

# **Transport, Infrastructure & Strategic Housing Scrutiny Panel**

<b>DATE</b>	<b>14<sup>th</sup> January 2025</b>
<b>REPORT OF</b>	<b>Sharon Wroot, Executive Director Place &amp; Resources</b>
<b>SUBJECT</b>	<b>Draft Asset Management Framework</b>
<b>STATUS</b>	<b>Open</b>

## **CONTRIBUTION TO OUR AIMS**

Effective management of our assets is one section within the theme of 'An Engaging and Effective Council' agreed in the recently adopted Council Plan for 2025-28.

## **EXECUTIVE SUMMARY**

At the heart of the Council Plan there is an ambition for a stronger economy and stronger communities underpinned by an engaging and effective council. The Council owns significant land and property across North East Lincolnshire, the effective planning and management of which is a key enabler of realising that ambition.

## **MATTERS FOR CONSIDERATION**

An Asset Management Framework has recently been developed to replace an out of date Corporate Asset Management plan. The framework is in draft format and members are asked to comment and propose recommendations to the draft framework, prior to a recommendation to Cabinet for adoption.

### **1. BACKGROUND AND ISSUES**

The previous Corporate Asset Management plan expired in 2021 and has not been refreshed. Whilst there is no legal requirement for the Council to have an asset management plan, it is good practice to do so.

Both the Royal Institute of Chartered Surveyors (RICS) and the Chartered Institute of Public Finance and Accountancy (CIPFA) provide guidance in relation to the content and approach of an effective asset management framework and plan. This guidance has been considered in the development of the proposed framework.

The proposed asset management framework collectively comprises three elements, a policy, strategy and a working action plan.

- The asset management policy – sets the Councils approach to asset management and the key asset management principles.
- The asset management strategy - sets the headline strategic direction of travel and how we are going to achieve the asset management objectives.
- The action plan – sets out the specific actions i.e. what we are going to do.

The benefit of adopting such a structure is that many areas relating to our approach to asset management are likely to remain consistent for several years such as the Asset Management Policy. Whilst the Asset Management Strategy is unlikely to change frequently, it will probably have a shorter lifespan than the policy and objectives.

Underpinning the policy and strategy will be a working action plan. This will be a living document and will be used, continuously reviewed and adapted to manage our asset management workstreams on a regular basis. The action plan will be finalised once the framework is adopted.

## **2. RISKS AND OPPORTUNITIES**

Adoption and implementation of the agreed framework will provide the council with an agreed organisation-wide basis to our approach to the management of our property and assets and reduces the risk of property-related decisions made by individual service areas that are not focussed on wider benefits across the whole council.

## **3. REPUTATION AND COMMUNICATIONS CONSIDERATIONS**

The adoption of the framework has a positive reputational impact, it signifies our intent and approach to ensuring the most effect management of our property and buildings.

## **4. FINANCIAL CONSIDERATIONS**

There are no direct financial consideration relating to the adoption of the framework, however, effective management of the estate is an enabler to delivering financial efficiencies through maximising the commercial estate, efficiencies in the operational estate, and disposal of assets deemed to be surplus to requirements.

## **5. CHILDREN AND YOUNG PEOPLE IMPLICATIONS**

The Council Plan is focussed on aspiration, innovation and ambition that will create better opportunities and outcomes for our children and young people to thrive and achieve their potential within North East Lincolnshire. This framework supports the delivery of the plan in ensuring that Council property used for the delivery of services to children and young people is effectively managed.

## **6. CLIMATE CHANGE AND ENVIRONMENTAL IMPLICATIONS**

The Council has stated its' ambition to achieve net zero by 2030. Effective management of our assets is a key contributor to this ambition in terms of reducing the estate, bringing the workforce closer together and thereby reducing journeys between buildings, and taking opportunities to reduce energy consumption or seek green alternatives.

## **7. MONITORING COMMENTS**

In the opinion of the author, this report does not contain recommended changes to policy or resources (people, finance or physical assets). As a result no monitoring comments have been sought from the Council's Monitoring Officer (Chief Legal Officer), Section 151 Officer (Director of Finance) or Strategic Workforce Lead.

