



## **(DRAFT) Asset Management Framework**

**Staffordshire Moorlands District Council**

**September 2023**

**Version 1**

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## PART 1: Introduction

The purpose of this document is to set 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. This document sets out the steps to the delivery of that vision through a strategic framework considering service delivery, property rationalisation, development, regeneration, growth and investment. The document is associated with General Fund, property (land and buildings) only as the Council has no Housing Revenue Account.

The Council's property holdings are a key resource in delivering and supporting services. Each asset has a separate purpose whether operational, income producing, regeneration or a community based service. This document 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 and service objectives. This will ensure all assets are properly managed, opportunities are efficiently pursued, and services are delivered efficiently through fit for purpose assets. Below shows the Asset Management Framework:



This document will be monitored and reviewed annually by the Head of Assets.

## Part 2: Asset Management: Policy

Effective Asset Management is about how the Council will best utilise the assets in its ownership to meet the Corporate Objectives 2023-2027.

The Asset Management Policy will set out the principles that the Council will adopt to ensure that its decision making in relation to its assets will support its wider aims during the life of the Corporate Plan.

### 2.1 What Assets form the Councils General Fund?

The Council has a varied portfolio of assets, from land and property assets, information and data to vehicles and equipment. The General Fund assets consist of operational and commercial, land and buildings.

The Council's buildings and land holdings are diverse in their nature and include civic buildings and depots to support the delivery of Council services; leisure sites, markets, car parks and public toilets, cemeteries, parks and open spaces.

The property assets referred to in this Asset Management Policy are fixed property assets (building or land) and include physical structures such as leisure centres, depots, sports pavilions and offices, owned or leased by the General Fund.

The Council's General Fund property assets are valued and held in the 2022 Statement of Accounts at £30.6 million. This is the gross book value of the assets and does not necessarily represent the value that might be secured from disposal on the open market. This sum reiterates the importance of effective and value led management of these assets.

The two tables below summarise the property asset types within the General Fund. This information is taken from Concerto, the Council's property information database.

<b>General Fund (assets with structures)</b>	
Residential	6
Industrial	5
Car Parks	32
Cemeteries	2
Depots	5
Community Centre/Hall	2
Retail & Financial	12
Sports and Recreation	10
Public Conveniences	14
Office	5
Other	5
<b>Total</b>	<b>98</b>

Those assets that are classed as either minor or 'de minimis' land assets, along with those where a significant structure does not form part of the asset have not been reviewed in detail. However, the Assets Team will review all of these in due course via the 'Asset

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Challenge' process, it is anticipated that this will result in a number of assets identified as surplus and which will form a small disposal programme:

<b>General Fund (other assets)</b>	
Watercourses	26
Parks & Gardens and Recreation	31
Garage Sites	1
Electricity Substation and Gas Governor	3
Open Space: Allotments	7
Other	15
Open Space: Amenity Land	181
Open Space: Unclassified	36
<b>Total</b>	<b>300</b>

Published list of Council Assets. <https://www.staffsmoorlands.gov.uk/article/1624/Lists-and-registers>

## 2.2 What are the Councils Objectives and Policies?

*(will be updated to Corporate Plan 2023-2027 when published).*

The Council's objectives are set out in the Corporate Plan 2019-2023

[https://www.staffsmoorlands.gov.uk/media/622/Staffs-Moorlands-Corporate-Plan-2019-2023/pdf/Staffs\\_Moorlands\\_Corp\\_Plan\\_2019-2023.pdf?m=1631003011497](https://www.staffsmoorlands.gov.uk/media/622/Staffs-Moorlands-Corporate-Plan-2019-2023/pdf/Staffs_Moorlands_Corp_Plan_2019-2023.pdf?m=1631003011497)

Aim 1: To help create a safer and healthier environment for our communities to live and work.

Aim 2: To use resources effectively and provide value for money.

Aim 3: To help create a strong economy by supporting further regeneration of towns and villages.

Aim 4: To protect and improve the environment and respond to the climate emergency.

