Vehicles	£7,800	£5,200	£13,000	Vehicle reserve £104,532 @ 31/03/16	The Authority has adopted a 10 year vehicle replacement strategy, apportioned 60/40 Nav/ NPG
Office pool vehicle	£4,620	£9,380	£14,000		<b>Apportioned 33/67 Nav/NPG</b>
<b>Property</b>					
Mutford Lock	£25,000	nil	£27,000	Mutford Lock Endowment Fund £262,327 @ 31/03/16	<b>100% Navigation</b> plus £2,000 rental income
24 hr moorings	£150,000	nil	£150,000	None – 15/16 budget fully spent re Turntide Jetty.	MMR budget includes £150,000pa for repiling works per year. Any underspend will be vired to reserves as previously agreed, to build up a fund for the delivery of the 10 yr. piling Action Plan adopted Nov 2014. Update to be reported to Nav C'ttee Dec 2015 <b>100% Navigation</b>
Dredging disposal sites	nil	nil		Dredging disposal site reserve £19,334 @ 31/03/16	Need to maintain £30,000 in reserve for surrender of Postwick Tip license but no further funds to be accrued <b>100% Navigation</b>
Countryside sites/ furniture	nil	nil		Asset reserve £76,625 @ 31/03/16	SIM budget £29,000 for annual maintenance works. Review of Countryside sites to be undertaken 2015/16 to identify required financial provision. see Appendix 2
				Upper Thurne enhancement reserve £ 53,285 @ 31/03/16	

### **3 Review of Countryside and Conservation Assets**

- 3.1 Using the Asset register, detailed work has now been completed in reviewing the facilities provided by the Broads Authority to support and promote land based recreation (see Appendix 2) and the Authority's conservation function.
- 3.2 In respect of the assessment of National Park assets, it is noted that the current economic situation presents the Broads Authority with significant challenges and that expenditure will need to be prioritised in accordance with Authority strategic objectives. In response to previous cuts to the National Park Grant, a number of countryside sites have already been disposed of over the last three years. Officers have also identified that a further small number of sites, whilst currently providing a valuable service for tourists and residents alike, are not affordable to renew once they reach the end of their current life.

Therefore it is proposed:

- (i) that the asset management plan for countryside sites focusses on a short list of sites where the Broads Authority is the landowner, and where other organisations are unlikely to take over responsibility; also
  - (ii) that officers seek to reduce the number of National Park assets over time, thus reducing the financial provision required for replacement/ renewal; and
  - (iii) that an annual provision of £65,000 is made for contribution to reserves for the replacement/ renewal of key countryside assets. This should be funded £46,000 from National Park grant and £19,000 from the Upper Thurne Enhancement Fund income, to be ring fenced specifically for the maintenance of assets in Potter Heigham.
- 3.3 It is also proposed that financial provision does not need to be made in respect of conservation assets or interpretive signage, as these should be funded on a project basis.

Background papers: None

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Broads Plan Objectives: None

Appendices: APPENDIX 1 – Asset Management Strategy  
APPENDIX 2 – Asset management spread sheet (countryside and conservation)

## Asset Management Strategy

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### 1. Purpose of Strategy

- 1.1 The purpose of this Strategy is to set out the practices and procedures which have been established to ensure that the Authority's land, property and other assets are managed and maintained as effectively as possible to contribute to the delivery of the Authority's objectives, as set out in the Broads Plan 2011, ~~annual Business Plan~~ and other key strategic documents. It also sets out a series of key principles which will be adhered to in the management of the asset base and guidance on the procurement and disposal of land and property.

### 2. Introduction

- 2.1 The Broads Authority owns or manages a significant number of land, property and other assets. Most of the land and property assets are relatively small, the largest being the land holding at How Hill, but many of these are high profile sites and, in the case of information centres, yacht stations and 24 hour moorings, are extensively used by members of the public. The Authority's property portfolio also includes offices, operational bases, boatsheds, car parks, toilet blocks, boardwalks and storage facilities.
- 2.2 It is important that these assets are managed effectively and efficiently, not only because they contribute to the Authority's key objectives, but also on legal, financial and health and safety grounds.
- 2.3 Historically the Authority has not sought to own significant amounts of land or property except where this has been deemed necessary for the delivery of its key objectives, a good example being the operational base at Griffin Lane, Thorpe St Andrew which was acquired in 2007. More recently however the Authority has been proactive in seeking to purchase sites for the disposal of spoil for dredging, and to provide free 24 hour mooring facilities for boaters.
- 2.4 ~~The appointment of a dedicated Asset Officer in May 2011 has provided the Authority with an opportunity to manage its assets in a more coordinated and corporate manner than was previously the case, with t~~The Asset Officer has having overall strategic responsibility for assets, in accordance with guidance provided by the Director of Operations, Broads Authority and the Management Team. ~~and N~~ominated operational managers are responsible for the day to day management of individual properties.

