

Rural Development Sub-Committee

RDC(3)-10-10 Paper 2

Inquiry into the Provision of Local Authority Farms: Evidence from Cyngor Sir Powys County Council

- 1.0 Powys County Council has the largest local authority farms estate in Wales and the fifth largest in England and Wales (4,556 Ha of agricultural land let as 164 separate equipped farms together with 155 Ha of woodlands).
- 2.0 The Council conducted a Scrutiny Review of its agricultural estate in February 2009. This Review resulted in 12 Recommendations which are attached in Appendix A.
- 3.0 In response to the Scrutiny Review and its Recommendations the Farms Management service prepared a Business Plan and Action plan for the estate. The Business plan is attached as Appendix B.
- 4.0 The Key Responsibilities of the farms are summarised as follows:
- Provide opportunities for new entrants to agriculture and associated enterprises
 - Increase revenue contribution made by County Farms Estate to central Treasury
 - Optimise use of premises and rationalise property holdings.
 - Develop Strategic Asset Management approach to County Farms Management
 - Encourage diversified and value-added use of County Farms property
 - Establish platform for formal communication with tenants
 - Contribute to the Council's Corporate Improvement Plan objectives
- 5.0 The County Council considers that its farms provide a key access point for new entrants to farming and this is highlighted as the first Key Responsibility listed above. In recent years we have typically let 5 or 6 farms per annum to new entrants.
- 6.0 The Action Plan includes a strategy to develop closer contact with private landlords and larger institutional landlords e.g. the National Trust, to promote the progression of tenants to larger holdings in these sectors (Action Plan Ref. CF1)
- 7.0 The existing framework of Farm Business Tenancies is considered to offer the flexibility needed for new entrants and the longer term security needed for the best management of land. The Council is developing a strategy for the length and number of Farm Business Tenancies that it will offer to different categories of tenant to encourage progression within the estate and into the private/institutional sector. The following Table of suggested tenancy periods has been prepared as an item for discussion and consultation with the Powys Tenants Association.

Table 1

Holding type	Holding Size	Length of Tenancy	Renewal
	Up to 10 acres	2 yrs	As appropriate
Starter	10-50 ac.	6 yr initial tenancy	1 3-yr renewal
Intermediate	50-100 ac	8 yrs	1 5-yr renewal
Progression	> 100 ac	12 yrs	1 7-yr renewal

- This proposal is by no way finalised and will be subject to change following a consultation period this summer, and Member approval.
- 8.0 The County Council is also consulting with the Association on a draft policy to encourage diversification on the farms. It has already been noted that some diversification opportunities will require significant investment and long term security if financial loans are required. These requirements could be in direct conflict with the need to encourage progression and movement within the estate.
- 9.0 The County Council has a long term objective to rationalise its farms and reduce the number of holdings let to 140, whilst maintaining the current size of the estate in acres. It is recognised that larger units are needed to maintain the viability of the farms and rental income. Larger units will also provide opportunities for progression within the estate.
- 10.0 A co-ordinated response to the retention of local authority farms would be beneficial. Potentially, progressive tenants could move to larger farms in other authority areas if a more co-ordinated and co-operative approach could be encouraged between the authorities with substantial estates. A co-ordinated approach to the disposal of farms would defeat the prime objective of maintaining and maximising opportunities. Disposal for rationalisation reasons, or to unlock development potential has always been a feature of the management of the farms estate.
- 11.0 There is already an established network between authorities through the auspices of the Consortium of Local authorities in Wales (CLAW) and the Rural Branch of the Association of Chief Estate Surveyors (ACES). A separate network is probably not required but the support of the Assembly Government to these established networks by means of regular contact with these groups and Assembly officers would be beneficial in promoting local authority farms in Wales.

Nigel Baldwin, FRICS,
Acting Asset Manager,
Powys County Council.

SCRUTINY REVIEW RECOMMENDATIONS

The Committee recommends to the Board that within three months of the publication of this report an action plan, to include timescales, be drawn up to address the following recommendations.