The Asset Management Policy set out here directly reflect these objectives. They have been broken down into four main themes around, community, financial sustainability, supporting local economic growth and our environment as follows:

- Asset Management Policy One – Assets for our communities

	<b>Assets for our communities</b>
1.1	Ensure that the Council's assets are fit for purpose and are used to best serve our communities.
1.2	Ensure that the Council's assets assist in ensuring our communities are safer and do not cause any adverse effects on the safety of our communities.
1.3	Ensure that the leisure centre buildings provide a quality leisure service to improve the health and wellbeing of residents.
1.4	Ensure that the outdoor leisure facilities provide a quality leisure service to improve health and wellbeing of residents.
1.5	Effective use of Council assets to support adequate housing to our tenants and residents.

- Asset Management Policy Two – Effective and efficient use of financial and other resources ensuring value for money

	<b>Effective and efficient use of financial and other resources ensuring value for money</b>
2.1	Ensure that an effective asset management plan is in place and assets are viewed strategically as drivers to implement the Council's objectives, bringing about efficiencies.
2.2	Use our assets effectively and efficiently to generate income and reduce costs to support a financially sustainable estate.
2.3	Ensure assets are used to support service delivery, that the assets are fit for purpose for our customers to access services "right first time".
2.4	Ensure that our office spaces and depots support a high performing and well-motivated workforce.
2.5	Focus on procuring contractors and supply chain as locally as possible.
2.6	Be open and transparent as much as possible in dealing with Council assets.

- Asset Management Policy Three – Assets that support and sustain a strong economy and regeneration opportunities

	<b>Assets that support and sustain a strong economy and regeneration opportunities</b>
3.1	Effective use of Council assets to protect and support local jobs, economic growth and regeneration opportunities.
3.2	Effective use of the Council's assets to support the opportunity to improve public market operations.
3.3	Support the best use of public assets by working with partners and One Public Estate (OPE) projects.
3.4	Effective use of Council assets to aid the promotion of tourism and support of the growth strategy.

- Asset Management Policy Four - Best use of our assets for our environment

	<b>Best use of assets for our environment</b>
4.1	Effective use of assets to provide quality parks and public open space.
4.2	Ensure assets are central to the climate change strategy and reducing the CO2 footprint of the Council.
4.3	Ensure the depot assets can operate efficiently to support delivery of effective recycling, waste management, street cleansing and grounds maintenance.
4.4	Ensure Council car parks are effectively managed to meet the needs of residents, businesses and visitors.

### **2.3 Delivery of Objectives**

The Council will look to apply the relevant policy to all its decision making around its assets for a consistent approach. The Staffordshire Moorlands District Council Asset Management Framework develops the policies in context and sets out a vision of how the Council will look to prioritise and implement the objectives. The detailed actions required to deliver the strategy are set out in the Strategic Asset Management Action Plan (SAMAP). This plan is a live document and will be refreshed annually as part of the Assets Service Plan. This document will clearly set out the priority actions to be taken by the Assets Team.

## Part 3: Asset Management: Strategy

The Asset Management Strategy sets out the key drivers and areas of focus to give the context required to the Council's approach as well as the major actions required to achieve the objectives. Further detail on these actions as well as timescales and targets will be set out in the Strategic Asset Management Action Plan, which is the third cornerstone to the Asset Management Framework.

### 3.1 Key Drivers and Areas of Focus

#### Finance

The Council's assets are finite. The objectives of delivering for the community whilst ensuring financial resilience can often conflict. The Council must balance the need to realise the maximum capital receipts or income for its assets to fund either investment into the buildings it retains or the delivery of services to benefit the community. These issues are often finely balanced and decisions must be taken in the widest context possible. Consideration will be given to all the costs and benefits both fiscally and through social value to the wider community, always with regard to the relevant statutory obligations, most notably to obtain 'best consideration' in accordance with section 123 of the Local Government Act 1972 and The Local Government Act 1972: The General Disposal Consent (England) 2003 which takes account of economic, social and environmental well-being.

#### Governance and Leadership

Ensuring that adequate documentation is in place does not mean that the Council is affecting good asset management. Strong leadership is also required to ensure the right culture is adopted with regards to the Council assets. Within the Alliance Leadership Team (ALT) the Executive Director (Place) is responsible for Assets. Within the Cabinet, the Portfolio Holder for Services retains the responsibility for Assets Planning and Management. The Head of Assets and Executive Director (Place) will act as champions of Strategic Asset Management Planning with either being in attendance of the following key governance groups to ensure the importance of assets is considered.