2.5 This document sets out:

- a series of key principles which will be adhered to in the management of the Authority's asset base
- current best practice, as issued by CIPFA in its publication 'Code of Practice on Local Authority Accounting in the UK 2009/2010'
- how the Authority manages its land and property assets
- practices and procedures in the acquisition and disposal of assets
- the Authority's policy in respect of the acquisition and disposal of land and property assets
- strategic guidance on the acquisition and disposal of land and property assets
- arrangements for the maintenance of land and property assets
- the roles and responsibilities of staff and members in the management of land, property and other assets
- how the Authority makes financial provision for the replacement/renewal of its assets

### 3. Key Principles

3.1 The Authority will adhere to the following principles in the management of its asset base.

- i. The Authority will only hold land and property that can be demonstrated to support the delivery of the objectives as set out in the Broads Plan and [other strategic documents](#). Assets which do not meet with these requirements will be considered for disposal.
- ii. New assets will only be considered for acquisition where they meet the requirement of i) above and are in accordance with the Guidance for Procurement and Disposal as set out in paragraph 7 below.
- iii. Any proposals to acquire or dispose of assets must in the first instance be channelled through the Asset Officer, so that an overview of all property matters can be taken and if necessary the matter be referred to the Management Team.
- iv. The same applies when leases are due to end, or in the event of break clauses, so that the financial and strategic implications of any changes can be assessed, and also to the acquisition of new responsibilities such as access agreements and management agreements, which can bring with them considerable cost and resource implications. Any significant changes or those which have strategic, policy or resource implications will be referred to Management Team.
- v. The Authority will seek to obtain value for money in the acquisition and disposal of all its assets, and where necessary will seek appropriate professional advice.
- vi. The Authority will maintain all its assets in a condition that is fit for purpose and which preserves their value, and will ensure that all assets are monitored and their condition is recorded on a regular basis.

- vii. In making acquisitions the Authority will bear in mind the principles of sustainability, and take into account any opportunities for achieving carbon reductions in its use of resources.
- viii. The Authority will continue to make appropriate annual provision for capital expenditure in the following areas and undertake a fundamental review of each area on a five year rolling programme:

<u>Area</u>	<u>Completed Year</u>	<u>Next due</u>
<u>Replacement needs of Eessential Plant and equipment for Operations team/Vehicles</u>	<u>2012</u>	<u>2017</u>
<u>Replacement of the fleet of patrol launches</u>	<u>2012</u>	<u>2017</u>
<u>Repair /Maintenance of Authority's navigation land and property assets(inc base at griffin Lane)</u>	<u>2013</u>	<u>2018</u>
<u>Repair /Maintenance of Authority's countryside and conservation land and property assets</u>	<u>2015</u>	<u>2019</u>
<u>Structural repairs/ replacement of Authority Buildings and Land</u>	<u>2016 ( to be scheduled)</u>	<u>2020</u>

- ~~a. essential plant and equipment for the Operations Team;~~  
~~b. replacement of the fleet of patrol launches; and~~  
~~c. repair and maintenance of the Authority's land and property assets, including the operational base at Griffin Lane and Mutford Lock, 24hr moorings and countryside sites.~~

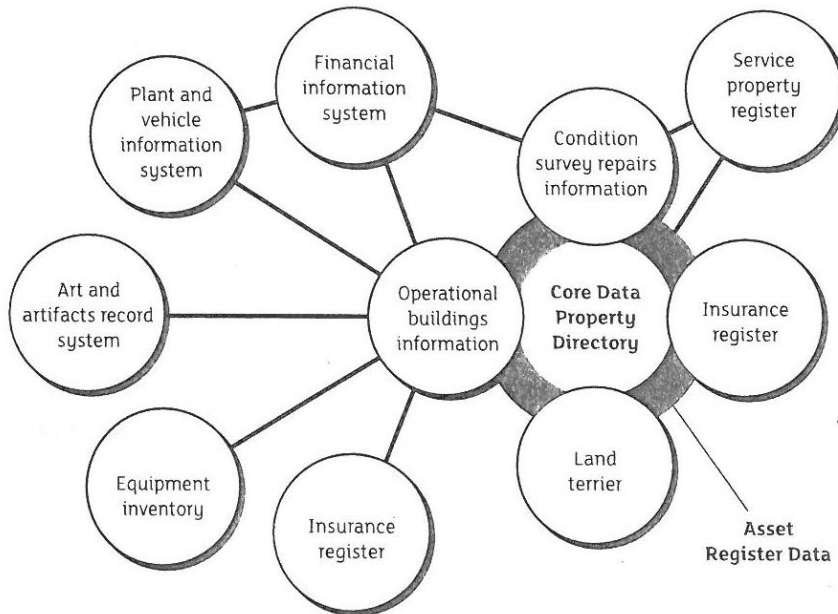
- ix. The Authority will prepare and incorporate into the Financial Strategy Business Plan a three year programme of capital purchases, maintenance and repairs, and will review and update this programme on an annual basis.
- x. The Authority will maintain a consolidated database-dataset of all land and property records. This database-dataset will be updated on a regular basis to have regard to acquisitions, disposals and changes in financial or other terms.

#### **4. Best Practice: CIPFA Guidance**

- 4.1 In its publication, 'Code of Practice on Local Authority Accounting in the UK 2009/2010', CIPFA (the Chartered Institute of Public Finance and Accountancy) provides clear guidance on the need for asset registers. CIPFA's view is that the development and maintenance of comprehensive asset registers is the best possible practice across the public services. It is acknowledged that there is no "off the shelf" solution and that each organisation must do what best fits with its requirements.
- 4.2 The purposes of an asset register can be applied to the following uses:
- Financial reporting.
  - Supporting best value and asset management planning.
  - Property review.
  - Property management and maintenance.
  - Supporting miscellaneous internal and external enquiries.
- 4.3 The guidance note provides a useful visual illustration as to how the asset register should work in relation to other sources of information.



