



THE BEACON COUNCIL SCHEME 2004 APPLICATION FORM

Please email your completed application to <mailto:beacons@idea.gov.uk>

Please ensure you have read the Beacon Scheme Application Brochure 2004 before completing your application. The brochure is available at

<http://www.idea.gov.uk/beacons>

NB Contact details should be identical to those given on the Intention to Apply Form

PART 1 – AUTHORITY INFORMATION	
Beacon theme for which you are applying	Asset Management
Authority Name (lead authority for joint applications)	Cambridgeshire County Council
Contact Name	Richard Potter
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Councillor with portfolio responsibility for the theme area (if relevant)	Cllr. Keith Walters, Leader of the Council
List any other themes under which you are applying for Beacon status in 2004 (for joint applications please list authorities and the Beacon applications they are submitting).	Affordable Housing (joint application with East Cambridgeshire District Council).
Do you agree to allow all information in your application to be made available to the public? If there is information that you wish to remain confidential, please give the Part and Question number of the information, or state which annexes are confidential (Please also clearly mark the relevant pages of the form/attachments with the header "CONFIDENTIAL").	Yes
Type of authority (Unitary, County, District, Metropolitan Borough, London Borough) (Please list all authorities for joint bids).	County
Region in which authority is located.	Eastern

What is the geographical size of the authority in square kilometres?(please list all authorities for joint bids)	3,040
What is the population of the area covered by the authority?(please list all authorities for joint bids)	556,800 (ONS, mid 2002)
What is the revenue budget requirement of the authority for 2004/2005?(please list all authorities for joint bids)	£466.1m

PART 2 – THEME CRITERIA

1. Please summarise (in 1 or 2 paragraphs) the excellent practice for which you are seeking Beacon status.

Cambridgeshire County Council is seeking Beacon Council Status on Asset Management for its excellent practice in three key themes: **effectiveness**, **sustainability** and **modernisation**.

- Key to **effectiveness** is our Corporate Asset Management Plan which is delivered through the involvement of Members and Officers. Our approach is based on consultation and adding value at every stage of service provision. Other authorities approach us to see how we do it. We have successful partnership ventures to provide quality multi-agency buildings in March and Cambourne, as well as to co-locate and integrate Primary Care Trust and social services staff.
- We show our commitment to **sustainability** by challenging asset utilisation, suitability, location and retention together with promoting the modernisation of office standards. We are also able to demonstrate this commitment in our approach to new development.
- Committed to an ambitious **modernisation** agenda, we are refining our internal processes, for example through the successful adoption of an integrated electronic property management system which has been proved as a showcase example of best practice for other local authorities.

2. Outline how you meet the six key criteria below (the criteria are explained in more detail in the Application Brochure 2004).

i. Vision & Strategy

The Council's Corporate Plan, Prospects 2004-08, develops the continuing improvement drive towards excellence, following the 'good' Comprehensive Performance Assessment (CPA) of the Council in mid 2002 and 2003. Our vision is to achieve a robust local economy, communities that are safe, healthy and free from social exclusion, and a sustainable environment.

To make the vision a reality the Council has five **core values** underpinning its work:

- **Customer focus** - putting the customer at the heart of all we do, so that services are planned and delivered in a coordinated and integrated way, focused on the needs of communities.
- **Partnership** - playing a full part in key partnerships and pulling in the same direction with our partners to improve services.
- **Accountability** - being open and accessible, and encouraging public participation in our decisions and policies through sound democratic processes and governance.
- **Value for Money** - achieving good or excellent services while spending public money wisely, leveraging out value from all the resources at our disposal.
- **Equity** - serving all our communities well, and ensuring services are accessible to all and fairly allocated.

The Council's objectives include the achievement of economic growth, a sustainable environment, and accessible and convenient public services, focused on the customer. In order to deliver its priorities the Council has set itself an ambitious **modernisation agenda**.

The Council's agenda feeds into the way it manages its assets and this is characterised by the desire to do this **effectively**, through **modernised** processes and in a way that maximises

sustainability.