## **8. WARD IMPLICATIONS**

All wards

## **9. BACKGROUND PAPERS**

N/A

## **10. CONTACT OFFICER(S)**

Joanne Robinson, Assistant Director Policy Strategy & Resources  
([joanne.robinson@nelincs.gov.uk](mailto:joanne.robinson@nelincs.gov.uk))

Chris Fairbrother, Head of Estates & Asset Strategy  
([chris.fairbrother@nelincs.gov.uk](mailto:chris.fairbrother@nelincs.gov.uk))

**SHARON WROOT**  
**EXECUTIVE DIRECTOR PLACE & RESOURCES**



**WORKING DRAFT**

**North East Lincolnshire Council**

**Asset Management Strategy**

**2025 to 2028**

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## Introduction

The Council has developed a new Council Plan for 2025 to 2028, which sets out the aims of the authority as it supports the continued regeneration of the borough and the growth of its people.

At the heart of the plan is an ambition for a stronger economy and stronger community underpinned by an engaging and effective council. The Council owns significant land and property across North East Lincolnshire, which is one of the key enablers towards realising that ambition.



The purpose of this Asset Management Plan is to ensure that the Council's land and property assets, are fit for purpose, provide value for money and pro-actively contribute to the delivery of the Council Plan.

## Vision

***A modern, fit for purpose, North East Lincolnshire public estate, where all land and property assets are effectively managed, enabling the provision of high-quality services, provides value for money and supports delivery of the Council's priorities and outcomes.***

## Overview of the Portfolio

To provide an indication of scale, the Council owns a significant and diverse portfolio of c.833 land and property assets, with a net book value of £177.4 million (balance reported in the Council's draft Statement of Accounts at 31<sup>st</sup> March 2024).

In the previous 2023/34 financial year, the Council successfully generated £22.1 million capital receipts through the sale of surplus assets. Over the same period, the Council was involved in property capital projects with a total value of over £5.7 million. The investment portfolio generates commercial rental income in excess of £5.8 million. The total annual property running costs for the Council's operational buildings is around £1.5 million. The total extent of land owned by the Council is 725 hectares (1,791 acres).

Portfolios of this extent, require vigilant and constant management in order to not only retain their material value, but critically to ensure their use is optimised and aligned to the organisational aims and objectives. The previous Corporate Asset Management covered the period from 2018 to 2021. By creating a realigned property asset management plan, common principals can be reviewed and understood council-wide to realise the one council vision.

## Asset Management Framework

In line with best practice, the Council has adopted a new Asset Management Framework which collectively comprises three elements - the asset management policy, the asset management strategy and working action plan.



The **asset management policy** – sets the Councils approach to asset management and the key asset management principles and the

The **asset management strategy** - sets the headline strategic direction of travel and how we are going to achieve the asset management objectives.

The **asset management action plan** – sets out the specific actions i.e what we are going to do.

The benefit of adopting such a structure is that many areas relating to our approach to asset management are likely to remain consistent for several years such as the Asset Management Policy. Whilst the Asset Management Strategy is unlikely to change frequently, it will probably have a shorter lifespan than the policy and objectives.

Underpinning the policy and strategy is a working action plan. This is a living document and will be used, continuously reviewed and adapted to manage our asset management workstreams on a regular basis.

# Asset Management Policy

The alignment of assets with organisational priorities and objectives is key to ensuring that all land and property decisions are made in the correct context and having regard to all relevant factors

This asset management policy establishes some clear principles by which all council owned land and buildings will be managed.

We have set out clear policy principles that illustrate the Council's commitment to strategic property asset management, that demonstrate to the public and all internal and external stakeholders, how asset management supports the priorities in the Council Plan and provides a commitment to achieving the benefits that can be delivered through asset management.

The following six policy aims for Asset Management have been designed to enable decision making in respect of assets which supports delivery of the Council's priorities in the Council Plan.

<b>Asset Management Aim 1:</b>	<b>Delivering an efficient and fit for purpose estate, using assets innovatively to support cost effective service delivery</b>
<b>Asset Management Aim 2:</b>	<b>Supporting regeneration, housing, new infrastructure and economic growth whilst protecting cultural and heritage assets.</b>
<b>Asset Management Aim 3:</b>	<b>Maximising income and overall value from the existing commercial estate and non-operational activities</b>
<b>Asset Management Aim 4:</b>	<b>Supporting our communities</b>
<b>Asset Management Aim 5:</b>	<b>Reducing our carbon footprint and supporting biodiversity.</b>
<b>Asset Management Aim 6:</b>	<b>Maximising opportunities available with key stakeholders and partners through the One Public Estate – OPE.</b>

## Asset Management Principles

The Asset Management Aims, are underpinned by the following asset management policy principles which establish the organisational culture we need to adopt relating to our land and buildings. towards asset management. These are not in any particular order of priority, and it is accepted that there will be occasions where some of these elements may appear to be in conflict. The key challenge is ensuring that an appropriate balance is maintained and there is robust and transparent governance for decisions around land and buildings.