## The relationship of the asset register to other sources of information



- 4.4 Although some of the sources of information that are likely to link with an asset register are not relevant to the operations of the Broads Authority, its framework can readily be modified to fit the needs of the Authority.

## 5. Practices and Procedures: General Asset Management

- 5.1 Information relating to property (including land, buildings and infrastructure) is collated for the purposes of managing and maintaining sites and properties effectively and efficiently. All the Authority's land and property assets have been captured and entered onto a consolidated Excel database. Each record includes, amongst other things, information relating to the: type of documentation; location and Grid Reference; status of any agreement; terms and conditions; responsible officer; relevant dates; valuation; running costs; and maintenance or other liabilities. The database, which is regularly updated and currently holds over 450 records, has been placed on the Authority's Intranet so that this information is accessible to all members of staff. Responsibility for ensuring that the database remains up to date lies with the Asset Officer.

The corresponding paper based records have been consolidated into one location, on a site location basis and referenced by type of asset.

### 5.2 Fixed Asset Register

Various members of staff require information about assets in different forms. For example the Finance Section needs to maintain a Fixed Asset Register, in order to comply with financial reporting requirements. All assets with a value of at least £5,000 are recorded on the Register, depreciated in accordance with the Authority's policy, and recorded on the Balance Sheet. The value of all assets is reviewed on a five yearly basis, and an annual Impairment Review is carried out to identify any significant changes on a year to year basis. This information is currently held on a separate Excel spreadsheet and the assets are split into the following categories:

- land and buildings (both operational and community)

- infrastructure assets
- vehicles, vessels and field equipment
- computer and office equipment

### 5.3 Insurance Database

In addition the Finance Section maintains a database which is used in part for insurance purposes which includes assets owned by the Authority worth over £250. Certain low value assets are sometimes grouped together for the purposes of insurance.

### 5.4 GIS

The Authority's Geographical Information System (GIS) contains information relating to assets such as bridges, bridge gauge boards and electric charging points. Asset related information is being captured spatially, and [work is underway](#) identifying an appropriate platform in order that this data can be linked to a web map based system using GIS.

### 5.5 Asset Information

[Details of assets are currently captured on Excel spreadsheets. A new condition monitoring information recording system is currently being tested and captures information about assets within the navigation network, including facilities and structures such as signs, buoys, channel markers, safety ladders, mooring posts and water points. It will be used by the Authority to assist in the management of moorings, and to develop and prioritise a programme of maintenance for them. Each mooring is inspected on a fortnightly basis by Rangers and data is fed back into the database. Maintenance reports are generated for the Rivers Engineer and Maintenance Supervisor who feed issues into the maintenance programme, and comments back to the database. This system will be further developed to capture countryside and operational assets condition monitoring in the next phase.](#)

### 5.6 Computer Assets

The details of computer assets, including their value, are compiled on separate spreadsheets. These spreadsheets also identify the costs associated with a five year rolling replacement programme for hardware. This provides indicative costs which are 'smoothed' to ensure there are no problematic peaks in financial requirements for replacement equipment. [The responsibility for this lies with the Head of IT.](#)

## 6. **Practices and Procedures: Acquisitions and Disposals**

### Scheme of Powers Delegated to Officers

6.1 In respect of matters related to land and property, the Chief Executive is authorised to take the following actions. Also set out (in brackets) are the details of officers who are authorised to exercise these powers in the absence of the Chief Executive.

(1) To approve the acquisition by the Authority of:

- the leasehold interest in property for any term to an annual rent not exceeding £10,000;
- the freehold interest in property at a price not exceeding £25,000 (Directors).

- (2) To approve increases in rent not exceeding £10,000 per annum (Directors).
  - (3) To enter into permissive path agreements and access agreements (Head of Projects and Strategy/Senior Waterways and Recreation Officer).
  - (4) To grant wayleaves, licenses, easements and highway dedications over the Authority's land (Directors).
  - (5) To give written notice proposing to seek permission for Authority development or the development of land vested in the Authority which it does not propose to carry out itself, in accordance with the Town and Country Planning General Regulations 1992 (Director of Planning and Strategy/Head of Development Management).
  - (6) To authorise named officers to enter land (including buildings) for the purpose of surveying or investigation, in connection with any of the Authority's functions (Directors).
- 6.2 All acquisitions and disposal of land, property or other assets must be made in accordance with the Authority's Financial Regulations and Standing Orders Relating to Contracts, to ensure that the Authority receives best value for money at all times. This will generally mean, except in cases of urgency where the Chief Executive has delegated powers to take action, that all acquisitions and disposals in excess of the delegated limits must be approved by the Broads Authority or appropriate committee. In the first instance any such requests should be set out on the form entitled 'Instructions for the Acquisition/Disposal/Agreement for an Asset or accrual of Liability for the Broads Authority' (Appendix 1), which can be found on the Intranet. Once completed the form should be submitted to the Asset Officer, who will determine whether the matter should be referred to the Management Team.
- 6.3 The Authority has entered into a formal Agreement with The NPS Group (property consultants) to advise on and where appropriate manage all land and property acquisitions and disposals, and to provide both general and specialist advice. The latest Agreement has been extended to 31 March 2016, and the Authority proposes to put this service out to competitive tender with effect from April 2016, in order to comply with Standing Orders and ensure that the Authority is obtaining best value for money. A full list of the services available from NPS is set in the Agreement.
- 6.4 The Authority's property consultants should be consulted by the Asset Officer on all matters relating to the management of property where there are likely to be significant financial implications (including acquisitions and disposals), to ensure that the Authority is obtaining value for money.
- 6.5 All contacts with NPS should be in accordance with the Procedure for Commissioning NPS Services (Appendix 2).