- Alliance Management Team
- Alliance Leadership Team (when required and to input as appropriate)
- Transformation Board
- Corporate Health and Safety Compliance Group
- Emergency Planning Group
- Risk Management Group

#### Decision Making

Decision making will follow the guidance as set out in the Constitution of the Council, but notably that major asset management decisions are for Cabinet to determine. Major reports are scrutinised at the Resources Overview & Scrutiny Panel (and /or any established scrutiny Working Group) in line with the established work programme.



## **Health & Safety and Risk Management**

Keeping tenants, staff, visitors and contractors safe in our buildings is a first priority to the Council. Robust procedures are in place to inspect our premises and escalate any issues that arise. Health and safety issues are reported on and managed at the Corporate Health and Safety Group which is attended by the Head of Assets and Commissioning Officer Lead.

The Assets Team adheres to the Corporate Risk Management methodology overseen by the Chief Executive, Corporate Health and Safety advisors and the Council's insurers. The Council's assets are seen as an important factor in managing risk and the Head of Assets is part of the Corporate Risk Management Group which governs risk across the Council.

## **Improving Data and Efficiency**

A key focus for the Assets Team will be to invest time and resource into improving our data to enable more effective management of the assets, to assist in the ongoing planning for the future of the assets and the services that are delivered from our assets. Concerto and Stat Map sit at the heart of the Council's data management. The importance of having useable and detailed data accessible to colleagues is vital to ensure the efficient operation of the estate. The Head of Assets should review this annually with the Assets Team seeking ways to continuously improving and add to our asset information database which will ultimately drive efficient ways of working and support good estate management practices.

## **A Corporate Landlord / Centralised Approach**

The Council will continue to adopt a "Corporate Landlord Approach" by which we mean that the property services and associated budgets will be managed centrally by the Assets Team for all service areas. This has the following benefits:

- Prioritisation of budgets
- Efficiency of spend
- Delivery of expertise
- Economies of scale

## **Alliance Norse – Joint Venture Partner**

As part of the Council's commitment to becoming financially resilient, driving down costs and investing in the future infrastructure of the service, the Council entered into a Joint Venture "Tekal" arrangement with the Norse Group to create the council controlled company Alliance Norse. Alliance Norse are working with the Council to deliver the operational element of repairs, maintenance, facilities management and capital works.

## **Estate Management**

Assets will be held if they are directly or indirectly required for service delivery or to meet another of the Council's corporate objectives either at present or in the future. Assets that fall outside of this remit will be declared surplus to requirements and will be disposed of at the appropriate time to maximise the capital receipt.

Additional acquisitions or disposals required to support the delivery of services or corporate objectives will need to be considered on a case by case basis but also in the context of the

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Strategic Asset Management Action Plan (SAMAP). Formal approval will be sought in line with the Council's approval limits as set out in the constitution.

Good estate management practices are paramount to ensuring the efficient operation of the estate and should include periodic review, reporting to councillors on status and progress where appropriate.

Those practices / reviews are:

Rent Reviews – to include strategic instruction, monitoring and implementation.

Lease Renewals – to include strategic instruction, monitoring and implementation.

Minimum Energy Efficiency Standards (MEES) & Energy Performance Certificates (EPC) – rating levels reviewed, renewals, works – instructed and monitored. This requirement will feed into the strategic future of assets, in some cases.

Void/ Vacant Assets – reporting on letting and void cost management.

Statutory Compliance – reporting on live instructions, monitoring and implementation.

Health & Safety - reporting on live instructions, monitoring and implementation.

Property Inspections – status of asset inspections across the fund and record of actions. Inspections should be recorded on the asset management database.

Disposal Programme – reporting progress (against the Medium Term Financial Plan targets) to include timelines and estimated capital receipts.

Asset Challenge – periodic review, reports to be brought forward in response to actions identified in the SAMAP.