- **Recognise Property as a Corporate Resource:** we will continue to build on the embedded culture that recognises property assets are a key corporate resource, where decisions are made in the context of a whole Council approach, towards achieving delivery of the Council's corporate priorities.
- **Growing the Economy:** Land and buildings will be used pro-actively to attract new businesses and investment in North East Lincolnshire to facilitate local economic growth. Similarly, wherever possible, land and buildings will be used to support existing local businesses, helping to provide them with the right premises in the right location to facilitate expansion and growth.
- **Optimise Utilisation:** Assets will be utilised to maximum potential.
- **Fit for Purpose:** The North East Lincolnshire estate will be fit for purpose, where land and buildings are used innovatively and efficiently, to maximise value for money.
- **Focus on planned maintenance and prevention:** Routine and planned maintenance programmes will ensure land and buildings will be safe for all those who use them and statutory obligations are fulfilled.
- **Maximise Revenue Generation Opportunities:** Where there are land and buildings which generate rental income from tenants, the Council will ensure that the income is the best that could be reasonably achieved and will be constantly looking for new income generating opportunities.
- **Knowing how our assets perform:** continuous performance monitoring will determine the impact of the asset in supporting the council plan and that the asset complies with relative industry standards.
- **Challenging the need to keep assets:** The Council will continually review the asset portfolio to ensure it remains value for money. This may result in the repurpose, transformation, or disposal of the asset(s).

- **Disposal of assets we no longer need:** Assets will be considered for disposal or surplus to requirements where evidence suggests the asset no longer makes a positive contribution to the delivery of the council plan.
- **Acquiring assets if we need them:** Assets will only be purchased when all other options have been considered or the acquisition of the asset contributes to the council plan.
- **Maintain and invest in needed assets:** The Council will use its assets to enhance the attractiveness of North East Lincolnshire for residents and visitors, which in turn will increase tourism income into the area and support local businesses
- **Reduce our carbon footprint:** Council assets will be reviewed and procured with attention to energy efficiency. This will assist with reducing the carbon footprint of the asset base and reduce overall running costs.
- **Work collaboratively with partners towards one public estate:** This is a Central Government initiative, designed to facilitate and enable local authorities to share and collaborate across public assets.

# Asset Management Strategy

The Asset Management Strategy identifies how the policy Aims will be delivered and implemented. The Strategy sets the high-level outcomes which are expected to be delivered, and the actions that will be taken to achieve them. In turn these outcomes and actions, have been mapped against the priorities in the Council plan and this is shown in the separate table accompanying this document.

## Asset Management Policy Aim 1

**Delivering an efficient and fit for purpose estate, using assets innovatively to support service delivery**

### Expected Outcomes:

**Clear corporate, evidence-led decision making and challenge on all property matters.**

A key outcome will be a rooted culture that recognises property assets represent a significant corporate resource, where decisions are made in the context of a whole Council approach, towards achieving delivery of the Council's corporate priorities.

**Contribute to the delivery of the Medium Term Financial Plan (MTFP), the Capital Strategy, the Council Plan, Service plans, improvement and transformation plans.**

The Councils land and property assets form a key element of the Councils medium-term financial plan; from the role that is played in providing operational buildings from which our services are run, to the significant amount of commercial income that is raised from our portfolio which supports services provision across the council. Capital receipts realised from the disposal of surplus assets make a significant contribution to the MTFP.

In seeking to ensure best value for money is achieved from land and property assets, effective asset management will naturally enable savings to be made, growth to be achieved and the Borough to be transformed through regeneration. This Strategy will be integrated with the delivery of the above Strategies and Plans to ensure that joined up, consistent thinking and actions deliver optimum solutions.