## **7. Guidance for Procurement and Disposal**

### **Land and Buildings (Operational and Community) and Infrastructure Assets**

- 7.1 Because of its limited capital budget, and in order to minimise maintenance and running costs, the policy of the Broads Authority is not to purchase land and property except in certain specific circumstances. Instead the Authority prefers to facilitate the acquisition of land by partner organisations, who are able to manage it in accordance

with the Authority's Asset management principles (Section 3). Partner organisations can include parish councils and community groups, charities etc.

7.2 The circumstances under which the Authority will consider the acquisition (whether freehold or, more commonly, leasehold), of land and property are as follows:

- as a last resort, to protect land and property which is of critical importance to the enhancement and integrity of the Broads, subject to all other options having been exhausted; e.g. the How Hill Estate which was purchased to maintain the estate and provide a demonstration project for large scale conservation management.
- for key operational reasons, such as the acquisition of the operational base at Thorpe St Andrew, or sites for the disposal of spoil; and
- to provide key community and visitor benefits as identified in the Authority's strategies and priority objectives, including the provision of 24 hour moorings in identified locations, where there are no possible alternative providers.

7.3 In all such cases the Authority must take professional advice to satisfy itself that the costs of the acquisition are reasonable, and also that they are proportionate to the benefits which will be attained.

7.4 The Authority's land and property database currently contains over 450325 records, including the operational base at Thorpe St Andrew, the field base at Ludham, and the land holding at How Hill which is managed in the main for purposes of nature conservation. In addition there are a significant number of leasehold agreements in place, many of which are for the provision of 24 hour moorings, together with a number of written agreements relating to the ~~management~~ of particular sites.

7.5 The Authority's policy in respect of specific functions/services is set out below:

- (a) Offices/Field Bases/Boatsheds. The Authority's head office is currently based at Yare House, Norwich and is leased from Highlight Consultancy Ltd. The Authority also has field bases at Ludham -(leased to a third party), Thorpe St Andrew (both freehold), Beccles and two in Horning (both all leasehold), as well as the freehold of four boatsheds for the overnight berthing of the Authority's fleet of launches in the northern rivers. Any new acquisitions are made in line with operational need, although there are no current plans (or an identified need) to acquire further properties in the foreseeable future.
- (b) Information Centres/Yacht Stations. The Authority currently operates a network of three visitor 'hubs' at Hoveton (freehold), How Hill (freehold) and Whitlingham (leasehold) – and in addition manages yacht stations at Great Yarmouth and Norwich, both under a lease agreement with the local authority. A further Information centre is owned at Ranworth, and leased ~~out~~ to Norfolk Wildlife Trust.
- (c) Land for Conservation Purposes. The Authority has acquired 365 hectares of land at How Hill which it manages primarily for conservation benefit as an exemplar of good practice. Any further acquisitions of this nature are likely to be as a last resort only, to protect land which is of critical importance and is under threat. Even then this would only be after the Authority has exhausted all other options, including facilitating the acquisition of the land by a partner organisation (such as a wildlife trust for example), to manage the land in accordance with Broads Authority principles. The Authority's Fen Management Strategy, published in July 2007, set out what was effectively an

audit of land under management and existing management techniques, and has informed the Authority's engagement in Higher level Stewardship agreements.

- (d) 24 Hour Moorings. The Authority's Mooring Strategy, which was updated in April 2009, includes information relating to its principles in respect of the provision of moorings, and a series of criteria relating to the provision of moorings. The Authority will seek to increase freehold sites to secure their long term future for use as 24 hour moorings, as part of a prioritised programme of key strategic sites. This work ~~is due to be~~ was reviewed with members and stakeholders in 2014 and subsequently a report was taken to the Broads Authority meeting in November. The report identifies a ten year action plan for repiling the Broads Authority's existing piled moorings which is informed by the Authority's Asset Management Strategy and takes account of the comments made at the stakeholder mooring workshop held in July 2014 and the Navigation Committee in October 2014 and at which officers recommendations were adopted. However, budgetary pressure has meant that contributions to ring fenced reserves for the purchase of sites have been removed from the revenue budget, and any opportunities will therefore need to be considered on an ad-hoc basis.
- (e) Land for Disposal of Spoil. The success of the Authority's important dredging programme is dependent to a large degree on the availability of suitable sites to deposit spoil. The Authority has acquired a licensed site at Postwick Tip, but needs to identify and acquire further sites if the momentum of its ambitious programme of dredging is to be maintained. The Sediment Management Strategy, published in January 2007, includes a section setting out options for the disposal of dredging. The Authority will seek to develop a strategic network of new sites which are suitable by virtue of their location, which will need to have waste management licenses. However, it is recognized that these opportunities are limited and therefore short term lease arrangements for reuse of sediment will also be pursued. In 2014 the Authority successfully purchased 2 new sites for the disposal of spoil, and these will be managed for conservation benefit in between dredging campaigns. However, the purchases have depleted the ring fenced reserves for the purchase of sites and budgetary pressure has meant that contributions to this reserve have been removed from the revenue budget. Any further opportunities will therefore need to be considered on an ad-hoc basis, but land in the Hickling area remains a priority.
- (f) Countryside Management. The Authority leases and manages a number of sites which have been previously acquired to provide community benefits or provide facilities for visitors. In some cases these are subject to agreements with landowners and other authorities (such as parish councils) to assist with the maintenance of the site. The Authority ~~will seek~~ has to identify, review ~~and formalise and confirmed~~ these arrangements and will not enter into any new arrangements of this nature unless they are of strategic importance as identified in the Integrated Access Strategy, and meet the principles as set out in Section 3.1. The Authority will not, other than in exceptional circumstances, seek to acquire and/or manage any additional facilities, such as car parks or toilets for example, but will instead seek to negotiate for these facilities to be provided or managed by other public authorities, such as parish or district councils. The Authority will annually review these facilities, and look to dispose of its interest in these sites where potential for community asset management exists and can be negotiated.

