

HIGH PEAK BOROUGH COUNCIL

Corporate Select Committee

25th September 2023

TITLE:	Asset Management Framework
EXECUTIVE MEMBER :	Councillor Anthony McKeown – Leader
CONTACT OFFICERS:	Clare Halliday – Strategic Assets Officer (Interim)
WARDS INVOLVED:	Non-Specific

Appendices Attached:

Appendix A – Asset Management Framework

Appendix B – Priority Projects

1. Reason for the Report

- 1.1 The purpose of the report is to detail the draft HPBC Asset Management Framework for consideration and to allow the Committee to consider the establishment of an Asset Management Working Group to monitor progress and make recommendation on the implementation of the framework.

2. Recommendations

2.1 The committee is requested to:

- Consider the draft Asset Management Framework and offer any recommendations to the Executive as it considers necessary prior to its adoption; and
- Agree the establishment of an Asset Management Working Group as set out in Section 11 of the report.

3. Executive Summary

- 3.1 A draft Asset Management Framework has been developed which sets out a cohesive approach on how the Council's property (land and buildings) assets will assist in achieving the Council's vision and meeting the corporate objectives.

- 3.2 The framework (attached at Appendix A) sets out the steps to the delivery of that vision through a strategic asset management framework considering the corporate objectives in the context of developing an asset management policy, strategy and asset management plan. The document is associated with the General Fund property (land and buildings) only. Similar documents will be considered for the Council's Housing Revenue Account (HRA) properties alongside the development of the HRA Business Plan.
- 3.3 The Asset Management Framework seeks to identify the strategic and practical approach to asset management to ensure assets are managed effectively in the short, medium and long term, linking clearly to corporate objectives. The key aim is to ensure a strategic outlook for the property assets that the Council hold.
- 3.4 The Asset Management Policy directly reflects the Council's corporate objectives. There are four main policy themes; community, financial sustainability, supporting local economic growth and our environment.
- 3.5 The Asset Management Strategy set out the key drivers and areas of focus to give the context required to the Council's approach.
- 3.6 The intention of the Asset Management Plan is to review each asset considering the policy and strategy in terms of occupation, use, efficiency, current and future service requirements. Actions and next steps being identified along with an overall recommendation for each asset. From the analysis a number of priority projects have emerged. These are summarised in Appendix B.
- 3.7 In line with previous discussions it is recommended that the Committee establishes an Asset Management Working Group to oversee the implementation of the key priority projects.
- 3.8 Through applying a strategic outlook and planning for the future the Council are best placed to deliver an efficient estate, with assets that are fit for purpose, capable of delivering the Council's services and meeting the corporate aims and objectives.

4. How this Report Links to Corporate Priorities

- 4.1 This report links directly to the Corporate Plan 2019-2023, Aim 2: 'A responsive, smart, financially resilient and forward thinking Council'.
- 4.2 With a key objective being, 'more effective use of council assets to benefit our communities'.
- 4.3 The need to refresh and implement the Asset Management Plan, including a review of the public estate, and to ensure adequate facilities management arrangements are in place is an identified aim within the Corporate Plan.

5. Options and Analysis

- 5.1 Approve the HPBC Asset Management Framework as drafted (Recommended).
- 5.2 Reject the HPBC Asset Management Framework as drafted.

6. Implications

- 6.1 Community Safety - (Crime and Disorder Act 1998)
The impact on safety and crime will be fully considered on a project by project basis and the principles of Designing Out Crime will be followed.
- 6.2 Workforce
A review of office accommodation for the Council is recommended within the Asset Management Plan, any implication to staff as part of the review will be considered at the appropriate point in the process.
- 6.3 Equality and Diversity/Equality Impact Assessment
The impact of equality and diversity will be fully considered when key decisions are being made.
- 6.4 Financial Considerations
The next stage of the development of the Asset Management Plan will involve further analysis with a particular focus on bringing about efficiencies and savings in line with the requirements agreed in the Medium Term Financial Plan (MTFP).

As this work progresses, financial considerations on capital and revenue, spend and savings will need to be considered.
- 6.5 Legal
Any legal implications will be fully considered when key decisions are being made.
- 6.6 Climate Change
The requirements and challenges have been examined within the Asset Management Framework. Energy Audit Reports have been undertaken for the majority of property assets. These will be reviewed further as part of future works to the Estate.
- 6.7 External Consultation
Key stakeholders and community interests will be involved at appropriate points in the process.

6.8 Risk Assessment

All projects will be management is line with the Council's project management methodology which includes the identification, quantification and management of risks

NEIL RODGERS
Executive Director (Place)

Web Links and
Background Papers

Location

Non-Specific

Contact details

Clare Halliday
Interim Asset Manager
clare.halliday@highpeaks.gov.uk

7 Introduction and Background

- 7.1 The General Fund Asset Management Plan has been prepared to assess the future use of the assets owned / operated by the Council. The work to develop the plan has been focussed on the key property / building assets that have high expenditure forecasts for the Medium Term Financial Plan and beyond.
- 7.2 In order to set the Asset Management Plan into context, an Asset Management Framework has been developed (attached at Appendix A). This document sets out a cohesive approach on how the Council's property (land and buildings) assets will assist in achieving the Council's vision and meeting the corporate objectives. It identifies the steps to the delivery of that vision through a strategic framework considering service delivery, property rationalisation (where appropriate), development, regeneration, growth and investment.
- 7.3 The document is associated with the General Fund property (land and buildings) only. Similar documents will be considered for the Council's Housing Revenue Account (HRA) properties alongside the development of the HRA Business Plan.