**A rationalised efficient land and property estate provided at lowest possible cost.**

The implementation of a single Accommodation strategy process, including service challenge, to identify the requirements of each service area will enable future plans for the portfolio in terms of investment and rationalisation to be formulated in a structured and coherent way, ensuring that linkages are made to reduce costs and maximise efficiency across the estate.

Rationalising our land and building assets and improving the management of those that remain will lead to:

- Reduced running costs and optimised utilisation

- Improved quality and suitability of those that remain
- Reduced maintenance backlog
- Increased capital receipts
- Reduction in the cost of failure arising from non-compliance
- Increased revenue contributions from a commercialised estate
- The transition from reactive to planned maintenance and whole life maintenance
- Improved service environment for employees and service users
- A more sustainable estate with a reduced carbon footprint
- Ultimately no inefficient assets

#### **An effective estate suitable for modern ways of working.**

The continual review of the operational portfolio and introduction of consistent hybrid working practices will create a modern working environment and provide a portfolio which reflects North East Lincolnshire Council's position as a modern, efficient organisation.

#### **A compliant, safe and resilient estate.**

Routine and planned maintenance programmes will ensure land and buildings will be safe for all those who use them and statutory obligations are fulfilled.

#### **An estate with an effective preventative condition maintenance plan.**

Following a comprehensive programme of condition surveys, a revised preventative maintenance programme will be devised taking into account component life cycles and asset life expectancy, ensuring assets are maintained in a way which maximises their capital value and preserves their use for the longest time possible.

#### **Actions to Deliver Policy Objective 1 Outcomes:**

We will:

- Continue to build on the embedded a culture where our land and buildings are managed as corporate resources, and where decisions are made by adopting a whole Council approach.
- Accurate and current baseline data is essential to the proper assessment, review and challenge of the property portfolio to enable evidence-led decision making. We will ensure this is achieved through the following:
  - Every building that the Council has an interest in is-recorded on Technology Forge (TF), a cloud-based property information database.
  - Energy data for each individual corporate property is recorded and monitored.
  - All repair, maintenance and statutory compliance works undertaken at a property are logged on the property's TF record.

- Suitability Surveys – The strategy endorses a fundamental move back to recognise the importance of suitability assessment and data. All operational assets will have a suitability survey no more than 5 years old.
- Condition surveys – every building will have a condition survey no more than 5 years old.
- Implement a continual cycle of robust asset challenge.
  - Asset Challenge is the process of systematically challenging and reviewing our estate. Each asset is reviewed as part of a rolling programme to ensure that only the buildings and assets needed for the future are retained. The process explores the purpose and utilisation of assets and draws on data and intelligence about the buildings and the services operating from them. There are various types of Asset Challenges; individual assets, review of same type of assets e.g., libraries, leisure centres, administration buildings, commercial estate, service review (all service assets), area-based review (geographical).
  - An Asset Challenge evaluates the strategic purpose for holding the asset, identifies opportunities and risks associated with the asset and analyses the performance of the asset. An analysis of this data, along with consultation with internal and external stakeholders of the asset determines an outcome as one of the following:
    - Retain and manage in current form
    - Retain and remodel
    - Retain and redevelop
    - Lease out – determine whether commercial or community
    - Disposal – generate capital receipt
- We will ensure that property is secure, safe to use and fulfilling statutory requirements through the continued implementation of a Planned Preventative Maintenance Plan (PPM) across the estate.
- Corporate Landlord - an essential cornerstone of strategic asset management is the adoption of a corporate landlord model which brings the responsibility and accountability for land and property asset management, including all budgets and decisions, centralised within Corporate Property.
- Continued implementation of modern hybrid working arrangements to make the best use of the estate.

## **Asset Management Policy Aim 2**

**Supporting regeneration, housing, new infrastructure and economic growth whilst protecting cultural and heritage assets.**

### **Expected outcomes:**

**Provision of sites and developments that support the delivery of inclusive, economic growth, housing growth, employment growth, regeneration and infrastructure.**

A comprehensive property review and ongoing review of the asset base will likely enable sites and properties to be released, which can be used for economic growth, housing growth, employment growth, regeneration and transport/ connectivity. Sites may be of use in Council or wider Public Sector initiatives, or the decision may be taken to dispose of the site on the open market or with the Council retaining an interest to ensure regeneration, growth/ transport are indeed driven through the release of those sites.