- (g) Public Rights of Way. The Authority currently has limited financial capacity to assist in the day to day management of the public rights of way network, for which statutory responsibility lies with the County Councils, but has agreed to maintain a series of 'priority paths' which have been identified as a result of their significance to the Broads. In view of the financial restrictions, a ceiling of 30km (about 10% of the total network) has been set for the [identification maintenance](#) of such paths. The Authority has developed an Integrated Asset Management Strategy, to identify and implement opportunities to link public rights of way and access agreements with other facilities such as 24 hour moorings, to form an integrated and joined up access network, [and these will be developed as permissive path agreements can be negotiated](#).
- (h) Section 106 Agreements, Town & Country Planning Legislation. Where the Authority enters into an agreement with a landowner for land and/or a particular facility, the arrangements for the management and/or maintenance of this land and/or facility will be set out in a Section 106 Legal Agreement. The Section 106 will set out the responsibilities and liabilities of each party, including the Authority. The Authority will expect that other than in exceptional circumstances the primary responsibility for the maintenance of the land and/or facilities will remain with the landowner unless otherwise specified. This will include the requirement as set out in Planning policy DP16, where 10% of new moorings provided should be visitor moorings. This process will be subject to Management Team approval as for other acquisitions set out above.

[\(i\) Open Access land](#)

[This applies to land which is less than ten percent built upon and open to the public where it is then deemed as public open space. Land falling under this criteria needs to be treated in line with the Local Government Act 1972, Section 123 and advertised and sold accordingly and will incur additional time and expense for the disposal.](#)

[\(i\) Community Right to bid](#)

[The Community Right to Bid allows communities and parish councils to nominate buildings or land for listing by the local authority as an Asset of Community Value. An asset can be listed if its main use currently benefits the community \(or it did so in the recent past\). Listed assets remain on the list for up to five years. If a listed asset is sold during this time, a moratorium \(pause\) on the sale process \(of up to six months\) may be invoked, providing local community groups with a window of time to raise the finance to make a bid to buy the asset on the open market.](#)

[If an expression of interest is received during this six week interim moratorium period, a further four and half month pause in the sale process is triggered, providing six months in total. During the 6 month moratorium period the owner cannot conclude a sale. The Community Right to Bid does not give a right of first refusal to community groups to buy a listed asset. And at the end of the moratorium period the owner can sell the asset for whatever price they wish to whoever they want.](#)



(k) Crichel Downs

The Crichel Down Rules can constrain the sale of public land. The general rule set out in Rule 10 states that if land is surplus and is to be sold, it must first be offered to the former owner of the land at its current market value. This is provided that its character has not materially changed since acquisition. However, if the obligation to offer back does not apply, for instance if there has been material change to the land, the former owner will still have to be notified of the decision. This means there are obligations with which the disposing body must comply in any event. If the Rules apply then the disposing body follows a specific procedure set out in the detail of the Rules.

7.6 Vehicles

The Authority has a contract with Lex Vehicle Leasing to provide vehicles on a contract hire basis, although the majority of vehicles have been purchased outright from other suppliers where the capital funding is available, to save on lease costs. In 2011 the Authority undertook a comprehensive operational review of its vehicle fleet. One of the outcomes of this was the development of a Vehicle Procurement Strategy see Appendix 3, the aim of which is to provide guidance and advice on vehicle procurement decisions, and in so doing help to ensure that these objectives are met in full. In particular this strategy will ensure that:

- the vehicles being acquired are appropriate for projected operational needs;
- the vehicle fleet is being used in the most efficient and cost effective manner; and
- opportunities are being taken to ensure that the vehicle fleet is as sustainable as possible, contributing towards the Authority's targets for reducing its carbon footprint.

A copy of the Strategy can also be found on the Broads Authority's Intranet -

7.7 Vessels and Capital Equipment

The Broads Authority has approved a strategy for the replacement of the patrol launches on a rolling 3 year programme, and a mould tool has been purchased to allow for the construction of the hulls.