Legal Cases – the Head of Assets and the Head of Legal Services should meet periodically to review legal instructions to ensure cases are dealt with efficiently, with a centrally stored schedule recording live cases to enable monitoring.

Record of Decision Making – schedule to be stored centrally so the Assets Team can access and update, to allow for shared accurate decision making records and information across the team.

In some instances, work shall be outsourced this may be driven by workloads and also where positive savings or enhanced income or capital receipts can be demonstrated as a return. Where specialised advice or expertise is required, this may also be sought externally to support the delivery of the SAMAP and/or general estate management.

## **Repairs and Maintenance**

It is vital that tenants, staff and visitors have the use of safe buildings. Therefore, the Council will always prioritise any immediate health and safety requirements when commissioning its repairs. In addition, all areas of planned maintenance and checks for compliance purposes will be undertaken in line with the statutory guidance.

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The maintenance and the repair of all Council assets will be coordinated by the Council's Commissioning Team and partners Alliance Norse. Where necessary other specialists will be commissioned, project dependent.

Condition surveys are required to determine the backlog of maintenance jobs across the estate. Condition surveys have been undertaken in Autumn 2021/Spring 2022. The survey reports have been broken down into their elements and grouped (building fabric, mechanical and electrical parts).

Maintenance requirement will be categorised by priority and condition as follows:

Condition Grade	
A	Like new – No action required
B	Satisfactory / Good – Some minor work required
C	Poor
D	Dangerous / Urgent action required

The Council acknowledges the significant resource implication to bring the condition of all its assets to a condition A. Generally, assets to be kept for the long term should be maintained at a satisfactory condition. It is anticipated that in completion of condition surveys, the Resources Overview & Scrutiny Panel will review the results. The backlog maintenance costs of each building can be then reviewed as part of an 'Asset Challenge' and a review of future options for the asset.

### **Asset Challenge**

Asset challenge is a process through which the Council will test the logic behind its decision to retain an asset and that the asset is required for delivery of the corporate aims and objectives. It is a deliberate assessment of the asset to determine whether the asset is fit for purpose and it gives a rationale to drive forward change. In the SAMAP, an asset challenge is identified as 'Review Future Options' for the asset.

As part of this process objectivity and stakeholder engagement will be critical in delivery of the asset challenge and consideration.

Linking to the asset challenge is the requirement for the Council to have a consistent strategy for the acquisition and disposal of assets to support and enhance the Council's priorities and to ensure that at all times the assets serves a relevant purpose, in that it is retained to provide a benefit or is disposed to enable the value to be recycled or to underwrite a strategic aim.

Through a managed disposal process, we aim to reduce the number of sites in the Council's ownership, providing they have no current or future use, by disposing of those surplus assets no longer with a service, community, income or regeneration purpose. In some instances there may be reasons to acquire new sites, to ensure an estate that has fit for purpose buildings, that can provide the current service needs and respond to changing service needs.

### **Capital Programme**

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Following the work on the Strategic Asset Management Action Plan and stock condition review, a revised capital programme will be developed with a focus on long term investment for the future of their assets. Focus will be on the first 4 years of the capital programme in line with the requirements of a balanced Medium Term Financial Plan Period (MTFPP) but this will be extended to a 30 year programme which will be reported as the capital programme on the general fund buildings. The capital programme will be based not only on the information collected from stock condition and the asset challenge work, but expert advice will be sought to determine the best way to lower carbon emissions across the estate within the financial resources the Council can afford in order to meet its climate change objectives.

The Council's Commissioning Team oversee the process and programme in a series of capital projects, instructing and monitoring Alliance Norse to deliver. The strategy ensures that we have a proactive plan, more accurately predict future capital funding requirements and ensure that available funds are targeted to the right buildings, allowing better control of future budgets. Reactive maintenance (where a previously unforeseen repair is required) can be both expensive and disruptive. The Assets Team aim is to minimise the level and cost of reactive repairs by keeping our assets in the best possible condition and to undertake works via a scheduled programme. This approach also assists to ensure that services can, where possible, continue to run minimising disruption where works to building are required.

Tenants leasing a Council asset on full repairing terms will be expected to comply with the terms of the lease and to comply with the repairing obligations. The Assets Team and Alliance Norse will monitor compliance and this links to the annual inspection programme.