R1 Due to difficulties in squaring the current prime objectives ie encouraging new entrants into farming whilst at the same time consolidating the Estate into fewer larger holdings, it is recognized that opportunities for young and first time farmers to enter the industry via the Estate are very limited. This reality should be reflected in the objectives of the County Farms Estate. The primary objective of the Estate should be to make a financial contribution to Council services proportionate to the value of the asset employed.

R2 Continue with progressive rationalisation and ensure management is focused on identifying a portfolio of core holdings and disposing of the balance. In particular there needs to be greater emphasis on diversification and economic regeneration opportunities.

R3 A valuation of the Estate based on the current strategic direction should be commissioned in order that the Council may assess more accurately the true cost of the Estate and to what extent the Estate can generate income.

R4 The procedure for lettings should be reviewed with the objective of reducing the bureaucracy involved in the process.

R5 Notwithstanding the ongoing consideration of a shared service joint venture, a detailed business plan be produced to describe how senior management resources will be deployed to proactively manage the Estate in the light of the termination of the Bruton Knowles contract and in particular demonstrate that the service can combine estate management and strategic asset management. Control of overheads (which will increase disproportionately as capital receipts are achieved) is a key consideration.

R6 More formal links with the economic regeneration service be forged in order to ensure the Estate meets its full potential.

R7 The impact of a 10% retention of capital receipts be assessed in relation to the ability of the Estate to fund its health and safety liabilities.

R8 Asset Management Plans should be utilized in the management of holdings and consideration should be given to optimising the number of buildings within holdings e.g. “moth balling”, demolishing, or third party utilisation (on “easy-in, easy out” agreements).

R9 Tenants consultation and satisfaction surveys should be introduced as a KPI in order to demonstrate whether the Estate is adding value for its tenants and indeed the wider farming community.

R10 A strategy to move as quickly as possible to farm business tenancies should be formulated and progress regularly monitored.

R11 A review of arrangements relating to procurement of maintenance be carried out which may lead to this activity being managed via the facilities management service.

R12 The rehousing of tenants on agricultural tenancies should take into account the full portfolio of property available at the time rehousing is required.

Powys County Council
Business Plan Template: April 2009 – March 2012
The single process of business and financial planning



1. Accountability

Service Area	Local and Environmental Services
Head of Service	Steve Holdaway
Portfolio Holder	Cllr Stephen Hayes
Service Delivery Unit (if applicable)	COUNTY FARMS ESTATE
Service Manager (if applicable)	Russell Westlake

2. Service Introduction and Key Responsibilities.

- Provide opportunities for new entrants to agriculture and associated enterprises
- Increase revenue contribution made by County Farms Estate to central Treasury
- Optimise use of premises and rationalise property holdings.
- Develop Strategic Asset Management approach to County Farms Management
- Encourage diversified and value-added use of County Farms property
- Establish platform for formal communication with tenants

- Contribute to all Corporate Improvement Plan objectives:
 - Promoting Health, Social Care and Wellbeing
Principally by providing opportunities for Affordable Housing
 - Ensuring Learning Opportunities for all
By providing opportunities for individuals to develop their own business
 - Supporting Economic and Social Development
By providing property-based opportunities for rural business start-up and development
 - Enhancing the Natural and Built environment
By encouraging high standards of environmental management on both let and in-hand property
 - Improving our Corporate Health
By providing a positive financial contribution to Powys County Council's resources

- More generally, respond to the following O&R projects
 - Explore opportunities for Shared Service delivery
 - Process rationalisation
 - ICT strategy
 - Support Services Modernisation
 - Internal Market reforms
 - Deliver audit recommendations
 - Deliver efficiencies and sustainability targets

3. Service Assessment (Where are we now?)

Key conclusions from the pre business plan assessment

KEY AREAS TO ADDRESS

- Opportunities for new entrants
- Improve financial performance
- Develop strategic Asset Management approach
- Encourage diversified and value-added business on Estate
- Minimise forward maintenance liabilities
- Improve communication with tenants
- Rationalise re-letting process