Additionally a Vessel and equipment replacement strategy has been developed and approved for the review of current inventory and to determine the future requirements.

The Authority has established a Launch Replacement Fund to provide for the replacement of its ageing fleet of navigation launches over a 20 year period, and has agreed to make annual contributions into this fund from 2012/13 onwards.

Funds have also been established for the replacement of the Authority's fen harvester, which is coming to the end of its useful working life, and for replacement of Dockyard vessels and equipment. Large items of equipment, such as wherries and cranes, are acquired as opportunities and funds permit. Often, because of the significant capital cost of buying new equipment, the Authority will seek to make second hand purchases.

~~Other smaller items of equipment are funded from revenue budgets.~~

#### 7.8 Other Field Furniture and equipment

A record of all navigation and countryside field furniture is maintained on ~~the CAMS~~ an asset management ~~softwarespreadsheet~~. The decision of the Authority to take over responsibility for Breydon Water and the Lower Bure from 1 June 2012 has added to the number of assets for which the Authority is responsible, including markers, buoys and signage, together with the structure known as Turntide Jetty.

Records are maintained of equipment such as chainsaws and brushcutters, including the date of purchase, reference number, vibration level and maintenance records. Where appropriate these are also recorded on the Inventory maintained by the Finance Section. ~~The Authority is also in the process of recording information relating to the testing and maintenance of equipment to comply with the requirements of the Health and Safety Executive.~~

#### 7.9 Computer and Office Equipment

Computer and other office equipment is acquired in accordance with operational need. The Authority operates a five year rolling programme for its computer hardware. More expensive office equipment – such as photocopiers and franking machines – is generally leased. All purchases are made in accordance with Standing Orders. Provision for replacement costs in relation to hardware is incorporated within the IT budget -

#### 7.10 Disposal of Land and Property Assets

The Asset Officer will review land and property assets as and when lease or other agreements are due for renewal, to ensure that they continue to make a contribution to the Authority's aims and objectives. Where a property is no longer serving a useful purpose, the Asset Officer will present the case and obtain the approval of the Management Team to dispose, and will also determine whether member approval may be necessary. As with acquisitions the Authority's property consultants should be consulted on any disposals where there are likely to be significant financial implications, to ensure that the Authority is obtaining value for money.

*All assets owned or otherwise managed by the Broads Authority when reviewed and considered for disposal must qualify under at least one of the following four characteristics:*

- A. They do not meet an operational need.*
- B. They do not generate a measurable net profit.*
- C. They have the potential to be transferred.*
- D. They will be disposed because the Broads Authority is not uniquely placed to maximise their potential for the benefit of the Authority's Vision.*

*The process of value assessment will be used to review all our assets and those failing to demonstrate value (including non-financial values) will be disposed of.*

*Factors to be taken into account will include:*



- a *Where the Broads Plan or Authority's objectives can be achieved without Authority ownership or responsibility for the asset.*
- b *Where a level of threat has diminished to an acceptable level and the Authority considers it can wisely dispose of a property whilst safe-guarding the Authority's purposes.*
- c *Where a 3<sup>rd</sup> party can utilise the asset to contribute to the Broad's Authority vision more efficiently or effectively than the Authority can itself.*
- d. *Where it would be sensible for the Authority to dispose of the asset to pursue other objectives more effectively, having considered the Organisational Strategy, the points above and also taking into account:*
  - i. *Where ownership does not make sound economic sense*
  - ii. *The benefits of realising the capital value*
  - iii. *The timing of disposal to optimise the return to the Authority (market value, special interest, or windfall value)*
  - iv. *The potential reduction in resources devoted to the management or maintenance of the asset*
  - v. *Any resultant impacts on annual income*
  - vi. *Likely capital receipts in accordance with the principles of best value*
  - vii *The legal and consultancy fees involved in the transfer of Asset*

Where a site is approved for disposal the Broads Authority will in the first instance seek interest from possible partner organisations or third parties via a public process, and proposals received will be judged against the criteria set out in d) above .

## 8. Maintenance-~~Replacement and renewal~~ of ~~Land and Property~~ Assets

### 8.1 ~~Land and Buildings (Operational and Community~~

The Authority previously established an Asset Management reserve account in order to provide for the future repair and maintenance of property assets which it may not be possible to fund through the revenue account. This Asset Management reserve has now been consolidated into a wider Property reserve account to allow the Authority greater flexibility in dealing with significant one-off costs for assets. These liabilities and associated costs have been assessed and prioritised and built into an ongoing three year programme for proposed contributions. Additional reserve accounts have been established for Premises, and Plant, vehicles and vessels and launch replacement

**Premises reserve** - The annual contribution to this reserve is £30,000, 65% from navigation budget and 40% national park grant as agreed at Broads Authority June 2011 and is required to maintain the Operational depots/ sites

**Plant, vehicle & vessel reserve** – The annual contribution to this reserve in 2015/16 is £92,000, 90% from navigation budget and 10% from national park grant for vessels and equipment, and a further £49,000 for vehicle replacements on varying allocations as per budget.

**Launch replacement reserve** – The annual contribution to this reserves is currently £15,000, with 100% contribution from the navigation budget

8.2 In January/November 2014 the Broads Authority approved the annual financial provision required to allow for future renewal of replacement of assets as set out in the Asset Management Plan, as part of the Authority's Financial Strategy. which confirmed the necessary annual financial provision required to allow for future renewal of replacement of assets. It should be noted that the provision required for the replacement of 24 hour moorings would require significant increase to the budget which was considered infeasible to establish immediately. It was therefore agreed that budgets would be increased over a three to five year period.