Proposals for significant development in Cambridgeshire - and the challenges associated with it - are set out in the **Cambridgeshire and Peterborough Structure Plan**. The Plan sets out the corporate vision for services and how resources (including property) will be used to integrate environmental, economic and social progress and minimise the consumption of resources by making provision for growth in sustainable locations. It also makes provision for the construction of 47,500 new homes in the sub-region over the period to 2016. An **Infrastructure Partnership** has been formed to help sustain economic and community development in the County over the next decade. This is a limited liability partnership of the County Council, the five District Councils, the East of England Development Agency, the Greater Cambridge Partnership, the Housing Corporation, English Partnerships and the Government Office for the East of England.

The Council has also drafted an early version of a 15 year Capital Strategy that aligns with the Structure Plan proposals.

The County Council's Corporate Asset Management Plan (Corporate AMP) focuses on property asset management strategy for the next five years for its Members, officers and the community. The Corporate AMP is part of the **integrated suite of resource management plans** supporting the corporate objectives and priorities of the Council, as set out in *Prospects 2004* and the Best Value Performance Plan. The Corporate AMP was rated by the government as 'good' in both years of submission, as was the Council's Capital Strategy which complements it. These documents also link particularly closely with the Council's Corporate Property Strategy which translates themes and key areas for change from the Corporate AMP into integrated programmes of action.

The **corporate management process** involves both Members and officers. Both receive relevant training and the Council received the Local Government Chronicle Award for its **Councillor Development Initiative**, which offers a range of training and support initiatives and encourages continued personal development. Officer training and personal development needs are identified through the continuous **corporate performance management scheme**.

The Council introduced a **Resources Service Development Group** as part of its political **modernisation agenda**. This is a members' group that focuses on strategic resource management issues, such as asset management and property planning. Member fora such as this are, in turn, informed and supported by officers with responsibility for strategic property asset management. Therefore Members are fully involved and informed in the strategic decision making process of asset management – including, for example, the utilisation and disposal of surplus property. Ultimately, major asset management issues are approved by Cabinet. A Cabinet Member (currently the Leader of the Council) holds responsibilities for the Authority's property resource on behalf of the Council.

The **key areas for change and investment** highlighted in the Corporate AMP were to:

- introduce a new upgraded property data capture and management system;
- establish key AMP performance indicators;
- challenge asset utilisation, suitability, location, retention and **sustainability**;
- **modernise** office standards and upgrade office environments in line with flexible working principles and travel considerations;

- improve accessibility, particularly for the disabled;
- action stronger facilities management capability and the development of serviced offices;
- pursue and develop opportunities for joint use and strategic alignment with partners;
- promote innovative external funding / private finance initiatives; and
- invest in upgrading premises to address maintenance deficits, health and safety, security, and other issues identified in premises AMPs.

ii. Consultation

The Council's **Corporate Plan**, Prospects 2004 - 08, describes short, medium and long-term priorities and sets out three-year financial plans together with required performance standards. It takes into account feedback and debate from a variety of sources including District and Parish Councils, professional organisations, the business community and the general public.

The County Council established a representative **Citizens' Panel** of around 2,000 local residents in 1998 that has also informed the Corporate Plan. To assist with asset management the Panel was used, for example, in 2001 / 02 to answer a range of property questions.

In general, consultation takes many forms as follows:

- with Members at local *In Your Patch* sessions;
- with partner organisations in the establishment of Local Strategic Partnerships;
- with Parish and Town Councils to determine the impact on locality-based issues;
- with users from members of the public and other stakeholder groups;
- with School Heads and Governors' Groups. For example, the **Milton Road Schools** amalgamation (which will secure the **sustainability** and **modernisation** of infant and junior school provision in part of Cambridge) is evidence of listening and close collaboration;
- with staff, for example a major consultation programme sought the views of all employees that highlighted issues associated primarily with office accommodation.

The information gained from consultation with stakeholders assists in the setting of strategic and service objectives. For example, consultation has taken place on the Council's Capital Strategy through the **District Forum Group** (set up by Cambridgeshire County Council with the five District Councils) and with health organisations, regional professional bodies, agency organisations, other partner organisations and with those colleagues preparing the Community Plans.