4. Key Risks

Risk	Action
1) Risk of management costs increasing disproportionately to revenue as rationalisation proceeds.	1) Review management arrangements to control costs.
2) Risk of inadequate management resources to develop strategic asset management and estate management.	2) Review management arrangements to ensure efficient deployment of resources.
3) Breach of legislation (Health and Safety) in terms of both building maintenance and construction services procurement.	3) Engage Building Maintenance Service to control Health and Safety risk; forward planning to optimise use of retained capital receipts.
4) Risk of failing to maximise the value of the property asset.	4) Produce property-specific Asset Management Plans

5. Improvement / Change Objectives (Where do we want to get to?)

Ref:	Improvement / Change Objectives for 2009/2012	Red, Amber, Green (RA) Status			
		Qtr 1	Qtr 2	Qtr 3	Qtr 4
CF1	OPPORTUNITIES FOR NEW ENTRANTS To provide greater opportunities for new entrants				
CF1 (R1)	IMPROVE FINANCIAL CONTRIBUTION To reduce management costs and enhance income				
CF2/CF8 (R8)	ASSET MANAGEMENT Asset management plans will assist and inform the rationalisation process and identify opportunities for regeneration				

CF3 (R3)	COUNTY FARMS VALUATION Investigate terms and if appropriate issue instruction				
CF4 (R4)	RE-LETTING PROCESS Review process & introduce efficient and transparent procedure				
CF5 (R5)	MANAGEMENT BUSINESS PLAN Release management resources to focus on strategic management				
CF6 (R6)	DEVELOP LINKS WITH REGENERATION SERVICE Establish regular input from Regeneration Service to inform management decisions.				
CF7 (R7)	10% REDUCTION IN RETAINED CAPITAL RECEIPTS Quantify liabilities and develop prioritised programme of work				
CF8 (R8)	ASSET MANAGEMENT PLANS Produce property-specific asset management plans				
CF9 (R9)	TENANT'S CONSULTATION & SATISFACTION SURVEYS Re-establish consultation with tenants & tenant's satisfaction surveys				
CF10 (R9)	DEVELOP AND IMPLEMENT STRATEGY FOR MOVING TO FARM BUSINESS TENANCIES				
CF11 (R11)	REVIEW PROCUREMENT OF MAINTENANCE WORK Transfer maintenance role to Building Maintenance Service				
CF12 (R12)	RETIREMENT ACCOMODATION STRATEGY Develop links with relevant agencies to maximise retirement opportunities				

*** References in brackets refer to Scrutiny Committee Review Recommendations**

6. Key Performance Measures (What will success look like?)

Ref:	Key Performance Measure	07/08 (act)	08/09 (act)	09/10 (T)	10/11 (T)	11/12 (T)
Better Use of Resources (Including Processes)						
	Income as a %age of asset value (county Farms)	15%	15%	5%*	5%	5%
	The %age of rental arrears owing 6 months after collection date	7%	7%	6%	5%	5%
	Average size of holding (hectares)	27	28	29	30	31
	%age of holdings under Farm Business Tenancies	47.06%	49%	51%	54%	58%
Additional information in support of key performance measures (if required)						
* Assuming revised valuation model accounting for progressive rationalisation and thus enhanced capital value.						

