
REPORT TO:	FINANCE & MANAGEMENT COMMITTEE	AGENDA ITEM:11
DATE OF MEETING:	30 th JULY 2020	CATEGORY: RECOMMENDED
REPORT FROM:	STRATEGIC DIRECTOR (CORPORATE RESOURCES)	OPEN
MEMBERS' CONTACT POINT:	KEVIN STACKHOUSE (EXT. 5811)	DOC:
SUBJECT:	CORPORATE ASSET MANAGEMENT PLAN 2020-2024	REF:
WARD AFFECTED:	ALL	TERMS OF REFERENCE: FM 01

1.0 Recommendation

1.1 That approval be granted to the updated Corporate Asset Management Plan for 2020-2024.

2.0 Purpose of Report

2.1 This report seeks approval to an updated Corporate Asset Management Plan for the period 2020-2024.

3.0 Executive Summary

3.1 The Corporate Asset Management Plan is a property document which outlines the strategy to ensure the Council's non-housing property assets continue to meet service needs.

3.2 The Council's property also needs to be managed in a manner which addresses the key objectives within the Corporate Plan. The attached, updated Corporate Asset Management Plan has therefore been drafted to cover the corresponding term for the latest Corporate Plan, and ensure the asset management strategy aligns with these new corporate objectives.

4.0 Detail

4.1 The Corporate Asset Management Plan ('the Plan') is a property strategy which seeks to align the Council's non-housing property assets to service needs and corporate objectives.

4.2 This Plan covers the assets under the Corporate Property Section's management and control, and sits alongside the Housing Asset Management Strategy 2016-46, with the latter addressing the management, regeneration and identification of surplus assets held under the Housing Revenue Account.

4.3 These two Plans ensure all Council property assets are effectively managed by either Corporate Property or Housing, and collaborate in areas such as repair procurement, regeneration and the identification of surplus assets.

4.4 The Council's property assets are second only to staff in terms of cost and play a key role in the delivery of services. It is critical therefore that the Council sweats these assets to optimise their value and efficiency, and ensure they remain fit for purpose.

4.5 Asset management is a process which requires continuous review as buildings become obsolete over time, and the Council's corporate objectives evolve due to changes in service requirements.

4.6 The Council's corporate objectives have changed with the launch of a new Corporate Plan for 2020-2024. This Plan, therefore, seeks to embed the new Corporate Plan priorities into the Council's property strategy, recognising the role property must play in tackling climate change, supporting economic growth and generally transforming the Council to continually improve the quality of services.

4.7 Key successes during the term of the previous Plan include the generation of £7,000,000 of capital receipts from the disposal of surplus land in the period 2015-2020, and the growth in revenue from shops, offices and industrial units to £687,000 per annum.

4.8 This new Plan looks to build on these achievements and its success will be measured against outcomes from the following three key objectives:

- Ensure the Council's asset management strategy responds to the impact of COVID-19. It will be necessary to ensure that the Council's assets are safe, drive opportunities to reduce the reliance on property assets as part of the 'new normal', and respond to the economic impact of the virus on Council owned shops, offices and industrial units.
- Embed environmental initiatives to reduce the carbon footprint within all decision-making by Corporate Property. The need to reduce the Council's carbon footprint will influence how the buildings are used, new ones designed and their energy consumption. It will also inform how Corporate Property operates to minimise grey mileage consumption.

- Produce a planned maintenance programme, following the completion of condition surveys for all Council buildings. This programme will inform future repair budget requirements, ensure repairs are undertaken in a proactive, planned and prioritised manner, and also inform decision-making on whether to repair or replace buildings.

4.9 Performance will also be measured by assessing outputs from a Property Action Plan linked directly to the Corporate Plan, and property performance indicators within the Corporate Plan, Service Plan and Equality, Diversity and Inclusion Plans.

5.0 Financial Implications

Value for Money Tests

a) Economic

5.1 The new Plan will maximise the revenue income from the Council's commercial properties and capital receipts from the sale of surplus assets.

b) Efficient

5.2 The efficient use of the Council's property assets is a primary objective of the Plan.

c) Effective

5.3 The Plan defines clear objectives and incorporates performance indicators to ensure the defined outcomes can be measured and reported.

d) Equitable

5.4 The Plan ensures all non-housing assets are managed consistently and addresses equality issues such as the accessibility of the Civic Offices as part of the Equality, Diversity and Inclusion Plan.