The philosophy of the Council's Property and Procurement Division, which is responsible for asset management, is that it is service driven and seeks to add value at every stage in the cycle of service provision. Therefore consultation with stakeholders, including the public, also takes place at the individual project level. Consultation at this level influences the form of particular projects. For example, the new Cromwell Park School in Huntingdon exhibits many energy efficient innovations as a result of intensive positive local consultation and Member engagement.

The Council's Corporate Post Room team, which provides a range of facilities management services, received a Royal Mail Gold Award for consultation in 2003.

Successful outcomes in customer care through effective consultation are also evidenced through the **Charter Marks** which have been awarded for the Property Maintenance Service and the County Farms Estate, which comprises some 13,000 hectares and over 200 farm

tenancies.

iii. Partnerships

The Council is committed to partnership working and has extensive experience of effective **partnership working** across a range of projects and in a variety of changing formats. It has a range of key partners including **Public Private Partnerships, PFI bids, Community Projects** and partnerships with the **voluntary sector** and **other local authorities**.

The Council is working in partnership with **South Cambridgeshire Primary Care Trust (PCT)** to build Sackville House, a new joint public service project at Cambourne. Sackville House, which is part financed by developers of the new village, will house *inter alia* a new library and health centre, enabling co-location that will foster partnership working in the provision and dissemination of health information. Originally conceived as a **modernisation** project, the new building includes a suite of meeting rooms, reception and other shared staff areas that will optimise value for money and contribute to the effectiveness of the building. The project was short-listed in the Royal Institution of Chartered Surveyors National Property Management Awards in 2004 as an example of best practice in the public sector.

Further opportunities are being explored for partnering with health organisations, for new partners in the outsourcing of maintenance services and with the Infrastructure Partnership for the delivery of the sustainable infrastructure needed to support growth in the Cambridge Sub Region.

The Council has delivered the **co-location and integration** of Primary Care Trust staff and social services adult teams in 2004. A comprehensive review of premises owned and leased by both authorities led to a complete portfolio of leases being drawn up to enable the joint teams to work together. Similar arrangements are in hand for the modernisation and integration of childrens' services to facilitate the Council's emerging Childrens' Directorate.

District Audit recently reviewed the Council's partnership arrangements and reported that 'partnership working is broadly thought to be working well and high level commitment is in place ... a very positive view of Cambridgeshire's approach to setting its priorities within partnerships ... the County Council was seen as balancing its focus on its own strategy with fairness and mutuality'.

In response to Government initiatives, Cambridgeshire Local Authorities have established Local Strategic Partnerships (LSPs) with representatives of the public, private and voluntary sectors. The LSPs will inform the working and future development of the Capital Strategy and provide a valuable forum for involving stakeholders and partners.

A senior representative of Property and Procurement was an associate member of the DTLR Strategic Partnering Taskforce during 2001-2002. The remit of this taskforce was to conduct a review of the development programme and directly support groups of pathfinder authorities to set up their own Strategic Service Delivery Partnerships. Property and Procurement staff have also participated in Gateway Reviews for the 4ps in other local authorities, e.g. Sheffield City Council, Devon County Council and Great Yarmouth.

Examples of successful delivery include **partnership schemes** in Huntingdon and March with housing associations, district councils and the Housing Corporation to replace outdated residential accommodation for adults with disabilities with new direct tenancies in supported living schemes. Vulnerable members of the community have been afforded significantly

improved accommodation enabling surplus property with a heavy maintenance liability to be disposed of.

These and other **cross cutting initiative projects** (arising from Best Value Reviews and Geographical Area Reviews) are being taken forward through the Council's Corporate Property Strategy 2004 - 2009. This contains an implementation plan of over 40 individual projects that are being corporately managed and driven forward.

Cambridgeshire entered into a Strategic Design Partnering framework with Mouchel Property Services in 2001. The **effectiveness** of this strategy is demonstrated by the fact that Mouchel Parkman now designs and project manages more than 50% of the Council's schemes with a value of over £20m per year. It is also proposed to progress and extend 'Egan'-type partnering principles to the construction of clusters of specific building projects. Projects will be benchmarked to key performance indicators and there will be joint supply chain management where costs are agreed on the basis of open book accounting. The adoption of this procurement strategy aims to integrate supply chain management, stimulate innovation around output specifications and deliver value for money.

