

**Asset Management Strategy 2023 to 2027: Delivery plan for 2024/25**

**Strategic objectives:**

- Developing and delivering our Corporate Landlord approach
- Investing in decarbonisation whilst keeping our assets safe and well maintained
- Delivering a land and property rationalisation programme
- Maximising income and overall value from the existing commercial estate
- Using our land and property to maximise growth opportunities for the Council and borough

Strategic Objectives	Actions	Service lead	Budget / resource requirements	Milestone dates
<b>Developing and delivering our Corporate Landlord approach</b>	Establish a Corporate Property Board, CPB, to provide leadership and governance to the management of the councils assets	HoS/ Corporate property manager	Funded staffing resource	Initial set up, from June 2023
	Ensure ongoing development and monitoring of delivery of the asset management strategy and delivery plans.	HoS/ Corporate property manager	Funded staffing resource	Ongoing as set out in the CPB terms of reference.
	Complete the implementation of the reshape of property and technical services, to establish the corporate property and estates service.	HoS and managers as reshape is progressed	Funded staffing resource	Completion of internal appointments by 30 June 2024.
	Oversee the procurement and implementation of a new IT software system that will store all asset management data, replace the commercial rent collection software	HoS/ Corporate property manager	Funded staffing resource  Project implementation cost - £350,000 over two financial years	Procurement to be completed by September 2024, with an 18-month

## Appendix A

	system and provide up to date information to support asset management monitoring and decisions; additional resources to support this work will be needed.			implementation period.
	Develop a policy document that sets out the Councils corporate landlord approach to the management of its operational properties.	HoS/ Corporate property manager	Funded staffing resource	To be approved by autumn 2025.
	Review and update asset management policies, processes and procedures to ensure that they are fit for purpose and support the delivery of the Asset Management Strategy, AMS	HoS/ Corporate property manager	Funded staffing resource	Programme to be developed and milestones to be agreed with CPB.
<b>Investing in decarbonisation whilst keeping our assets safe and well maintained</b>	Progress the setting up of systems to report to the Corporate Property board on statutory compliance performance across the corporate property stock	HoS/ Corporate property manager	Funded staffing resource	Linked to the implementation of the new IT system. Milestones to be established.
	Continue to prioritise keeping our properties safe, dry and secure through the implementation of a well-managed, rigorous compliance regime and a repairs and renewals programme	HoS/ Corporate property maintenance and engineering manager	Funded staffing resource Property renewals fund and individually held commercial property reserves	Ongoing operational work programme; reporting into CPB to be developed
	Review the use, contributions and monitoring of the property renewals reserve and develop a reporting and monitoring system for CPB.	HoS/ Corporate property manager	Funded staffing resource	Aim for reporting into CPB from Autumn 2024.

## Appendix A

<p>Develop a programme to achieve stock condition surveys and net zero carbon assessments on all assets by December 2025; prioritisation programme to be established covering all assets. Top six assets for initial focus have been identified as:</p> <ul style="list-style-type: none"> <li>• Healthy Living Centre (completed)</li> <li>• Dunston Innovation Centre</li> <li>• Tipton Innovation Centre</li> <li>• Queens Park Sports Centre</li> <li>• Chesterfield Town Hall</li> <li>• Stonegravel Depot</li> </ul>	<p>HoS/ Corporate property manager</p>	<p>Funded staffing resource</p> <p>Initial budget to provide external resources - £300,000.</p>	<p>Detailed programme to be submitted to CPB by June 2024. Completion of top six property surveys by March 2025. Completion of all surveys by December 2025.</p>
<p>Develop planned maintenance and net zero Carbon adaptation programme, setting out funding requirements, including giving priority to the development of detailed business cases for the top six assets, including bidding for additional decarbonisation grants where possible.</p> <ul style="list-style-type: none"> <li>• Develop a business case to present to Cabinet to consider options for decarbonising the Healthy Living Centre following the stock decarbonisation survey completed in 23/24 and taking into consideration the external funding secured to replace the CHP system. (July – Sept)</li> <li>• Develop a business case to present to Cabinet to consider</li> </ul>	<p>HoS/ Corporate property manager</p>	<p>Funded staffing resource – lead from corporate property management team, with technical support from property maintenance and engineering team</p> <p>Use part of £300k budget to develop designs and decarbonisation bids, where internal capacity is not available, or expertise is not yet developed then seek to retain external expertise and capacity.</p> <p>As the major works programme is developed, funding streams will need to be identified. Primarily from capital receipts, following the</p>	<p>Ongoing programme developed as reviews are completed, to establish design programme, costs and funding.</p> <p>Top six buildings to have stock condition and net carbon assessments completed in 2024/25; with business cases and some works commencing on top three assets during 2024/25.</p>