7. Resources

Staff:

Staff	06/07 (act)	07/08 (act)	08/09 (Revised Budget)	09/10	10/11	11/12
Staff Numbers						
F.T.E*	3.25	3.25	3.25	3	3	3

Additional information in support of Staff (if required)
* figure relates to direct management posts

Financial Summary:

Finance: Revenue	08/09 (Revised Budget)	09/10	10/11	11/12
Gross Revenue Expenditure (£)	667	652	667	683
Funded by:				
Generated Income (£)	923	958	983	1,010
Internal Recharges (£)				
Transfer from Reserves (£)				
Transfer to Reserves (£)				
Other (£)				
Net Revenue Expenditure (£)	-256	-306	-316	-327

Additional information in support of revenue summary (if required)

Finance: Capital	08/09 (act)	09/10	10/11	11/12
Gross Capital Expenditure	330	100	100	100
Funded by:				
Supported Borrowing				

Capital Receipts	271	100	100	100
Capital Grant ⁽¹⁾	36			
Revenue/Reserves	23			
Net Capital Expenditure	0	0	0	0

Additional information in support of capital summary (if required)
⁽¹⁾ Includes insurance claims

Finance: Efficiencies	08/09 (act)	09/10	10/11	11/12
	£000	£000	£000	£000
Efficiencies - Cashable (£)		40		
Efficiencies – Non Cashable (£)				
Total Efficiencies (£)		40		

Additional information in support of efficiencies summary (if required)

£40K saving identified in 09-10 for the release of consultant Bruton Knowles.
There is scope to review BPU support costs to produce a further saving from 2010/11

Business Plan Sign Off

Service Manager Sign Off: (if applicable)

Name	Position	Date	Signature
R K Westlake	Property and Design Services Manager		

Head of Service Sign Off:

Name	Position	Date	Signature
S Holdaway	Head of Service Local & Environmental Services		

Executive Director Sign Off: (if applicable)

Portfolio Holder Sign Off: (if applicable)

Name	Position	Date	Signature
Cllr Stephen Hayes			

Improvement Action Plans

Ref:

CF1

County Farms Scrutiny Review Recommendation	<i>To provide opportunities for new entrants into agriculture and associated enterprises whilst supporting wider economic and social development and environmental objectives and improving financial contribution to Council services.</i>			Target
Improvement Objective (SMART)	i) To develop a strategy for creating opportunities for new entrants such that by July 2010 the strategy is complete and ready for implementation. ii) Improve financial contribution made by Estate such that by March 2010 the overall revenue surplus is increased by 15%			
Funding Required to meet Objective	Revenue Funding: Capital Funding/Invest to Save:			
Action	Responsible named Officer/ Group	Milestone: Dates / Indicators of significant progress	Planned Completion Date	Remedial Action: Monitoring of progress and appropriate remedial measures if required
1. Develop strategy to create movement within the estate encompassing: -Retirement strategy (see R12 below) -Partnership arrangements with external landlords with the aim of providing greater and more diverse opportunities to new entrants. This strategy to be supported by revised lettings procedure focussing on opportunities for progression.	Hugo Van Rees	Communicate with private/institutional Landlords	June 2010	Key Performance Indicator
2. Restructure management arrangements to focus on increasing income and control overhead costs	RW/HVR/NWB	End current contract arrangements with BK Handover Maintenance role to BMS Review Business Support costs and implement findings	May 2009 March 2009 March 2010	
3. Debt management to improve financial contribution	HVR	Establish regular and proactive debt management meetings Refer older debts to Debt Panel Refer debt collection role to BPU recovery team Introduce advance and secured rent payment regime	September 2009 September 2009 September 2009 May 2009	Key Performance Indicator

Improvement Action Plans

Ref:

CF2

County Farms Scrutiny Review Recommendation	<i>Continue with progressive rationalisation and ensure management is focused on identifying a portfolio of core holdings and disposing of the balance. In particular there needs to be greater emphasis on diversification and economic regeneration opportunities.</i>			Target
Improvement Objective (SMART)	i) To develop a strategy to accelerate the disposal of non-core holdings such that by July 2010 the strategy is complete and ready for implementation. ii) By July 2010 develop property-specific asset management plans identifying diversification and regeneration opportunities.			
Funding Required to meet Objective	Revenue Funding: £			£
	Capital Funding: £			£
Action	Responsible named Officer/ Group	Milestone: Dates / Indicators of significant progress	Planned Completion Date	Remedial Action: Monitoring of progress and appropriate remedial measures if required
1. Develop property specific Asset Management Plans identifying core holdings and opportunities for diversification	HVR	Mar 2010 – draft plan ready for approval May 09 – plan approval by EMT	July 2010	
2. Accelerate disposal of non-core holdings	HVR	Review tenancy arrangements Devise specific strategies for individual holdings reflecting tenancy constraints	May 2010 July 2010	
3. Encourage broader range of business uses and diversification at re-letting stage	HVR	Produce revised letting particulars that encourage diversified business activity.	June 2009	