To deliver and meet its capital requirements, the Council needs to generate a minimum annual average of £55m capital income from a combination of government allocations, innovative funding sources (e.g. **PFI bids and public / private partnerships**), local finance from property rationalisations and disposals, and developer contributions through Section 106's. The Council has demonstrated its willingness to be innovative and has devised **mixed funding packages** for schemes. An example is the **Foxton Community Project** which used an allocation of Private Public Partnership funding from the DfES, receipts from land sales and a Millennium Commission Grant to create new community and sports facilities to be used jointly with the new primary school that was built on the same site. Similarly a £9.7m private finance initiative bid is being pursued in respect of the proposed Historical Resource and Cultural Centre for Cambridgeshire that has attracted a DCMS PFI credit allocation.

The Council embraces facilities management and offers a range of contract management and procurement services to the corporate community. Cambridgeshire's procurement strategy has been informed by Best Value Reviews, including the **Procurement and Contract Management Review**. Implementation of the Review Action Plan included establishment of a *Partnership Improvement Programme* with the Eastern Shires Purchasing Organisation (ESPO). This has reduced the number of suppliers, reduced costs and increased the use of corporate contracts for purchasing. The new arrangement was commended by the District Auditor and reviewed by the Audit Commission which commented favourably on the Council's approach to procurement and training. Implementation of this and other initiatives has led to the Council becoming a leader in **e-procurement**. The Council has been short listed for the prestigious *Kelly's Award* for Purchasing on two occasions, for Society of Chief Purchasing Officer awards and is also fully participating in the East of England Procurement Centre of Excellence. The Council also actively leads and supports the local district councils on procurement.

iv. Actions

In order to optimise the use of assets, the Council is pursuing a range of actions:

- codifying delivery projects into the Corporate Property Strategy 2004 – 2009;
- integrating project management disciplines into business planning;

- reviewing the Corporate AMP to maintain its **effectiveness**;
- implementing a set of service AMPs to underpin service delivery through effective property asset management;
- making sure investment decisions are based on business cases and a corporate approach to option appraisal; and
- ensuring property asset management targets have been set and are monitored, managed and kept under review. (N.B. The data generated is helping the Council with its buildings **sustainability** agenda.)

These objectives are achieved through a range of activities at the planning and organisational levels and in the way that the Council uses management information, and this is outlined below.

In terms of forward financial planning, the Council uses a process of 'Medium Term Service Priorities' (MTSP) to **prioritise capital and revenue expenditure** over the coming three years. 'Fourth year' projects are prepared as new bids and together with proposals for the 'fifth year' are scoped through the corporate Strategic Property and Procurement Group and (officer and Member) Service Development Groups. The MTSP therefore looks at business needs over the next five years and facilitates strategic asset management that takes into account the need to address any gap resourcing issues within a fully costed and appraised process.

The Council has refined this MTSP bid process so that capital bids are closely aligned to revenue bids. For example, a capital bid for a new library must be supported by a parallel revenue bid to support service delivery on site. The Council also takes into account revenue costs when it invests in new property with a view to reducing future revenue expenditure.

Most capital expenditure is used to provide new or expanded facilities to address the needs of a growing and ageing population. Other investment generally takes the form of the replacement or rationalisation of facilities, with a focus on reducing ongoing operating costs.

The Council has **service AMPs** in place. The Education AMP and the Social Services AMP seek to join up funding and to make a greater contribution to improving standards. The Local Transport Plan (effectively an AMP for the Environment and Transport Directorate) has been approved by Government and an AMP for Highways and Engineering is being prepared, as well as an asset strategy for new waste sites and facilities as part of a PFI bid for Waste to support the Waste Local Plan.

Organisationally, strategic asset management is directed by the **Strategic Property and Procurement Group** (SPPG). This Group was initiated in 2000, when procurement was brought into the purview of its forerunner, the **Strategic Property Group**. SPPG meets monthly and is chaired by the Head of Property and Procurement who is designated as the Council's corporate property officer. It is the authority-wide senior officer group with defined responsibility for strategic property asset management and therefore has co-ordinated the preparation of the Corporate AMP, the Capital Strategies and Corporate Property Strategy.