The recent condition surveys that have been undertaken across the General Fund identify that the Council's operational and service led buildings have over recent years not received the right level of investment and therefore the Council need to respond to the outcome of these surveys. The SAMAP will highlight the investment costs, those assets that should be retained and those where the future of the asset needs to be considered via an 'Asset Challenge'. This will assist in ensuring the available funds are prioritised against retaining assets.

## **Climate Change**

The Corporate Plan Aim 4 is to 'Protect and improve the environment and respond to the climate emergency'.

The Council created a Climate Change Plan for 2021/22, Part 1: The aim being for Staffordshire Moorlands District Council to achieve Net Zero greenhouse gas emissions by 2030. Part 2: the focus being how the Council, working with others, intends to help the whole district to achieve net zero emissions.

The Council's plan of action focuses on some key areas, one being on the reduction of greenhouse gas emissions from the use of Council buildings (heat and power). Energy Audit reports were commissioned in 2021 across the majority of the Councils property portfolio to identify initiatives to reduce carbon.

Green carbon savings initiatives should be considered as part of a carbon saving transformational plan across the Council's portfolio to ensure efficiencies on cost and project management.

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Green project initiatives have been identified in the SAMAP with projects ranging from installation of solar photovoltaic panels to lower cost solutions such as LED light fittings.

Options analysis and resource implications will be at the heart of the planning required to make the future investment to reduce the reliance on carbon, with the need for specialised advice to support the decision making and investment decisions.

The legislative framework is tightening with the use of MEES the Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015. For the last five years any new letting of commercial premises has only been lawful if either

- The premises have an EPC rating of E or better; or
- The landlord has made all possible cost-effective energy improvements prescribed by the MEES regulations
- One of the exemptions applies

The minimum standard of E was introduced to all existing lettings from 1 April 2023. For example, a lease for 10 years granted in 2017 with a F rated EPC is unlawful unless the landlord either makes the relevant improvements or can qualify for an exemption.

It is anticipated that the standard will increase to an EPC rating of C by April 2027 and an EPC rating of B by 2030.

The Assets Team will need to consider these requirements against the General Fund portfolio, undertaking actions as required to ensure compliance.

### **3.2 Delivery of Asset Management Policy Objectives**

Each element of the Asset Management Policy has a corresponding strategy statement to inform how the policy will be delivered.

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- Asset Management Policy One – Assets for our communities

1	<b>Assets for our communities</b>	
	POLICY	STRATEGY
1.1	Ensure that the Council's assets are fit for purpose and are used to best serve our communities.	Ensure options for community uses of assets are considered as part of any asset challenge or disposal programme.
1.2	Ensure that the Council assets assist in ensuring our communities are safer and do not cause any adverse effects on the safety of our communities.	Expediate disposal of any derelict underused assets.
		Ensure security provisions are adequate at derelict sites and trespassers are suitably deterred.
		Prioritise budgets to ensure maintenance programmes are statutory compliant across the General Fund and that the Council's own policies and good practice guidance are adhered to.
		Council assets will be regularly inspected at appropriate intervals by a suitably responsible person to determine any threats to health and safety. Immediate high-risk dangers will be actioned as an emergency in accordance with the Council's Health & Safety Policy. Lower-level actions will be assessed against available budget and risk and will be discussed with the Corporate Health and Safety advisor.
	A robust risk management approach to maintenance of watercourses, ponds, culverts, and reservoirs to be reviewed to prevent potential flooding impact.	
1.3	Ensure that the leisure centre buildings provide a quality leisure service to improve the health and wellbeing of residents.	Assist in the development of the ongoing Leisure Transformation Plan using existing or future asset base.
1.4	Ensure that the outdoor leisure facilities provide a quality leisure service to improve health and wellbeing of residents.	Assist Commissioning Services in the development of a Leisure Facilities Improvement Plan, focussing around the 'Sports Village' concept, using existing or future asset base.
1.5	Effective use of Council assets to support adequate housing to our tenants and residents.	Determine options to deliver affordable homes on Council assets – Assist in Accelerated Housing Delivery Programme (AHDP)
		Consider options to bring forward smaller schemes of new homes utilising Council assets.