4. Encourage tenants to come forward with diversification proposals	HVR	Communicate with Tenants' panel and identify opportunities for assisting diversification proposals	October 2009	
5. Develop links with large private/institutional landowners which may provide opportunities for promoting tenants	HVR	Identify potential 'partners' Establish potential 'Terms of Reference'	September 2009 December 2009	
6. Support the Council's wider service objectives e.g waste recycling	HVR	Complete property-specific asset management plans	July 2010	

Improvement Action Plans

Ref:

CF3

County Farms Scrutiny Review Recommendation	<i>A valuation of the Estate based on the current strategic direction should be commissioned in order that the Council may assess more accurately the true cost of the Estate and to what extent the Estate can generate income.</i>			Target
Improvement Objective (SMART)	i) By August 2009, in discussion with Bruton Knowles, to assess the cost-drivers of obtaining an external valuation and to evaluate the requirements on internal resources of the same. ii) By October 2009 to confirm whether obtaining an external valuation will prove useful to the management of the Estate (having regard to cost/benefit) and, if so, whether Bruton Knowles should be instructed to provide the valuation.			
Funding Required to meet Objective	Revenue Funding: £20,000 Capital Funding: £0			
Action	Responsible named Officer/ Group	Milestone: Dates / Indicators of significant progress	Planned Completion Date	Remedial Action: Monitoring of progress and appropriate remedial measures if required
1. Identify cost-drivers of obtaining valuation and assess implications for internal resources 2. Review on basis of cost/benefit 3. If appropriate issue instructions to external agency to proceed with valuation	RW/HVR	Communication with Bruton Knowles Establish costs Issue instruction	July 2009 September 2009 October 2009	

Improvement Action Plans

Ref: CF4

County Farms Scrutiny Review Recommendation	<i>The procedure for re-letting should be reviewed with the objective of reducing the bureaucracy involved in the process</i>			Target
Improvement Objective (SMART)	Introduce transparent and efficient lettings procedure			
Funding Required to meet Objective	Revenue Funding: £			
	Capital Funding: £			
Action	Responsible named Officer/ Group	Milestone: Dates / Indicators of significant progress	Planned Completion Date	Remedial Action: Monitoring of progress and appropriate remedial measures if required
1. Develop clear criteria for selection of tenants and develop draft proposal for revised re-letting procedure.	HVR	Produce draft proposal	July 2009	
2. Consult with Tenant's Association on re-letting proposals.	HVR	Obtain views of Tenant's Association	July 2009	
3. Obtain comments of Scrutiny Committee on revised procedure	NWM/HVR	Present revised procedure to Scrutiny Committee	July 2009	
4. Consult with Legal Section on input of members, obtain Board approval.	HVR/RW	Obtain Board approval for revised letting procedure	August 2009	

Improvement Action Plans

Ref: CF5

County Farms Scrutiny Review Recommendation	<i>Produce detailed business plan demonstrating how management resources can re-focus on strategic estate management</i>			Target
Improvement Objective (SMART)	By July 2009 to obtain Board Approval for detailed Improvement Action Plans			
Funding Required to meet Objective	Revenue Funding: Capital Funding:			
Action	Responsible named Officer/ Group	Milestone: Dates / Indicators of significant progress	Planned Completion Date	Remedial Action: Monitoring of progress and appropriate remedial measures if required
1. Produce draft Business Plan for Board including detailed actions	HVR/RW	Finalise draft	June 2009	
2. Seek Board Approval	HVR/RW	Submit to Board	June 2009	
3. Implement Improvement Action Plans	HVR/RW	Implement individual actions Review and refine recommendations Report back to Board	September 2009 March 2010 March 2010	
4. Hold monthly management meetings with head Asset Management and Senior Manager PDS to monitor and review progress	HVR/NWB/RW	Monthly	Ongoing	

