

STAFFORDSHIRE MOORLANDS DISTRICT COUNCIL

Resources Overview & Scrutiny Panel

4th October 2023

TITLE:	Asset Management Framework
PORTFOLIO HOLDER :	Councillor Charlotte Atkins – Portfolio Holder for Services
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 SMDC Asset Management Framework for consideration and to allow the Panel to consider the establishment of an Accommodation Review 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 Cabinet as it considers necessary prior to its adoption; and
- Agree the establishment of an Accommodation Review 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.
- 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 The member input into these priority projects is essential. A number of the projects are already programmed to be considered as follows:
- Leisure facilities will be considered by the Service Delivery Overview & Scrutiny Panel and a Leisure Facilities Working Group;
 - Regeneration – Leek Markets will be considered by the Service Delivery Overview and Scrutiny Panel alongside the Levelling Up Fund investment; and
 - 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
- 3.8 As the other priority projects progress, the outcomes will be considered by this Panel. It has previously been discussed and recommended that the Panel establishes an Accommodation Review Working Group focusing on Moorlands House to progress the implementation of this priority project
- 3.9 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: 'To use resources effectively and provide value for money'.
- 4.2 With a key objective being, 'More effective use of Council assets'.
- 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 SMDC Asset Management Framework as drafted (Recommended).
- 5.2 Reject the SMDC 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 in 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

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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.

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:

- Moorlands House
- Biddulph Town Hall
- 1 Market Place
- Fowlchurch Depot and Fowlchurch Countryside Resource Centre
- 3 & 4 Stockwell Villas
- 21 Market Street
- Brough Park Leisure Centre
- South Moorlands Leisure Centre
- Biddulph Valley Leisure Centre
- Buttermarket and Market Hall
- 8 & 8A Market Place
- Halls Road Pavilion
- Mills Hayes Sports Pavilion
- Birchall Pavilion
- Thorley Drive Pavilion
- St Lawrence Pavilion
- Leek Cemetery (old)
- Leek Cemetery (new)
- Ball Haye Cottage & Gardens
- Biddulph Grange Visitors Centre
- Manifold Valley Visitors Centre
- Manifold Valley Visitors Centre Cafe
- Leekbrook Industrial Estate
- Town Yard Industrial Estate
- Leek Bus Station Kiosk
- Air Training Cadets
- Car Parks (32 sites)
- Public Conveniences (14 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 and Non-Core Buildings
- Leisure Transformation
- Waste Depot Review
- Disposals - Commercial
- Disposals - Community Asset Transfer / Long Lease
- Review Future Options
- Regeneration - Leek

10.2 In some cases the priority projects involve the combined review of assets from SMDC and High Peak Borough Council 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 Resources Overview & Scrutiny Panel

11.1 In addition to the consideration of the strategy, plan and proposed projects it is recommended that the Panel 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 Resources Overview & Scrutiny Panel.

11.3 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 the Service Delivery Overview & Scrutiny Panel and a Leisure Facilities Working Group
Regeneration – Leek Markets	Approach to be considered as Service Delivery Overview and Scrutiny Panel alongside the Levelling Up Fund investment,
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

11.4 As the following priority projects progress and proposals are developed these will come back to this Panel for consideration:

- Disposals - Commercial
- Disposals - Community Asset Transfer / Long Lease
- Review Future Options

11.5 It has previously been discussed and recommended that the Panel establishes an Accommodation Review Working Group focusing on Moorlands House to progress the implementation of this priority project. It is considered that a small working group of members could usefully provide oversight on the development of options for its future. It is recommended that this consists of approximately 6 members to reflect the current political balance of the Council.

11.6 It is recommended that the Panel considers the membership of the Working Group. Following its establishment, and the appointment of chair, a detailed work programme will be produced.