	<p>options for decarbonising Dunston Innovation Centre with a view to commencing activity during 2024/25. (Sept onwards)</p> <ul style="list-style-type: none"> <li>• Develop a business case to present to Cabinet to consider options for decarbonising Tapton Innovation Centre with a view to commencing activity during 2024/25. (Sept onwards)</li> <li>• Develop a business case to present to Cabinet to consider options for decarbonising Queen’s Park Sports Centre with a view to commencing activity during 2025/26. (Sept onwards)</li> <li>• Develop a business case to present to Cabinet to consider options for decarbonising the Town Hall with a view to commencing activity during 2025/26. (Sept onwards)</li> <li>• Develop a business case to present to Cabinet to consider options for decarbonising Stonegravels Depot with a view to commencing activity during 2025/26. (Sept onwards)</li> </ul>		<p>use of capital receipts policy in asset management strategy.</p>	
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## Appendix A

<b>Delivering a land and property rationalisation programme</b>	Develop a phased land and property rationalisation programme, linked to the stock condition survey and net zero carbon assessments	HoS/ Asset management and estates manager	Funded staffing resource	Programme to be established by July 2024
	Produce recommendations to retain or dispose of assets based on assessment of right space, right place, best terms, taking account of stock condition surveys, net zero carbon assessments, and opportunities for renewable energy generation potential.	HoS/ Asset management and estates manager	Funded staffing resource	Aim for a review of all assets over an 18-month period, with clear recommendations on future of assets, to maximise value to the Council.
	Progress a programme of asset disposal activity, with milestone targets.	HoS/ Asset management and estates manager	Funded staffing resource	Regular reporting to CPB on progress; aiming to achieve agreed level of capital receipts per year.
	Implement the property related activities associated with delivering the approved MTFP savings	HoS/ Asset management and estates manager	Funded staffing resource	Regular reporting to CPB on progress; aiming to achieve savings targets approved in the MTFP
<b>Maximising income and overall value from the existing commercial estate</b>	Develop a detailed programme of work, with targets, to set out the activities to be progressed to maximise income and value.	HoS/ Asset management and estates manager	Funded staffing resource	Programme to be agreed by July 2024.

## Appendix A

	<p>Develop a regular monitoring document for the Corporate Property Board, to set out position on the commercial estate with regards to;</p> <ul style="list-style-type: none"> <li>• stock condition</li> <li>• rental income</li> <li>• tenancy management</li> <li>• challenges to maintaining the current position</li> <li>• identifying activities for maximising income from current estate</li> </ul>	HoS/ Asset management and estates manager	Funded staffing resource	Regular reporting to CPB on progress against targets.
	In line with the development of IT software, work to replace the Mentor commercial rent collection system	HoS/ Asset management and estates manager	Funded staffing resource and part of £350,000 software implementation cost.	New rent collection module in place by March 2025.
<b>Using our land and property to maximise growth opportunities for the Council and borough</b>	Consider the opportunities to increase the commercial estate, through acquisition or new construction to support growth opportunities, and the council's income position	HoS/ Asset management and estates manager/ links to activities of Strategic Growth internal programme board	Funded staffing resource, or through specific project budgets.	To be progressed with the Internal Strategic Growth board
	Support the delivery of the Councils Growth Strategy, which includes aspirations for housing growth, by providing commercial property advice as part of the project delivery arrangements.	HoS/ Asset management and estates manager/ links to activities of Strategic Growth internal programme board	Funded staffing resource, or through specific project budgets.	To be progressed through the Internal Strategic Growth board

## Appendix A

<p>Consider opportunities for renewable energy development:</p> <ul style="list-style-type: none"> <li>• Use the scoping study commissioned in 23/24 and additional research, to assess solar potential on Queen's Park Sports Centre car park and the Enterprise Centre Council car parks by developing costed options.</li> </ul>	<p>HoS/ Corporate property manager/ Corporate asset management and estates manager</p>	<p>Funded staffing resource – lead from corporate property management, with technical support from property maintenance and engineering team, climate change team and service leads</p> <p>Business case development will set out the case for additional resources to implement specific projects.</p>	<p>Costed options to be developed by Autumn 2024</p>
<p>Consider opportunities for renewable energy development:</p> <ul style="list-style-type: none"> <li>• Continue to assess renewable energy generation potential on CBC sites, including where land is considered for disposal, and develop business cases for deployment.</li> </ul>	<p>HoS/ Corporate asset management and estates manager</p>	<p>Funded staffing resource – lead from corporate asset management and estates team as part of the asset rationalisation programme, with a range of support from colleagues as required</p>	<p>Update on other potential sites to be completed by March 2025</p>