Costs

5.5 There are no cost implications arising directly from this Plan. However, future budgetary considerations will need to be given to the repair cost forecasts generated from the planned maintenance programme.

6.0 Corporate Implications

Employment Implications

6.1 The Council's commercial properties provide accommodation for many local businesses, and the disposal of surplus land creates employment within the development industry.

6.2 This Plan ensures the Council maximises both occupancy within the its commercial properties and the generation of surplus assets to optimise employment opportunities in the District.

Legal Implications

6.2 Not applicable in the context of this report.

Corporate Plan Implications

6.3 The Corporate Plan objectives are reflected within the strategy for this Plan.

Risk Impact

6.4 Not applicable in the context of this report.

7.0 Community Impact

Consultations

7.1 Consultations have been carried out with all stakeholders and their comments are included within the report.

Equality and Diversity Impact

7.2 The impact of equality and diversity has been reflected in the Plan and includes a performance indicator ensuring the Civic Offices are accessible to all.

Social Value Impact

7.3 Not applicable in the context of the report.

Environmental Sustainability

7.4 Embedding environmental initiatives is a key objective within the Plan.

8.0 Conclusion

8.1 The attached Corporate Asset Management Plan for the period 2020-2024 details how the Council's non-Housing assets will be managed to meet service needs and address the key objectives within the Corporate Plan and is recommended for approval.

9.0 Background Papers

Corporate Asset Management Plan 2020-2024

Appendix 1 – Corporate Property Structure

Appendix 2 – Schedule of Assets

Corporate Asset Management Plan 2020-24

Corporate Property
June 2020

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Version Control

Version	Description of version	Effective Date

Approvals

Approved by	Date

Associated Documentation

Description of Documentation	
Appendix 1 – Corporate Property Structure	



1. Introduction

1.1 The Corporate Asset Management Plan (the Plan) is a property strategy which seeks to align the Council's non-housing property assets to the corporate objectives. This Plan covers the assets under the Corporate Property Section's management and control, and sits alongside the Housing Asset Management Strategy 2016-46, with the latter addressing the management, regeneration and identification of surplus assets held under the Housing Revenue Account.

1.2 These two Plans ensure all Council property assets are effectively managed by either Corporate Property or Housing, and collaborate in areas such as repair procurement, regeneration and the identification of surplus assets.

1.3 The Council's property assets are second only to staff in terms of cost and play a key role in the delivery of services. It is critical therefore that we sweat these assets to optimise their value and efficiency, and ensure they remain fit for purpose.

1.4 Asset management is a process which requires continuous review as buildings become obsolete over time, and the Council's corporate objectives evolve due to changes in service requirements.

1.5 The Council's corporate objectives have changed with the launch of a new Corporate Plan for 2020-2024. This Asset Management Plan therefore seeks to embed the new Corporate Plan priorities into the Council's property strategy, recognising the role property must play in tackling climate change, supporting economic growth and generally transforming the Council to continually improve the quality of services.

2. Asset Management Plan Objectives

General Objectives

2.1 Property assets must be managed in a flexible, innovative manner to respond to changing service needs, maximise financial returns and minimise revenue costs.

2.2 To achieve effective asset management, this Asset Management Plan must:

- Address the three key priorities within the 2020-24 Corporate Plan,
- Ensure assets are well-maintained, fit for purpose and deliver value for money,
- Achieve efficiencies through rationalisation, partnership, shared use, investment and disposal,
- Identify surplus assets and generate capital receipts,
- Minimise revenue costs through shared use of operational property, efficient energy use, the transfer of community assets and the disposal of surplus land and property,
- Maximise revenue income from the investment property portfolio,
- Collaborate with partners and community groups to encourage the use of assets within the community, and
- Collate, measure and benchmark relevant property data on condition and energy consumption.