Operational performance of the estate is measured through land and asset **performance indicators** (PIs) that link to the County Council's corporate goals and are well established on a hierarchical basis as follows:

- a high-level corporate suite (established with Audit Commission guidance) includes, for

example, the number of public buildings in which public areas meet the Disability Discrimination Act requirements. (NB: In this regard, in relation to BV PI156 the Council has increased the percentage of Council buildings in which all areas are accessible to disabled people from 35% in 2002 / 03 to 69% in 2003 / 04 putting the Council in the top quartile of authorities.) This suite is monitored and reported regularly to Strategic Property and Procurement Group and Members;

- a broader suite of indicators for the Resources Directorate which includes the National Property PI's (NPPIs); and
- an internal suite of indicators for the Property and Procurement Division which monitors, for example, the cost of realising capital receipts as a percentage of total capital receipts and building closures where they have a detrimental effect on service delivery.

At a more detailed level, performance review is also exercised through quarterly monitoring of ongoing projects within the Corporate Property Strategy. This includes approximately 40 projects and initiatives - each with individual milestones, assigned lead officers and PIs. Partnership projects are monitored in the same way via project plans and PIs with explicit targets and indicators set by the County Council or project sponsors. The results of monitoring are reported to stakeholders through SPPG.

Many assets have high opportunity costs and considerable benefits have been obtained from the enhancement of value for alternative uses. The Council monitors the Local Plan processes undertaken by District Councils within its area to ensure that it is aware of all opportunities to enhance and capitalise upon increases in the value of its assets.

The County Council has generated more than £43m from Capital Receipts over the past four years. A significant share comes from the County Farms Estates which shows an **Internal Rate of Return** of 16% over the next 10 years.

The County Council also gives **grants for capital projects**, or matches grants from other bodies, where the objectives of projects are in line with the Council's own strategic service priorities, e.g. for day centres, housing association and community projects such as Buckden Millennium Village Hall (which includes new library provision). Long-term leases or Service Level Agreements are normally established to enable the Council to monitor performance and to achieve maximum value for money.

The Council's new **electronic property management system, PREMIS (Property Records Electronic Management and Information System)**, uses three *Oracle* modules, viz. assets, property manager and projects, that integrate with the Council's new financial and management information system (FAMIS). PREMIS integrates with FAMIS to allow e-procurement and the efficient flow of property and financial information. The systems also integrate with the human resource module, HeRO, to provide the core systems of the Council's e-business suite. Service directorates and Members were fully involved in the development of the system specification and it went 'live' in summer 2002. The system is currently being populated with core and intermediate asset data to give functionality well beyond that previously available to the Council within the previous disparate systems and this will encourage and enable provision of e-services. Several other local authorities have visited Cambridgeshire to see the PREMIS system which is seen as a showcase example of best practice.

PREMIS links with other software packages such as *Genis1s* (the DfES AMP package),

geographical information and computer-aided design systems (GIS and AutoCAD) to give a wide range of interconnectivity. It also integrates with Microsoft Project to give extensive project management functionality in addition to comprehensive property records and management functions. The up-to-date comprehensive data is now accessible by staff and Members and a programme of training to facilitate its use is already in hand. Implementation of PREMIS will eliminate duplicated data sets and will enhance the ability to share and analyse property information, resulting in significant benefits for the **effectiveness** and efficiency of asset management.

In addition, service Managers have access to **information on the condition and performance of assets** from a variety of sources:

- All school properties have been **surveyed regarding condition, suitability and sufficiency** (capacity) and all schools were re-assessed using the DfES revised measures by June 2002. This identified maintenance and improvement needs. A key challenge for the Council is maintaining up-to-date condition information for these assets and collating and extending condition surveys to all assets.
- Surveys have been completed to establish the presence and nature of **asbestos**-based materials and for **compliance with Disability Discrimination Act** requirements. In particular, Service Directorates have reviewed service provision at their current locations to test compliance with the DDA, e.g. at Cromwell Museum in Huntingdon.
- The **suitability and sufficiency of schools** is currently being assessed and will be completed within the DfES's proposed timescale. A similar task will be undertaken in respect of non-school property.
- An **Energy Monitoring** package records energy ('transient') data on a 'per property' basis.
- The Council has undertaken a desktop condition survey based on the DETR (A-D/1-4) guidelines to assess whether assets are good, satisfactory, poor or bad. This information has informed the geographical area review and hot property cluster processes and recommendations are stored in PREMIS.

v. Outcomes

Cambridgeshire is developing ways in which property assets support continuous improvement in the delivery of its services through a range of strategies and tactics, many of which are promoted in partnership with other organisations.