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- Asset Management Policy Two – Effective and efficient use of financial and other resources ensuring value for money

2	<b>Effective and efficient use of financial and other resources ensuring value for money</b>	
	POLICY	STRATEGY
2.1	Ensure that an effective asset management plan is in place and assets are viewed strategically as drivers to implement the Council's objectives, bringing about efficiencies.	<p>Complete the Asset Management Framework documentation and required consultation with Services, Leadership Team and Overview &amp; Scrutiny Panel</p> <p>Complete the implementation of the Concerto database to ensure effective data keeping, including the undertaking of a stock condition survey to determine backlog maintenance costs along with tenancy and tenure information.</p> <p>Undertake an asset challenge programme across the major assets and those with a recommendation 'review future options' as per the SAMAP. This will determine if the asset is fit for purpose and fulfils the Council's objectives. Revise the subsequent capital programme and disposal / acquisition programmes.</p>
2.2	Use our assets effectively and efficiently to generate income and reduce costs to support a financially sustainable estate.	<p>The Council will actively pursue generating income from the estate on a commercial basis where possible. Opportunities for using our assets more efficiently will be considered to reduce the overall operational costs of buildings.</p> <p>Ensure the new Joint Venture arrangement with the Norse Group to create Alliance Norse delivers. Alliance Norse are working with the Council to deliver the operational element of repairs, maintenance, facilities management and capital works to Council assets.</p>
2.3	Ensure assets are used to support service delivery, that the assets are fit for purpose for our customers to access services "right first time".	Support Customer Services and other front-line services with the accommodation they require to deliver "right first time"
2.4	Ensure that our office spaces and depots support a high performing and well-motivated workforce.	Operational assets required by staff will be reviewed in conjunction with HR to seek opportunities to rationalise the estate following potential change in HR policy. Potential; savings can be reinvested into improving quality work spaces.
2.5	Focus on procuring contractors and supply chain as locally as possible.	Where procurement procedure allow, local suppliers or contractors will be considered.
2.6	Be open and transparent as much as possible in dealing with Council Assets.	Policy and strategy documentation are to be consulted on with members and the documentation to be made available to the public through the Council's website. The Resources Overview & Scrutiny Panel will scrutinise the framework and decision making resulting from the asset challenge process, capital investment programme and disposal / acquisitions programme.



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- Asset Management Policy Three – Assets that support and sustain a strong economy and regeneration opportunities

3	<b>Assets that support and sustain a strong economy and regeneration opportunities</b>	
	POLICY	STRATEGY
3.1	Effective use of Council assets to protect and support local jobs, economic growth and regeneration opportunities.	<p>In any major decision making, due consideration will be given to the potential creation or loss of local jobs and the impact of the decision on the local economy. The Assets Team will work closely with colleagues in the Regeneration Team to ensure that wider opportunities are not missed.</p> <p>The Assets Team will support front line services when making applications for external funding (Levelling Up Funding/High Street Fund etc), and will work with the service department where it involves one of the Council's assets to ensure that actions are fully delivered to give the best outcome.</p>
3.2	Effective use of the Council assets to support the opportunity to improve public market operations	The Assets Team will support the service to ensure that opportunities are fully maximised where there is an opportunity to improve market operations that involve the Councils assets. This includes supporting and ensuring the delivery of external funding in line with the requirements of that funding, such as the Levelling Up Funding.
3.3	Support the best use of public assets by working with partners and One Public Estate (OPE) projects.	The Council will look to support any OPE initiatives and take active part in OPE projects where appropriate.
3.4	Effective use of Council assets to aid the promotion of tourism and support of the growth strategy.	<p>The Assets Team will consider tourism and local growth opportunities when undertaking 'asset challenges' within the General Fund.</p> <p>The Assets Team will work closely with colleagues in the Regeneration Team to ensure that wider opportunities are not missed.</p>



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- Asset Management Policy Four - Best use of our assets for our environment