Key Outcomes

2.3 The success of this particular Asset Management Plan will be measured by its effectiveness in meeting the following main objectives:

1. Ensure the asset management strategy responds to the impact of COVID-19. The coronavirus is having a significant impact on how the Council works, the economy and health and safety principles. The Asset Management Plan will need to be flexible and innovative to ensure property assets continue to be used efficiently and are safe, fit for purpose and aligned to service needs.

The use of the Council's assets will need to be continually reviewed, and 'the new normal' may create opportunities to reduce the Council's reliance on property assets and increase efficiency, reduce its carbon footprint and operational costs, and identify further surplus assets.

The Council will also need to be responsive to potential changes in the property market, to optimise revenue from its commercial portfolio and capital receipts from the sale of surplus land and property. Consideration may need to be given for instance to alternative uses for any voids arising from sectors suffering particular trading problems due to social distancing measures.

2. Embed environmental initiatives to reduce the Council's carbon footprint within all decision-making by Corporate Property. The need to reduce the carbon footprint of Council property will influence how current buildings are used, how they are designed and built in future, how energy is procured and consumed, and how the service itself operates in areas such as homeworking and grey mileage.

In many areas the measures that are introduced to address COVID-19 will overlap these environmental initiatives and act as a catalyst for change, as the Council works more flexibly, uses less accommodation and car parking, and reduces business journeys through the use of technology. This culminates in the more efficient use of Council property assets, and seizing this opportunity and driving change is, therefore, a key objective during the term of this Asset Management Plan.

3. Build a solid base from which to manage the repair and maintenance of the Council's existing buildings. This will be achieved by producing a planned maintenance programme following completion of condition surveys for all Council's buildings. This programme will inform future repair budget requirements, ensure repairs are undertaken in a proactive, planned and prioritised manner, and inform decision-making on whether to repair or replace buildings.

3. Our Current Position

The Corporate Property Team

3.1 The Council has an established Corporate Property team managed by the Head of Corporate Property. with the structure shown in **Appendix 1**.



3.2 Following the transfer of facilities management to Corporate Property in April 2019, the section now provides a comprehensive non-housing property management service covering strategic asset management, estate management and facilities management.

3.3 The Head of Corporate Property primarily undertakes the asset management duties, which includes strategic management of the Council's non-housing property assets, undertaking acquisitions, identifying surplus assets and progressing disposals. Between 2015 and 2020 around £7m of capital receipts have been generated from the sale of surplus land, with a proportion of these receipts re-invested in the construction of new assets such as the new depot and Midway Community Centre.

3.4 The Property Surveyor manages the Council's commercial portfolio, comprising industrial units, shops and offices. These investment properties provide accommodation for a range of local businesses and generate important revenue for the Council, with rental income of £687,000 per annum generated in 2019/2020.

3.5 The Building Services Manager is responsible for the facilities management function, ensuring public buildings are legally compliant in terms of fire risk, asbestos, legionella, etc, and are maintained in a planned and prioritised manner. This post holder is also responsible for the cleaning and caretaking function across the Council's public buildings.

The General Fund Property Portfolio

3.6 The Council's General Fund property portfolio comprises 139 operational and investment assets, as shown in the table below - a breakdown of the assets shown with an asterisk* is shown in Appendix 2. These assets had an Asset Register value of £25m as at April 2019, with a separate Asset Register value of £300m for the Council houses, land and buildings held by the Housing Revenue Account and managed under the Housing Asset Management Strategy.

3.7 In addition, the Council owns 370 acres of parks and open spaces and other potentially surplus sites with medium-term development potential, subject to planning consent.

Asset	Number
Civic Offices	1
Depot	1
Town Hall	1
Leisure Centres (Green Bank/Melbourne)	2
Village Halls	2*
Community Rooms	7*
Forestry Centre Bungalow	1
Forestry Centre – other units	11*



Off-Street Car Parks	19*
Public Conveniences	8
Community Centres, Pavilions and Changing Rooms	15*
Cemetery Sites	2*
Industrial Site	1
Industrial Units (on 2 sites)	41*
Town Centre Shops Units	12*
Restaurants and Cafés	1
Other Shop Units (Linton)	3*
Bus Station	1
Market Hall/Car Park	1
Other Properties including: Eureka Park tool shed, Former Winding House, Woodhouse St, Snooker Annex and Snooker Centre, Bank House and Bretby Villa, Job Centre Offices, The Delph, School House, Bill Shone LC, Melbourne.	9*

Current Property Performance

3.8 Property performance is assessed against varying performance indicators depending upon the property type. Industrial units, offices and shops are held as investments, and provide accommodation for local businesses to encourage economic development. Accordingly, the relevant indicators for these properties are the number of voids, number of tenants in rent arrears and energy performance.