**Protection of cultural and heritage assets.**

Completion of the Heritage At Risk Programme will result in reduced revenue and operating costs and fit for purpose assets removed from the 'at risk' register. As well as satisfying legislation, delivering this work will improve relationships with stakeholders, contribute positively to the Council's reputation, improve the historic environment and contribute to the wellbeing and communities' objectives.

### **Actions to Deliver Policy Aim 2 Outcomes:**

**Development of Council-owned assets aligned to the Council's strategic priorities**

Where land and property assets are considered viable for development by the Council directly, these will be retained and, following a valid business case and subject to availability of funding, will be developed in accordance with the most appropriate outcomes for that locality. Development appraisals will include an enhancement framework to ensure that those projects that proceed deliver strong contributions towards community wellbeing and community wealth-building.

**Disposal of Council land and property assets for development.**

Proactive release of Council owned sites for development. This strategy provides for the comprehensive review of all sites with a view to identifying sites which can be brought to the market for development.

**Strategic acquisition of sites to enable development and highway/infrastructure schemes**

The Council may acquire land and property to strategically enable and facilitate development, regeneration and/or highway/infrastructure projects where failure to intervene might render projects unviable. Requirements may arise through Service Plans or through project-specific reviews identifying gaps in ownership where intervention by the Council could make a real and demonstrable difference.

## **Invest in projects with a financial viability gap when that investment will result in strong positive outcomes**

For sites where appraisal identifies financial viability gaps, the Council may opt to invest in schemes to enable them to proceed where these deliver strong positive outcomes in relation to infrastructure, housing, regeneration, enterprise, employment, heritage, culture or business environments and where, without Council intervention, schemes will not proceed.

### **Asset Management Policy Aim 3**

**Maximising income and overall value from the existing commercial estate and non-operational activities**

#### **Expected Outcomes:**

**To maximise income generated from the Council's Commercial estate and property investments to support the Council's revenue position.**

Through active management and investment, the Council will maximise its revenue income from commercial investment and non-operational land and property. The key objectives are:

- Increase and optimise income
- Mitigate holding costs/minimise voids
- Ensuring tenants compliance with the terms of the lease
- Maintain and improve overall property holding and value position
- Balance a resilient income producing portfolio within an acceptable risk profile
- Optimise capital value and development return within risk parameters

#### **Actions to Deliver Policy Aim 3 Outcomes:**

We will:

##### **Proactive management of the commercial estate.**

Proactively managing the commercial estate should deliver better overall returns. The Council will pursue timely and full cost recovery (service charges, insurance) where leases permit. It will undertake proactive marketing of vacant properties to minimise the length of void periods between tenants. Ensuring outgoing tenants fully comply with their lease obligations around dilapidations will also help to preserve the quality of the estate and therefore future rental income.

##### **Management of void properties.**

The Council will adopt a consistent approach to managing void properties as soon as – or indeed before – they become vacant. This will help to preserve the fabric and rental value of empty buildings until such time as they are reoccupied (or disposed of).

### **Developing and growing the non-operational estate to improve its yield and surplus.**

Opportunities will be explored in order to potentially fund the acquisition of non-operational assets which will produce a positive return, sustain the portfolio in future years, support local businesses and social wealth building

### **Developing new commercial assets.**

Subject to complying with Prudential borrowing rules, new commercial units will be facilitated to make possible the development of opportunities in areas where such Council intervention will have the most positive impact. Such as enterprise centres, grow on commercial units, offices and industrial units that address local market gaps in provision.

### **Identifying non-productive assets and disposing of them.**

Reviews of all estates to identify assets not contributing to the Councils priorities or financial position.

## **Asset Management Policy Aim 4**

### **Supporting our communities**

#### **Expected Outcomes:**

#### **Surplus and underutilised land and property assets released made available for community groups to use.**

The Council acknowledges that local communities are best placed to determine local needs and priorities for change. Making surplus property assets available for community use can empower and enable voluntary and community sector organisations to deliver their own solutions to meet those local needs.

#### **Actions to Deliver Policy Aim 4 Outcomes:**

#### **Release of surplus assets for use by voluntary and community sector organisations.**

The Council will continue to maintain and review the list of pipeline assets which have been identified for potential use by community and voluntary organisations, recognising the need to balance the potential for capital receipt or revenue income generation with delivering community benefits.