Improvement Action Plans

Ref:

CF6

County Farms Scrutiny Review Recommendation	<i>Develop formal links with regeneration service</i>			Target
Improvement Objective (SMART)	By September 2009 to establish regular input from Regeneration Service such that wider corporate objectives fully inform County Farms management decisions.			
Funding Required to meet Objective	Revenue Funding: £			Capital Funding: £
Action	Responsible named Officer/ Group	Milestone: Dates / Indicators of significant progress	Planned Completion Date	Remedial Action: Monitoring of progress and appropriate remedial measures if required
1. Develop closer links with regeneration liaison group so as to actively discharge more Corporate responsibility	NWB	Obtain input from Regeneration Service in preparing Asset Management Plans	July 2010	
2. Promote internal and external support services to new and current tenants	HVR	'Signpost' business management/diversification support for tenants	July 2010	

Improvement Action Plans

Ref: CF7

County Farms Scrutiny Review Recommendation	<i>The impact of a 10% retention of capital receipts to be assessed in relation to health and safety liabilities</i>			Target
Improvement Objective (SMART)	By 2010 to identify a 5-year programme of priority-based works to ensure use of retained capital receipts is optimised and risks associated with outstanding liabilities are controlled.			
Funding Required to meet Objective	Revenue Funding: £			Capital Funding: £
Action	Responsible named Officer/ Group	Milestone: Dates / Indicators of significant progress	Planned Completion Date	Remedial Action: Monitoring of progress and appropriate remedial measures if required
1. Develop condition statements as part of property-specific asset management plan	HVR	Evaluate Health and Safety Liability	July 2010	
2. Identify core holdings and prioritise investment accordingly	HVR	Complete review of holdings	July 2009	
3. Review and consolidate 5-year programme of works	HVR	May 2010 Complete site/desktop review of data	July 2010	
4. Develop strategy for mitigating risk associated with unfunded works/outstanding liabilities	HVR	Review condition data	July 2010	

Improvement Action Plans

Ref: CF8

County Farms Scrutiny Review Recommendation	<i>Utilise Asset Management Plans in management of holdings and optimise number of buildings let with holdings</i>			Target
Improvement Objective (SMART)	By March 2010 to produce property-specific asset management plans such that forward maintenance liabilities can be controlled.			
Funding Required to meet Objective	Revenue Funding: £			
	Capital Funding: £			
Action	Responsible named Officer/ Group	Milestone: Dates / Indicators of significant progress	Planned Completion Date	Remedial Action: Monitoring of progress and appropriate remedial measures if required
1. Produce property-specific asset management plans	HVR	Produce asset management plans	July 2010	
2. Evaluate Condition Statements (see R7 above) to minimise forward maintenance liabilities, targeting core holdings.	HVR	Complete Condition Statement	July 2010	

Improvement Action Plans

Ref:

CF9

County Farms Scrutiny Review Recommendation		Introduce tenant consultation and satisfaction surveys			Target
Improvement Objective (SMART)		By March 2010 to introduce tenants' satisfaction surveys and establish a forum for consulting with Tenant's Association.			
Funding Required to meet Objective					Revenue Funding: £ Capital Funding: £
Action	Responsible named Officer/ Group	Milestone: Dates / Indicators of significant progress	Planned Completion Date	Remedial Action: Monitoring of progress and appropriate remedial measures if required	
1. Re-engage with Tenant's Association via representative focus group	HVR	i) Invite Tenant's Association to form representative panel/forum ii) Set up and hold first panel meeting	May 2009 September 2009		
2. Establish annual meeting with Tenant's Association as information/training event	HVR	Hold meeting	Annual		
3. Improved publicity/communication through website and 'Red Kite' magazine	HVR	i) Produce regular article for Red Kite magazine ii) Overhaul County Farms website	Annual September 2009		
4. Consult with Performance Management section to identify meaningful performance indicators and develop satisfaction survey	HVR	Issue satisfaction survey	January 2010		