As a general principle it was agreed that any underspend on asset management budgets as a result of securing more favourable prices should be ring fenced and added back into the appropriate reserves. Similarly, the reserve strategies should be annually reviewed, updated and amended as required.

Limited provision for other routine maintenance costs is built into and funded from the Authority's revenue account.

## **9. Roles and Responsibilities**

### **9.1 Management Team**

The Management Team has overall responsibility, through the Director of Operations, for ensuring that the practices and procedures which have been established through this policy contribute to the delivery of the Authority's objectives as set out in the Broads Plan 2011 and ~~the annual Business Plan~~ other strategic documents. It is responsible for any strategic decisions relating to the Authority's property portfolio and those which have significant financial implications, and for providing guidance to the Asset Officer in the management of these assets.

### **9.2 Asset Officer**

The role of the Asset Officer is to lead on and coordinate all matters that relate to the management, disposal and acquisition of assets by the Authority, including conveyancing, Asset Management systems, relevant strategies, documenting risk assessments and landowner liaison. The Asset Officer should be consulted by all members of staff on any issues relating to the acquisition or disposal of land and property assets, or any other related issues which could have strategic or significant financial implications.

### **9.3 Responsible Officers**

A number of officers have been designated as being responsible for the day to day management of the Authority's land and property assets, as set out in Appendix 3 to this policy. The specific responsibilities of these officers will be as follows:

- to ensure that appropriate arrangements are in place for the security of the premises, that any alarm systems are regularly tested and maintained, and that the premises are secure overnight
- to make arrangements for the health and safety of staff whilst working at the premises, including the undertaking of any risk assessments which might be necessary

- to make arrangements for key holders
- to ensure that appropriate fire arrangements are in place, that a suitable fire risk assessment has been carried out and that fire extinguishers and other firefighting equipment is appropriately maintained
- to be responsible for arranging routine repairs and maintenance
- to ensure that arrangements are in place for the testing, certification and maintenance of any specialist equipment
- to hold Asbestos Survey Reports and ensure that details are brought to the attention of any contractors working on site, as appropriate
- to ensure that appropriate arrangements are in place for waste disposal
- to be responsible for any specialist or legal arrangements unique to the site or property

## **10 Review**

- 10.1 This document has been approved by the Management Team and Broads Authority. It will be reviewed on a regular basis, at least annually, and any significant changes will be subject to the approval of the Management Team. Responsibility for ensuring that regular reviews are carried out lies with the Asset Officer.

[OctoberNovember 2015](#)

[Please note that Appendices have not been included here for simplicity](#)