#### **Temporary release of underutilised assets for community use.**

Where assets are not fully utilised but where the Council still has an ongoing operational requirement, excess space may be released for use by community groups on a flexible basis i.e. subject to future review should the Council's needs change and it requires more/less space. Use of short-term licences or tenancy agreements may be appropriate.

#### **Continue to support opportunities for Community Asset Transfer**

To ensure an open, fair and consistent approach to allowing voluntary and community sector organisations to benefit from asset transfer, the Council will continue to support opportunities through its Community Asset Transfer Policy.

### **Asset Management Policy Aim 5**

**Reducing our carbon footprint and supporting biodiversity.**

#### **Expected Outcomes:**

**Support delivery of the Council's Net Zero Carbon Roadmap towards achieving cutting the organisations carbon emissions to net zero by 2030.**

The Council Plan reaffirms that the Council is committed to cutting the organisations carbon emissions to net zero by 2030 and support North East Lincolnshire to hit the target of carbon net zero by 2050. The Council's Net Zero Carbon Roadmap explains how the targets will be achieved and mitigate the impact of climate change.

Key outcomes of the Carbon Roadmap (2022-2025) which contribute to the effective management of the Council's property portfolio include:

#### **Actions to Deliver Policy Aim 5 Outcomes:**

We will:

- Ensure the new Asset Management Plan is aligned to support delivery of the outcomes in the Net Zero Carbon Roadmap, which includes the following actions:
  - Use energy dashboards to set the normal and target use for each building and explore further funding to extend this programme
  - Developing dashboards further to present data on energy usage and renewable generation;
  - Supporting opportunities following the development of a heat decarbonisation plan;
  - Delivering on the rationalisation of the central works depot, which will incorporate many carbon reduction features;
  - Complete our three year assessment of the commercial estate in line with changing legislation to ensure compliance.
  - Linking in with work being done as part of the One Public Estate forum to work collaboratively with partners on opportunities and learnings from one another; completing five-year assessments of the Council's estate portfolio.

### **Asset Management Policy Aim 6**

**Maximising opportunities available with key stakeholders and partners through the One Public Estate – OPE.**

### Expected Outcomes:

Maximising opportunities of working with the wider public estate and partners to support new models of service delivery, can deliver the following high-level outcomes:

- Avoid duplication, enabling strategic planning and achieving economies of scale.
- Consolidated estate management
- Support innovative new models of joint working
- Funding opportunities

The Council are an integral part of the Greater Lincolnshire partnership. Outcomes have shown the value of working together across the public sector and taking a strategic approach to asset management. At its heart, the programme is about getting more from our collective assets – whether that's catalysing major service transformation such as health and social care integration and benefits reform; unlocking land for new homes and commercial space; or creating new opportunities to save on running costs or generate income. This is encompassed in three core objectives:

- Creating economic growth (new homes and jobs
- Delivering more integrated, customer focused services
- Generating efficiencies, through capital receipts and reduced running costs

The Council has benefited from securing funding via OPE, most recently through the Opportunity Development Fund, funding to secure additional resource to consider options for Grimsby Central Library, Alexandra Dock and Property Rationalisation. We also secured funding via OPE for the Brownfield Land Release fund 1, this funding which has supported bringing forward a housing site at the former Weelsby Avenue Depot.

In line with the One Public Estate agenda, NELC host their own, more localised partnership Strategic Estates Forum which, involves key public sector and third sector partners from across the borough with the aim to optimise the use of our, and our partner's, properties, and land, and to work together to improve service delivery and opportunities for the residents of North East Lincolnshire.

### Actions to Deliver Policy Aim 6 Outcomes:

We will:




- Wherever possible engage with partners with a view to exploring co-location options and the potential for sharing accommodation. As well as efficiencies this commitment has secondary benefits such as income generation through renting surplus space to partners, the ability to free up complete sites or buildings for alternative use such as housing and also the ability for staff from different parts of the public sector to work, share and learn together to improve front line services for residents and customers


- Support joint working across public sector organisations to release land and property and boost economic growth, regeneration and integrated public services.

### **Asset Management Action Plan**

Under development.