Cambridgeshire's asset management is **benchmarked** against other County Property organisations via the Corporate Property Officers Group (COPROP) and the Association of Chief Estates Surveyors and Property Managers in Local Government (ACES). Comparisons are drawn with other authorities and good practice is shared (e.g. through the Institute of Public Finance Asset Management Plan Network).

Local area reviews have been undertaken to ensure that all County Council property is challenged and considered - regardless of the function performed.

Examples of successful outcomes include:

- The **March Town review** has led to the development of a new Library and Register Office and provision of new **sustainable** day care facilities for adults with disabilities in partnership with the voluntary sector, and

- The **Huntingdon Town area review** considered how the town centre could be regenerated. The County Council is currently working with partners including the Justice Service, the District Council, Primary Care Group, Further Education College and a developer, to implement a scheme to revitalise the Town Centre and create a new civic centre incorporating a combined justice centre together with new facilities for social care and education staff.

A rolling programme of five **geographical area reviews** (GAR) covering the entire County has now been completed using an asset challenge methodology. Asset challenge questions are asked in respect of each property, encompassing a range of issues related to location, quality, IT, utilisation, suitability and sufficiency. As an example, the **Fenland GAR** encompassed 117 properties with a total value in excess of £100m. Its recommendations have been shared with Members via 'In Your Patch' meetings and have been taken through a prioritisation process by the SPPG and been incorporated into the roll forward of the Corporate Property Strategy. These recommendations include options for sale, acquisition, relocation or co-location, shared use through partnerships, and development opportunities (e.g. refurbishment) or continued maintenance. Recommendations relate to individual properties, but groups of properties in close proximity are also drawn together and considered as Hot Property Clusters (e.g. Wisbech and March) and specific projects have been commissioned to determine crosscutting better utilisation issues.

As a major investor in capital works, the County Council is able to influence others through participating in, and promoting, **joint funding ventures**. For example, it has been successful in promoting and gaining Government support for the **Starter Homes Initiative** which has made provision for a number of opportunities for Key Workers in partnership with the Health and Police services. A total of 177 key workers have benefited from equity share schemes and a further 19 from rental assistance. The Council has also been successful in persuading others to invest jointly in the **Market Towns Initiative**, sports facilities in schools and in new supported living accommodation.

The County Council has embraced new **flexible working** arrangements and implementation is well advanced. The Council's work-life balance initiatives stem in part from the concepts set out in the Audit Commission report '*Hot Property - getting the best from local authority assets*'. As an example, the newly opened northern office base in March (Hereward Hall) for 120 staff from Social Services, our Health partners and Environment and Transport has replaced decrepit and scattered buildings. The new building incorporates a touchdown centre enabling staff to work flexibly without the need to travel to Cambridge - a tangible contribution to **sustainability**. Through flexible working and careful attention to the key ICT, accommodation and personnel issues the floor area required has been reduced by 20% and staff surveys show that morale (and consequently service to the public) has risen. Touchdown space will also be included in Sackville House in Cambourne (to open in the autumn of 2004).

The Council's capital assets were valued at over £620m in 2003. There is currently a need to invest some £30m in schools alone to bring them up to the standard required. Overall the maintenance backlog totals more than £50m. The maintenance backlog is being addressed through Geographic Area Reviews (GAR) and the planned maintenance programme. The County Council's backlog is reported to Members and Chief Officers at frequent intervals to enable consideration of current status and how we can address the gap between future requirements and current position.

Corporate awareness of property as a strategic resource has been raised through reporting and monitoring the Corporate Property Strategy and related documents at Cabinet and SDG levels. For instance, the Council has a policy of disposing of assets at 'best consideration' unless there is a demonstrable service benefit. The result of this is that maximum receipt is generally considered to be the highest priority in disposal of assets. However, the Council will exercise its discretion to offer terms at less than full value and seek ODPM consent to do so in cases where there is a demonstrable and quantifiable service benefit and this would be a Cabinet decision.

vi. User & Community Satisfaction

The assessments for the triple successive Charter Marks for the County Farms Estate and Charter Mark for Maintenance Services validate the user and community satisfaction with these services.