8 Asset Management Framework

- 8.1 The purpose of the Asset Management Framework is to set out a cohesive approach on how the Council's property (land and buildings) assets will assist in achieving the Council meeting its corporate objectives.
- 8.2 The document sets out the steps to the delivery of that vision through a strategic framework considering the corporate objectives in the context of developing an asset management policy, strategy and asset management plan.
- 8.3 The Council's property holdings are a key resource in delivering and supporting services. Each asset has a primary set purpose whether operational, regeneration, income producing or a community based service whilst linking to the objectives set out in the Corporate Plan.
- 8.4 The Asset Management Framework seeks to identify the strategic and practical approach to asset management to ensure assets are managed effectively in the short, medium and long term, linking clearly to corporate objectives.
- 8.5 The Asset Management Policy directly reflect the corporate objectives. There are four main policy themes;
- Community;
 - Financial sustainability;
 - Supporting local economic growth; and
 - Our environment.

- 8.6 The Asset Management Strategy set out the key drivers and areas of focus to give the context required to the Council's approach.
- 8.7 The intention of the Asset Management Plan is to review each asset considering the policy and strategy in terms of occupation, use, efficiency, current and future service requirements. Actions and next steps being identified along with an overall recommendation for each asset.

9 Development of the Asset Management Plan - Analysis / Review of Assets

9.1 The analysis includes the following General Fund assets:

- Pavilion & Conservatory
- Buxton Opera House
- Buxton Town Hall
- Glossop Municipal Buildings, Town Hall, Market Arcade, Market Hall and Outdoor Market
- New Mills, Buxton and Glossop Leisure Centres and swimming Pools
- Silverlands, Surrey Street and Waterswallows Depots
- Former Market Street Depot
- Howard Town House
- Hadfield Hall
- Victoria Hall
- Howard Park, Manor Park and Serpentine Depots
- Pump Room and St. Anne's Well
- Buxton, Glossop and Hope Cemeteries
- Ashwood Park Bowls Pavilion
- Pavilion Gardens Bandstand and Boating Lake Kiosk
- Furness Vale Bowling Green Hut
- Manor Park Pavilion
- Car Parks (21 sites)
- Public Conveniences (21 sites)

9.2 The analysis undertaken for the each of the identified assets considered the following details:

- Asset description and background
- Core data i.e. tenure; valuation etc.
- Details of tenancies
- Risks / restrictions
- Strategic options
- Recommendations for future
- Identification of key actions required

10 Asset Management Plan - Priority Projects

10.1 From the analysis a number of priority projects have emerged. The proposed priority projects are as follows:

- Accommodation Review – Core Buildings
- Leisure Transformation
- Waste Depot Review
- Disposals - commercial
- Disposals - Community Asset Transfer / Long Lease
- Review Future Options
- Heritage Assets - Buxton
- Regeneration - Glossop

10.2 In some cases the priority projects involve the combined review of assets from HPBC and Staffordshire Moorlands DC within one project e.g. accommodation review

10.3 The proposed priority projects are outlined in more detail at Appendix B.

11 Consideration by the Corporate Select Committee

11.1 In addition to the consideration of the strategy, plan and proposed projects it is recommended that the Committee monitors the ongoing implementation.

11.2 It should also be noted that the next stage will involve further analysis with a particular focus on bringing about efficiencies and savings in line with the requirements agreed in the Medium Term Financial Plan (MTFP). This is also an important work programme item for the Corporate Select Committee.

11.3 It has previously been discussed and recommended that the Committee establishes an Asset Management Working Group to progress the implementation of the priority projects. A number of the projects are already being progressed. These are as follows:

Priority Project	Approach Agreed / Proposed
Leisure Transformation	Approach to be considered by Community Select and a Leisure Centre Working Group
Regeneration - Glossop	Glossop Halls Project is almost complete and will be considered as a separate work programme item
Waste Depot Review	Approach will be considered alongside the new operating model for the Council's waste and street cleansing services which will be developed following implementation of the new national recycling strategies

11.4 This leaves the proposed work programme for the Asset Management Working Group as follows:

- Accommodation Review – Core Buildings
- Disposals - Commercial
- Disposals - Community Asset Transfer / Long Lease
- Review Future Options

11.5 It is recommended that the Committee considers the membership of the Working Group. Following its establishment, and the appointment of chair, a detailed work programme will be produced. The Working Group will then be able to consider the detailed analysis that was undertaken for each of the assets as described in Section 9.2 above, and make appropriate recommendations for future action.