3.9 Operational assets are held to deliver services, and performance indicators addressing energy consumption and condition are, therefore, appropriate.



Non-Operational Property Performance

3.10 The investment portfolio comprises 69 industrial and retail units and generates a total rental income of **£687,000 per annum**.

3.11 This portfolio has been performing very well, with both voids and tenants with three months' rent arrears consistently below 5%.

3.12 Energy Performance Certificates (EPCs) have been obtained for all of the Council's investment properties, identifying their energy efficiency. Since April 2018 the Government has required that all new leases have an energy rating of 'E' or above, prior to any new letting.

3.13 Currently 74% of investment properties have an 'E' rating or better, and an ongoing work programme will ensure all Council properties will be fully compliant by April 2023.

Operational Property Performance

3.14 The performance of public buildings is currently assessed in terms of energy efficiency and consumption.

3.15 In recent years energy saving initiatives have been undertaken to the main Council buildings such as the Civic Offices, including new boilers, pipework insulation and movement sensors.

3.16 Display Energy Certificates (DECs) are commissioned for the public buildings over 1,000 square metres. Each building is given an operational rating from A - E based on energy consumption, with A being the most efficient.

3.17 As a result of the initiatives undertaken to date, the Civic Offices have a C rating. The replacement of the Depot has generated the most marked improvement, with the old Depot rated at F and the new Depot being awarded a C rating.

3.18 Energy performance is monitored for the three primary buildings, the Civic Offices, Depot and Old Town Hall.

Comparison over previous three years

Property	Gross Internal Area (m ²)	Consumption 20018/19 (kWh/sq m)		Consumption 2017/18 (kWh/sq m)		Consumption 2016/17 (kWh/sq m)	
		Gas	Elec	Gas	Elec	Gas	Elec
Civic Offices	4551	68.04	65.27	88.18	64.16	47.59	65.64
Depot	1773	132.8	28.44	-	-	204.7	53.91
Old Town Hall (no gas)	366	-	51.88	-	37.48	-	64.97



3.19 Consumption for the depot has reduced significantly following the relocation into more efficient premises. No depot consumption figures are reported for 2017/18 as the depot relocated during this year.

3.20 Electricity consumption in the Civic Offices has remained consistent, whilst gas rose significantly in 2017/18 and then reduced to a level similar to 2016/17. Gas consumption will be subject to significant external factors such as the nature of each winter.

3.21 A more detailed analysis of energy consumption and the identification of opportunities to improve the efficiency will be a key aspect of the Property Action Plan going forward.

Disposal of Surplus Assets

3.22 The identification and subsequent sale/letting of surplus assets is a primary objective for asset management, as this delivers direct efficiency and generates significant capital receipts.

3.23 During the period 2015-2020 capital receipts totalling **£7,000,000** have been generated from the sale of surplus assets, primarily through the sale of residential land.

3.24 In its simplest form the Council's disposal strategy has identified unused assets and sold them individually, subject to planning permission by informal tender to maximise their value.

3.25 The largest receipts have however been achieved through collaboration with adjacent landowners. These partnerships have unlocked sites without access, secured ransom values from third parties and generally achieved optimum value through the joint masterplanning of large sites which are attractive to major housebuilders.

3.26 In some instances surplus assets have been identified whilst not initially appearing to be underused. Rationalisation of their use such as reconfiguration of football pitches and more efficient use of office space has generated surplus land and accommodation.

3.27 This rationalisation has not only yielded capital and revenue income, but also delivered improved leisure facilities such as Midway Community Centre and shared working arrangements with Derbyshire County Council within the Civic Offices.

3.28 Surplus assets have also been created through the replacement of operational buildings. The new Council depot for instance was primarily funded from a residential land sale receipt and the programmed disposal of the former depot. The Council's constant drive towards modernising and ensuring its public buildings remain fit for purpose has, therefore, been a self-funded process and contributed to the regeneration of the town.