Council Plan Priority	Asset Management Aims		Expected Outcomes	Actions
 <p><b>Engaging and Effective Council</b></p>	Asset Management Aim 1	<b>Delivering an efficient and fit for purpose estate, using assets innovatively whilst supporting service delivery</b>	<ul style="list-style-type: none"> <li>• Clear corporate, evidence-led decision making and challenge on all property matters</li> <li>• Contribute to the delivery of the Medium-Term Financial Plan (MTFP), Capital Strategy, the Council Plan, Service &amp; Transformation plans</li> <li>• A rationalised efficient land and property estate provided at lowest possible cost</li> <li>• An effective estate suitable for modern ways of working</li> <li>• A compliant, safe and resilient estate.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to build on the embedded culture where land and buildings are managed as corporate resources</li> <li>• Ensure property information is accurate, current and comprehensive to enable evidence led decision making</li> <li>• Corporate Landlord approach</li> <li>• The AMS will be aligned to the delivery of these Strategies and Plans to maximise how Property Services support the corporate ambitions</li> <li>• Implement a continual cycle of robust asset challenge</li> <li>• Implement a Planned Preventative Maintenance (PPM) plan across the operational estate.</li> </ul>
 <p><b>Stronger Economy</b></p>	Asset Management Aim 2	<b>Supporting regeneration, housing and economic growth whilst protecting cultural and heritage assets.</b>	<ul style="list-style-type: none"> <li>• Provision of sites &amp; developments that support the delivery of inclusive, economic growth, housing growth, employment growth, regeneration &amp; infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Development of Council-owned sites</li> <li>• Disposal of Council land and property assets for development.</li> <li>• Acquisition of strategic sites to enable development</li> </ul>
 <p><b>Stronger Economy</b></p>	Asset Management Aim 3	<b>Maximising income and overall value from the existing commercial estate and non-operational activities</b>	<ul style="list-style-type: none"> <li>• Maximise income generated to support the Council's revenue position</li> <li>• Mitigate holding costs / minimise voids</li> <li>• Compliance with the terms of the lease</li> <li>• A balanced resilient income producing portfolio with an acceptable risk profile.</li> </ul>	<ul style="list-style-type: none"> <li>• Proactive management of the investment portfolio</li> <li>• Timely implementation of lease renewals &amp; rent reviews</li> <li>• Full cost recovery (service charges, insurance) where leases permit.</li> <li>• Ensuring compliance with lease terms</li> <li>• Dilapidations management when tenants leave</li> <li>• Marketing of properties as soon as they become vacant</li> </ul>

 <p><b>Stronger Communities</b></p>	<p><b>Asset Management Aim 4</b></p>	<p><b>Supporting our communities</b></p>	<ul style="list-style-type: none"> <li>• Surplus and underutilised land and property assets released made available for community groups to use.</li> <li>• Supporting community and voluntary organisations to acquire Council owned property</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to maintain &amp; review the list of pipeline assets identified for potential use by community and voluntary organisations.</li> <li>• Continue to support opportunities for Community Asset Transfers in accordance with the Council's Community Asset Transfer Policy.</li> </ul>
 <p><b>Greener Future</b></p>	<p><b>Asset Management Aim 5</b></p>	<p><b>Reducing our carbon footprint and supporting biodiversity</b></p>	<ul style="list-style-type: none"> <li>• Support delivery of the Council's Net Zero Carbon Roadmap towards achieving cutting the organisations carbon emissions to net zero by 2030.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure the asset management strategy is aligned with the Council's Net Zero Carbon Roadmap</li> <li>• Development of energy dashboards for each building</li> <li>• Supporting opportunities following the development of a heat decarbonisation plan.</li> <li>• Complete the rationalisation of the central works depot</li> <li>• Complete the three year assessment of the commercial estate</li> <li>• Linking in with work done as part of the One Public Estate forum, to work collaboratively with partners on opportunities and learning.</li> </ul>
 <p><b>Engaging and Effective Council</b></p>	<p><b>Asset Management Aim 6</b></p>	<p><b>Maximising opportunities available with key stakeholders and partners (OPE)</b></p>	<ul style="list-style-type: none"> <li>• Enabling strategic planning &amp; achieving economies of scale.</li> <li>• Support innovative new models of joint working, delivering more integrated, customer focused services</li> <li>• Generating efficiencies, through capital receipts and reduced running costs</li> <li>• Funding opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Wherever possible engage with partners to explore co-location opportunities.</li> <li>• Support joint working across public sector organisations to release land and property</li> <li>• Continue to be actively involved with the OPE Board and the Strategic Estates Forum.</li> </ul>