## APPENDIX 2

site	team	countryside/ footpath	feehold/ leasehold	Summary of annualised material costs	Condition	Expiry date	Comments/ Actions	Recommendations for Future	Action	MT decision 06/07/15
Acle off road path	Thurne & Bure	footpath	Freehold	£60.00	good	n/a	footpath in 3 segments, 2 bridges replaced 2015	retain		Agreed
along River Yare nr Ferry House P H (Surl Gun Club ?)	AC/MK	footpath	No agreement	£0.00		None	NCC have suggested that if BA bring up to spec and DDA compliant they will take on responsibility.	dispose as NCC respsible for PROW	AC/MK/AML	Agreed
Barton Boardwalk (Heron's Carr)	Bure & Ant	Countryside	Leasehold	£10,570.00	average	2123	10 year life is currently estimated before replacement required, recommended replacement utilises plastic members to increase lifespan	retain		Agreed subject to reserve finances
Barton Cross field Path	Bure & Ant	Countryside	Transfer covenant	£560.00	good	n/a	BA responsible for surface and hedges& vegetation,necessary to access boardwalk from main car park	retain		Agreed subject to reserve finances
Barton Disabled Car Park	Bure & Ant	Countryside	Leasehold	£450.00	good	3 Jan 2021	Peppercorn rent, maintain as per boardwalk	retain		Agreed subject to reserve finances
Barton Main Car Park	Bure & Ant	Countryside	Freehold	£830.00	good	n/a	Site use to be enhanced by improvements at Gays Staithe	retain		Agreed subject to reserve finances
Bungay Staithe	Waveney	Countryside	Freehold	£100.00	good	n/a	AC to investigate partnership with Waveney River Trust, letter sent to GD, confirmed no responsibility for the bridge, WRT to discuss	dispose due to poor siting and low levels of use if agreement can be reached, otherwise retain	AC/MK	Agreed
Careys Meadow	Yare	Countryside	Freehold	£1,060.00	good	n/a	Canoe launching point constructed 2014, also includes car park and angling platforms costs, works planned 2015	retain		Agreed
Cockshoot Boardwalk, Broad	Bure & Ant	Countryside	Leasehold	£0.00	bad	Year on year	Agreed to exit site due to condition, and pass back to NWT as landowner - agreed an exit strategy with landowner, works to be completed 2015	lease terminated in accordance with BA decision, exit works completed	TW/AML	noted
Cockshoot Boardwalk, Woodbastwick	Bure & Ant	Countryside	Leasehold	£1,960.00	bad	1 months notice	Agreed to exit site due to condition, and pass back to NWT as landowner - agreed an exit strategy with landowner, works to be completed 2015	lease terminated in accordance with BA decision, exit works completed	TW/AML	noted
Coltishall permissive path	AC/MK	footpath	none	£60.00	average		Agreed to pursue permissive path agreement, includes x2 bridges, costs assumed as per Acle off road path. Written to landowners to investigate further.	retain if agreement secured	AC/MK	Agreed
Eel Sett	Thurne & Bure	Countryside	Agreement	£2,960.00	average	n/a	Tripartate trust with BA as lead, research potential to develop Trust role and ensure recharge of costs would reduce liability to 33%	retain	TW/AML	Agreed
Ferry Farm, Reedham permissive path	AC/RW	footpath	Agreement	0	average	Sep 2020	fencing poor, path in bad condition, currently closed	notice to terminate given, exit works may be required	AC/MK/AML	Agreed
Geldeston Locks Woodland	Waveney	Countryside	Freehold	£0.00	good	n/a	Disposal in hand, papers with solicitors	dispose	AML	Agreed
Horstead Mill	Bure & Ant	Countryside	Leasehold	£3,550.00	good	2025	BA can require repair of sluice gates etc, potential to enhance the site or partnership with Parish Council?	retain	Ranger	Agreed
Horsey to village footpath	Thurne & Bure	footpath	none	£0.00	poor	n/a	landowner negotiations to divert path from roadside verge, may require structures in future	confirm and retain		Agreed
Hoveton Riverside Park	Bure & Ant	Countryside	Leasehold	£9,010.00	poor	2099	Liable for full maintenance & repair, enhancement project required and seek to renegotiate the future of the site	retain	Investigate sponsorship	Agreed
Hoveton Viaduct access path	Bure & Ant	Countryside	Leasehold	£5,200.00	poor	from 2006 year on year	3 months notice	retain, replace with plastic members to increase life span		Agreed
How Hill	Bure&Ant	Countryside	Freehold	£7,450.00	average	n/a	used for education and visitor access at hub site, maintenance work undertaken 2014/15, consider enhancing public access to opp bank	retain		Agreed
Irstead mooring meadow	Bure&Ant	Countryside	Freehold	£70.00	average	n/a	kept as wildflower meadow to rear of 24hr mooring	retain in line with mooring		Agreed
Ludham bridge permissive path	Bure&Ant	footpath	permissive path agreement	£250.00	n/a	2025 when signed	Agreement from all landowners, works to be completed 2015, Assumed costs for pedestrian gates/ stock fencing/ steps at £5000/20	retain	AC/MK	Agreed

Potter Heigham- Bridge Green	Thurne & Bure	Countryside	Freehold	£9,350.00	good	n/a	partnership opportunities investigated for future management/ maintenance - no agreements secured, planning and covenant restrictions mean limited value/ interest	retain, suggest future works funded by Upper Thurne enhancement money		Agreed
Potter Heigham Dinghy park	Thurne & Bure	Countryside	Freehold	£250.00	good	n/a	Enhancement project completed 2014/15 for picnic tables and resurfacing	retain		Agreed
Repps Meadow	Thurne & Bure	Countryside	Freehold	£2,270.00	poor	n/a	conservation enhancement potential, now being grazed	retain		Agreed
Potter Heigham Staithe	Thurne & Bure	Countryside	Freehold	£12,340.00	average	n/a	partnership opportunities investigated for future management/ maintenance, none negotiated	retain, suggest future works are funded by Upper Thurne enhancement money		Agreed
Ranworth Boardwalk	Bure & Ant	Countryside	Leasehold	£4,100.00	poor	Aug 2016	Exit strategy to be identified, discussions with landowner/ Parish to be completed, maintenance work 2015 to be completed and then give notice	dispose	TW/AML	Agreed
Ranworth staithe/car park	Bure & Ant	Countryside	Freehold	£850.00	good	n/a	TIC leased to others, potential to partner further or dispose	retain		Agreed
South Walsham	Thurne & Bure	Countryside	Freehold	£1,000.00	good	n/a	Review current arrangement and consult navigation committee - review still pending	open to all and make navigation asset, or dispose	AC/AML write to PC, need a joint review, BA report	as per action
Upton with Fishley permissive path	Bure & Ant	footpath	permissive path agreement	£0.00	poor	tbc	meeting with Parish Council to be arranged, to agree cutting route only	retain		Agreed
Whitlingham Ra pontoon	Yare	Countryside	Licence	£380.00	good	year to year	6 months notice inc 50% cost for weed clearance when reqd, necessary for operation of trip boat, can be relocated if boat moves	retain		Agreed
Worlingham	Waveney	Countryside	Freehold	£80.00	good	n/a	2 x fishing platforms	retain		Agreed
Interpretation signage	various			£2,000.00			Audit of signage to be completed by Comms, currently costs based on known interpretation signage on current BA sites only	to utilise project funding rather than making annual provision		Agreed
Conservation furniture	various	Conservation		£10,000.00	various	n/a	includes fish barriers/ tern rafts etc to be funded from projects budget in future	project funding		Agreed
			Total	£86,760.00	annualised costs					
£45,910.00									Annual contribution to reserves if recommendations agreed	