In relation to individual projects, local residential neighbours of new developments have expressed satisfaction with the way the projects have been organised and managed.

Post Project Appraisal methodology is applied and is being extended to ensure that project outcomes are measured for **effectiveness** against the initial project goals.

Consultation with users after completion of schemes is undertaken. For example, staff and users were consulted after Disability Discrimination Act compliance works were carried out to libraries, showing high levels of satisfaction.

The video film recording the development and delivery of Hereward Hall, March includes extracts from Cambridgeshire County Council and Health staff on their thoughts about working in the new building (the CD is available). This includes '*The new building is lovely, it is so much better than the previous building we had, it is just nice to work in a very nice environment, we've had everything designed for us, so suits us very well.*'

The video film of the development of the new library in March also has extensive commentary from staff and members of the public on their appreciation of the new facilities (the video is available). Again, this video has numerous examples of members of the public praising the new library and its facilities.

Cambridgeshire County Council is approached by other local authorities for the opportunity to see and review processes, e.g. the PREMIS database which has been extensively investigated and appreciated, area review methodology and delivered schemes such as Hereward Hall.

The information given in this section should not exceed 10 pages in length.

PART 3: DISSEMINATION OF GOOD PRACTICE

Authorities will be asked to provide more detailed information on their dissemination proposals if short listed.

1. On the basis of the practice you have described in Part 2 what are the key messages you have to share and who do you see as the audiences for these?

Our Key Messages for this application are:

- **Effectiveness** - through a planning and review strategy ensuring the effective use of resources, including working with partner organisations;
- **Sustainability** - the highest importance given to sustainable solutions, including co-location and integration; and
- **Modernisation** – demonstrating best practice in asset management.

The appropriate audiences for these messages would include:

- Councillors, managers and employees of other local authorities both those working in property and estates management and also direct service providers;
- Private sector companies working with the public sector, e.g. property consultants; and
- Partner organisations such as (for us as a County) District Councils, Primary Care Trusts, Local Strategic Partnerships and Central Government etc.

2. Beyond the national Showcase event and Open Day, do you have any initial ideas on how you might share your practice with others?

Best practice is currently being shared with other local authorities through:

- Membership of the Institute of Public Finance AMP network and practitioner presentations (also available on ipfproperty.net);
- Showcasing the ORACLE property modules to other authorities;
- Responding to requests for and conducting tours of completed buildings e.g. Hereward Hall, March;
- Sharing the video / CD of Hereward Hall, March (new offices) recording the process from conception to occupation and incorporating user views;
- Through membership of COPROP Policy and Review Group;
- Membership by the Head of Property and Procurement of the RICS Council for England and Wales, RICS Europe (as UK representative) and the RICS Local Government Panel;
- Presentations at events organised by GoEast and CIPFA.

These will be continued and extended to include:

- Presentations at conferences organised by appropriate organisations such as IDeA and the Local Government Association;
- Use of IDeA website, beacon newsletter, beacon good practice case studies, local government publications, local press and property journals e.g. RICS Business and Estates Gazette, and the County Council internet site;
- Invitations to other local authorities to visit us for tours of our sites, buildings etc. (such as Hereward Hall), events/workshops, presentations and Question/Answer sessions;
- Sharing the video of the development of the new March library; and
- Producing documented case studies on particular topics e.g. area review methodology.

3. What resources/expertise are you able to commit to spread your good practice to other authorities?

- The Head of Property and Procurement, Senior Managers and Lead Members already devote a significant amount of time to hosting visits from other local authorities and attending key events to disseminate Cambridgeshire's asset management practices and improvements. We have in post a range of employees at a wide range of levels with good experience and skills to offer in communicating effectively to peers and stakeholders on the asset management context.
- Cambridgeshire County Council has a high profile in the media on asset management matters, for example, the forthcoming Municipal Journal article.

The information given in this section should not exceed 2 pages in length.