3.29 Finally, whilst most assets which are sold are surplus to service needs, the Council has disposed of community buildings to local groups and Parish Councils such as Walton Village Hall and Overseal public toilets. The transfer of these assets to the community has generated operational and social benefits and offered potential opportunities to lever in external grants.

4. Our Future Asset Management Strategy



The Council's Vision and Plans

4.1 The Asset Management Plan must ensure that the Council's non-housing property assets continue to be aligned to service needs and reflect the Council's priorities. These priorities are defined within the Corporate Plan and Capital Investment Strategy.

a) The Corporate Plan 2020-2024

4.2 The Council's vision within the Corporate Plan is to "*make South Derbyshire a great place to live, visit and invest*". To deliver this vision, the Corporate Plan has three key priorities, Our Environment, Our People and Our Future.

4.3 The management of the Council's non-housing land and buildings is integral to the delivery of many of the Council's aims within the Corporate Plan. This is illustrated by the Property Action Plan which has been generated from the Corporate Plan Aims, as shown in the following table:



ASSET MANAGEMENT PLAN 2020 - 2024

"To make South Derbyshire a great place to live, visit and invest"

Our Environment

Improve the Environment	Tackle Climate Change	Enhance the attractiveness of South Derbyshire
Reduce Waste/ increase Recycling within Civic Offices, Depot and Rosliston Forestry Centre	Strive towards carbon neutrality by integrating green initiatives into the maintenance of Public Buildings and introducing new build principles such as BREEAM excellent into the construction of new public buildings	Deliver Town Centre regeneration by sweating the Council's property assets Improve the condition of our buildings

Our People

Engage with our Communities	Support the most vulnerable	Deliver excellent services
Transfer assets to Community groups and Parish Councils	Improve the condition of our Public Buildings	Ensure property assets are fit for purpose

Our Future

Develop skills	Support Economic growth	Transform the Council
Attract/ retain jobs through the continued provision of Council shops, offices, industrial units	Enable the delivery of housing by disposal of surplus residential land	Source property investment opportunities to generate additional revenue and enhance the value of our property portfolio Provide a modern working environment through the maintenance and replacement of Public Buildings

Develop and Deliver the Public Buildings planned maintenance programme over four years.

The Council's Corporate Vision

The Council's Corporate Priorities

The Council's Corporate Aims

The Council's Property Action Plan

Corporate Plan Performance Indicators

4.4 Whilst the Corporate Plan only contains one Corporate Property performance indicator in the delivery of a planned maintenance programme, the Service's functions cut across many of the Council's Corporate Aims.

4.5 The Facilities Management team will play an important role in meeting the '*Our Environment*' corporate priority in delivering waste recycling within public buildings, monitoring and reducing energy consumption, and generally reducing the Council's carbon footprint by integrating green initiatives into the maintenance and construction of its public buildings.

4.6 Strategic Asset Management contributes to the '*Our People*' aim, ensuring our buildings are fit for purpose to meet our Corporate Aim of delivering excellent services. The team also meet the Corporate Aim to engage with local communities through the transfer of assets to community groups.

4.7 Asset and Estate Management also contribute to the '*Our Future*' Corporate Aim, developing skills and supporting economic growth through both the disposal of surplus residential development land, and the management and letting of the Council's shops, offices and industrial units to local businesses.

4.8 Corporate Property will also play a key role in the Corporate Aim to transform the Council, providing modern working environments through the maintenance and replacement of public buildings, investing in our commercial portfolio to generate additional revenue and ensuring surplus land is regenerated or sold in collaboration with the Housing Service.

b) Capital Investment Strategy

4.9 This strategy sets out the framework for capital investment at the Council and has been adopted to help deliver the Council's priorities as identified in its Corporate Plan. The document defines capital expenditure, explains how projects are prioritised and assessed and identifies the available funding resources.