4	<b>Best use of our assets for our environment</b>	
	POLICY	STRATEGY
4.1	Effective use of assets to provide quality parks and public open space.	The Council will look to prioritise and protect its formal parks and open spaces in line with the Parks and Open Spaces Development Plan currently being worked on by Commissioning Services. The Assets Team will support this strategic work and actions that arise from it.
4.2	Ensure assets are central to the climate change strategy and reducing the CO2 footprint of the Council.	The Council's building are fundamental in dealing with the Council's CO2 footprint and the plan for the buildings will need to be central to any climate change strategy. The task ahead is profound and the decisions taken in the short term will have long term effects as investment into buildings can be for the next 30 - 50 years or even longer in the case of much of our heritage stock. Careful consideration is required in determining the affordability and level of investment the Council can make to tackle carbon emissions from the buildings. The Council needs to understand the scale of the issue and what options are available before determining a comprehensive strategy for the long-term rationalisation and modernisation that will be required to achieve net zero.
4.3	Ensure the Depot assets can operate efficiently to support delivery of effective recycling, waste management, street cleansing and grounds maintenance	Work with Service Commissioning to review depot assets and redevelopment opportunities to make the asset more efficient and which will support effective recycling and waste management, taking account of the Resources and Waste Strategy – (Environment Act 2021).
4.4	Ensure Council car parks are effectively managed to meet the needs of residents, businesses and visitors.	Assets Team to maintain a car park strategy that will effectively manage the needs of residents, businesses and visitors but that will also take account of the Council's other aims and objectives.

## **PART 4: Strategic Asset Management Action Plan (SAMAP)**

As part of the Strategic Asset Management Plan for the General Fund, the plan concentrated preliminary on sites with physical structures as identified in Appendix 1. Those assets that are classed as either minor or 'de minimis' land assets, and do not have a physical structure on the site have not been reviewed in detail. Those assets with a long leasehold out, (long term tenant) have also not been reviewed in detail.

The SAMAP includes a review of occupation, use, efficiency, current and future service requirements. Actions and next steps are identified along with an overall recommendation for each asset.

The recommendations are defined as:

**Retain:** Asset considered to be core to delivering service needs and meeting the Council's aims and objectives for short, medium and/or long term.

**Dispose:** Asset is either not in current service use, not envisaged that it will meet the Council's service needs in the foreseeable future, and/or is not fit for purpose for its current use. The asset is considered to be surplus to the requirements of the Council.

**Review Future Options:** Asset in current condition/use is considered not efficient, has high expenditure linked to the Medium Term Financial Plan Period (MTFPP) or beyond, and/or not considered to be fit for its current purpose. The asset should undergo an Asset Challenge to determine its future.

As part of the SAMAP, a review of the assets revenue and capital costs has been undertaken with forecasts being made for the MTFPP and beyond.

### **4.1 Key Projects**

Through the work undertaken to date, the individual Strategic Asset Management Action Plans have allowed the Assets Team to identify those assets that have linked high expenditure forecasts for the MTFPP and beyond. The Assets Team have also identified factors such as: voids, inefficient assets, 'fit for purpose' assets and taken account of known and future service needs. From this information major or significant assets have been grouped accordingly to broadly define the top priority project areas along with the key high level actions required in each of those projects.

The project scope also sets out the broad anticipated outputs from undertaking the identified actions under each project. This next stage of identifying key projects allows for a selection of key assets to be reviewed in detail to assess efficiencies that could be generated through each project.

### **4.2 Disposals**

As part of the review a disposal programme has been identified. This is subject to continuous review. The assets identified are at varying stages of disposal. In each case certainty of disposal is only at the point of terms being agreed, exchange of contracts and

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completion of the transaction. The programme remains subject to market conditions, external constraints and delegated approvals to dispose.

There are a number of assets with no significant structure that are subject to an Asset Challenge. It is anticipated that some sites will be identified as surplus and these will then form part of a small assets disposal programme.

All disposals should be undertaken in accordance with the Council's Disposal Policy, ensuring the correct approvals and basis under which the transaction can be progressed.

## **PART 5: Conclusion**

The aim of this Asset Management Framework is to ensure a strategic outlook around the property assets that the Council hold. 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. Central to ensuring this succeeds is periodic review of the Asset Management Framework to allow for challenge and for the ability to respond in an agile way to changing services requirements and external influences.