Improvement Action Plans

Ref:

CF10

County Farms Scrutiny Review Recommendation	<i>A strategy to move as quickly as possible to Farm Business Tenancies should be formulated and progress regularly monitored</i>			Target
Improvement Objective (SMART)	By July 2010 to develop a strategy for increasing the percentage of Farm Business Tenancies			
Funding Required to meet Objective	Revenue Funding: £ Capital Funding: £			
Action	Responsible named Officer/ Group	Milestone: Dates / Indicators of significant progress	Planned Completion Date	Remedial Action: Monitoring of progress and appropriate remedial measures if required
1. Develop Asset Management Plans identifying opportunities (reactive and proactive) for transfer of AHA Tenancies to FBTs	HVR	Develop Asset Management Plans	July 2010	
2. Proactive approach to allow for intervention at key events such as: -retirement -debt	HVR	Ongoing	Ongoing	
3. To continue to monitor the percentage of holdings let under farm business tenancies as a Key Performance Indicator	HVR	Annual	Ongoing	Key Performance Indicator

Improvement Action Plans

Ref:

CF11

County Farms Scrutiny Review Recommendation	<i>Review arrangements for procurement of maintenance work</i>			Target
Improvement Objective (SMART)	Transfer maintenance role to Building Maintenance Services by August 2009			
Funding Required to meet Objective	Revenue Funding: £ Capital Funding: £			
Action	Responsible named Officer/ Group	Milestone: Dates / Indicators of significant progress	Planned Completion Date	Remedial Action: Monitoring of progress and appropriate remedial measures if required
1. Produce draft brief for BMS Section	HVR/RB	May 2009	May 2009	
2. Produce guidance for tenants setting out revised procedures for requesting maintenance work	HVR	Correspondence to tenants – May 2009	May 2009	
3. Wind up ongoing maintenance projects administered by Estates	HVR	Cease procurement of maintenance work by Estates	July 2009	
4. Hold regular meetings with BMS to monitor spend profiles	HVR	Regular/Ongoing	Regular	
5. Introduce reporting mechanism to assess performance and value (incorporating tenant's feedback where applicable)	HVR	Establish reporting mechanism incorporating feedback questionnaire for completion by tenants	August 2009	

Improvement Action Plans

Ref: CF12

County Farms Scrutiny Review Recommendation	<i>The re-housing of tenants on agricultural tenancies should take into account the full portfolio of housing available at the time re-housing is required.</i>			Target
Improvement Objective (SMART)	By July 2009 to work with Housing Section to ensure availability of suitable accommodation for retiring tenants and by July 2010 to assess opportunities for creating 'local needs' housing sites as retirement accommodation			
Funding Required to meet Objective	Revenue Funding: £			
	Capital Funding: £			
Action	Responsible named Officer/ Group	Milestone: Dates / Indicators of significant progress	Planned Completion Date	Remedial Action: Monitoring of progress and appropriate remedial measures if required
1. Develop working relationships with Housing Section to ensure all housing options are considered for those tenants at or nearing retirement.	HVR	Notify Housing Section of accommodation requirements of retiring tenants	July 2009	
2. Consider opportunities for providing 'local needs' housing sites either for sale directly to retiring tenants or by retaining 'nomination rights' where sites are made available to Housing Association	HVR	Produce property-specific asset management plans identifying potential housing sites	July 2010	
3. Offer short-term Farm Business Tenancies to absolve Farms Estate of obligation to provide suitable alternative accommodation to retiring tenants.	HVR	Develop policy for offering short-term FBTs	September 2009	