4.10 The Capital Investment Strategy is a significant framework document for the AMP because:

- Capital expenditure primarily relates to the purchase and enhancement of the Council's non-housing assets,
- The prioritisation of capital schemes is undertaken with the benefit of information collated through the AMP, such as condition surveys, performance indicators such as energy costs and using techniques adopted within the AMP such as Whole Life Costing and Option Appraisal, and
- The disposal of surplus assets is a key source of funding for the capital projects. Thus, as the capital investment is planned over a five-year rolling programme, this needs to be compatible with the asset disposal strategy over the same period.

Opportunities and Challenges

COVID-19

4.11 The impact of COVID-19 is likely to be a dominant factor during the term of this Asset Management Plan. Corporate Property's management of the Council's assets will play a key role in



keeping the public and employees safe, adapting Council owned property assets to reflect changing and more flexible ways of working, and supporting the local economy and the Council's revenue income through pragmatic management of our shops, offices and industrial units

4.12 The primary challenge arising from COVID-19 is to ensure the Council's buildings remain safe. Following the transfer of facilities management and caretaking services into the Corporate Property Department, the team is well placed to effectively co-ordinate both the appropriate cleaning regimes and works necessary to adapt our buildings and achieve social distancing requirements.

4.13 Whilst COVID-19 will raise health and safety and economic challenges for the Council's property assets, it is already generating a momentum towards more efficient and environmentally friendly ways of working. There is, therefore, an opportunity to embrace these changes within the property strategy, improving the efficient use of property assets and progressing towards the Council's target of carbon neutrality by 2030.

4.14 Indeed the need to achieve carbon neutrality and efficiency savings means it is no longer sufficient for asset management to simply align property to service needs. It needs to exploit this new momentum and proactively drive change through the design, size and provision of future assets such as the Civic Hub, car parking and other facilities in a manner which will influence how people work, travel and spend their leisure time beyond the impact of COVID-19.

Environmental Sustainability

4.15 One immediate opportunity arising from the current climate has been the reduction in gas and electricity costs to historically low levels, due in part to the current reduced demand. Following the restructure Corporate Property is responsible for the procurement of all utilities, and in April 2020 the unit secured new three-year fixed price contracts for both the gas and electricity.

4.16 The gas contract will deliver 23% annual savings and is supplied by a UK-based company, offering improved levels of environmental sustainability in comparison with the previous Russian supplier. The new electricity contract will not only deliver healthy savings at a fixed price, but is produced from 100% renewable, non-nuclear sources (wind, hydro, geo-thermal and solar), thus delivering on the Council's Corporate Plan Climate Emergency priorities.

4.17 Similarly, Corporate Property inherited multiple water suppliers to various properties. These have now been merged into a single supplier, generating a saving of £5,000 over the next three years, streamlining its administration and meeting its environmental audit recommendations.

4.18 Having secured cost-effective and environmentally friendly energy suppliers, the focus will now be on using less energy and generally improving the energy efficiency of Council assets.

4.19 As part of the Service's strategic asset management, Corporate Property is in a position to make informed investment decisions on carbon reduction projects, assessing pay-back periods against building lifespans and any plans for asset replacement or disposal.

4.20 Corporate Property also has the opportunity to integrate green initiatives into its daily operations, reducing waste and encouraging recycling in the Civic Offices through its cleaning team, monitoring energy consumption during utility payments and embedding carbon reduction principles into planned maintenance and new build projects.



4.21 Whilst 74% of the Council's investment properties already meet the Government's required minimum E energy rating for any new lettings, all properties must meet this rating (or satisfy exemption criteria) by April 2023. It is likely that a higher minimum rating will be introduced in future years, and a rolling programme of energy improvements will, therefore, be required.

Planned Maintenance

4.22 Currently there is insufficient condition survey data on the Council's buildings, and repairs are undertaken on a reactive basis. However, the Corporate Property restructure has created the resources necessary to undertake these surveys and ultimately prepare a planned maintenance programme.

4.23 This planned maintenance programme will transform the service, inform the allocation of future repair budgets and enable repairs to be undertaken in a proactive, planned and prioritised manner.

4.24 This planned and corporate approach is further enhanced by the fact that all public building repair budgets are now under Corporate Property's control, rather than individual departments. Combined with the planned maintenance programme, this means that repairs can be planned, bundled and procured efficiently and strategically in collaboration with the Housing Repairs Team with the benefit of informed surveys and data.

Surplus Assets

4.25 The Council holds a number of potentially surplus sites with development potential in the District. These disposals generate important capital receipts, support the delivery of new housing and ensure the Council is well placed to benefit from the Government's New Homes Bonus.

4.26 Capital receipts totalling £1,500,000 are programmed for 2020/21 and 2021/22, and work will continue on the strategic review and promotion of other Council sites in both the General Fund and Housing Revenue Account, together with collaboration opportunities with adjacent landowners.

4.27 Corporate Property will also be a key player in the newly formed corporate working group, which has been established to consider the future provision of Council housing across the District, drawing evidence from the recently commissioned Strategic Housing Market Assessment. The group will consider how Council owned sites could be developed or purchased in key areas and, where existing Council housing is not fit for purpose or in the wrong location, how these sites may be developed, regenerated or sold.

4.28 As a major landowner the Council is in a position to influence the regeneration of the town centre. A £100,000 grant has been secured from One Public Estate to undertake a viability and masterplanning exercise, with a view to delivering a new multi-occupied Civic Hub and the disposal and regeneration of town centre public assets.

4.29 Regeneration projects such as this will enable the Council to embrace the current momentum for change in how society works, travels and as spends valuable leisure time. In relying on a practical proportion of homeworking in the provision of office space and parking, the Council will be driving change to deliver efficiencies and reduce its carbon footprint.



Performance Measurement

4.30 Corporate Property's performance will be formally measured by indicators included within the Corporate Plan, Corporate Resources Service Plan and Equality, Diversity and Inclusion Plan. These are as follows:

Corporate Plan

- To undertake condition surveys and deliver a planned maintenance programme for all public buildings over the four-year Plan period.

Service Plan

- To ensure all commercial properties achieve a minimum 'E' rating (or exemption) within their Energy Performance Certificates by April 2023;
- To ensure at least 30% of staff work flexibly by 2021;
- To reduce the Council's grey mileage by 7%.

Equality, Diversity and Inclusion Plan

- To undertake an accessibility review of the Civic Offices

4.31 Corporate Property will deliver a number of other key outputs during the term of this Asset Management Plan, and it is expected for instance to generate over £1,500,000 in capital receipts. However, these land sale receipts are subject to market forces, and achievements in areas such as this will be reported in the next Asset Management Plan rather than be the subject of performance indicators.

4.32 Similarly, many of the objectives within the aforementioned Property Action Plan are currently generic themes, and these will be developed as strategies are progressed in areas such as carbon neutrality and town centre regeneration. More specific and measurable objectives will therefore be developed during the lifetime of this Asset Management Plan.

5. Conclusions

5.1 The success of this Asset Management Plan will be assessed against how the Council's non-housing property assets have continued to be aligned to service needs, responded to the changing world and delivered efficiencies.

5.2 As Council services develop and the use of technology grows, property assets will need to evolve in parallel to ensure they remain fit for purpose. A strategic approach in assessing future service needs is crucial, as re-profiling a property portfolio requires long-term planning.

5.3 External factors will be particularly influential on how the Council's non-housing property assets are managed going forward, including the impact of COVID-19, the need to reduce the Council's carbon footprint and the financial constraints which will arise from the current economic climate.



5.4 The key objectives for this Asset Management Plan are therefore as follows:

1. To build a solid base from which the Council can manage its existing buildings. This will be achieved by the completion of condition surveys and the subsequent planned maintenance programme, placing the Council in a position to strategically and efficiently manage the repair and maintenance.
2. Address the impact of COVID-19. The property assets will need to be managed flexibly to respond to health and safety needs within the workplace and the economic impact on the commercial portfolio.

The Strategy will also need to embrace the opportunities arising from changing work and travel behaviours, and drive these changes forward through the re-provision of assets such that the Council uses less, reduces travel, generates surplus assets and generally improves the efficiency in how it works and its buildings are used.

3. Embed environmental initiatives to reduce the Council's carbon footprint. The need to reduce this footprint will influence how current buildings are used in terms of space and energy consumption, and how the Council's future assets are designed and built in the future. The current momentum for change in how society works, travels and spend its leisure time presents a prime opportunity to drive these changes during the term of this Asset Management Plan.

