

# Strategic Asset Management



*Big hearts, big changes*

## The story so far...

- Corporate Property Unit provided professional advice and managed some assets.
- Holding directorates managed some assets and their budgets.
- Decisions made could be directorate/team focused and not to wider benefit of Council.
- CIPFA Health Check recommended adoption of Corporate Landlord and creation of Strategic Asset Management function.
- Other recommendations are in the Asset Management Improvement Plan.

# The position now

- All Council land & property are viewed as strategic assets – service and community need considered alongside property issues.
- An Asset Management Plan is almost complete – Policy, Strategy and Action Plan.
- One Public Estate and partnership working are underway.
- Service Asset Management Plans and Service Level Agreements are in place.

# The Improvement Plan

- 17 over-arching improvement recommendations derived from Health Check.
- Ranging from governance to a restructure to the creation of a comprehensive Asset Management Plan.
- Monitored at Asset Management Board and reported to Cabinet.
- Recent recommendation for return of powers – awaiting final confirmation.

# Asset Management Governance Structure

Meets  
Monthly

## Asset Management Board (AMB)

Cabinet Member, Commissioner and Senior Management oversight, leadership, advice and guidance to the AMOG. Including monitoring and review of:-

- Asset Management Policy
- Asset Management Strategy
- Asset Management Action Plan
- Corporate Landlord Activity
- Performance Management

## Asset Management Champion

Cabinet lead can oversee that the asset management policy and strategy is aligned with the Council's aims and objectives.

Meets  
Monthly

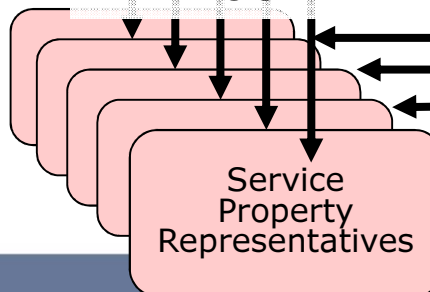
## Asset Management Officer Group (AMOG)

Overall responsibility for developing a corporate approach to the use of property assets throughout the Council. Leads on the creation, implementation and progress monitoring of the Council's Asset Management Plan and the Corporate Landlord approach. Recommendations are reported to AMB.

## Asset Management Lead Officer

Responsible for property asset management processes and for achieving property asset performance and outcomes aligned to the organisation's aims and objectives.

Actively  
involved in  
AMOG



Develop  
Service  
Asset  
Management  
Plans and  
SLAs

## Asset Management Service Strategic Asset Management Team

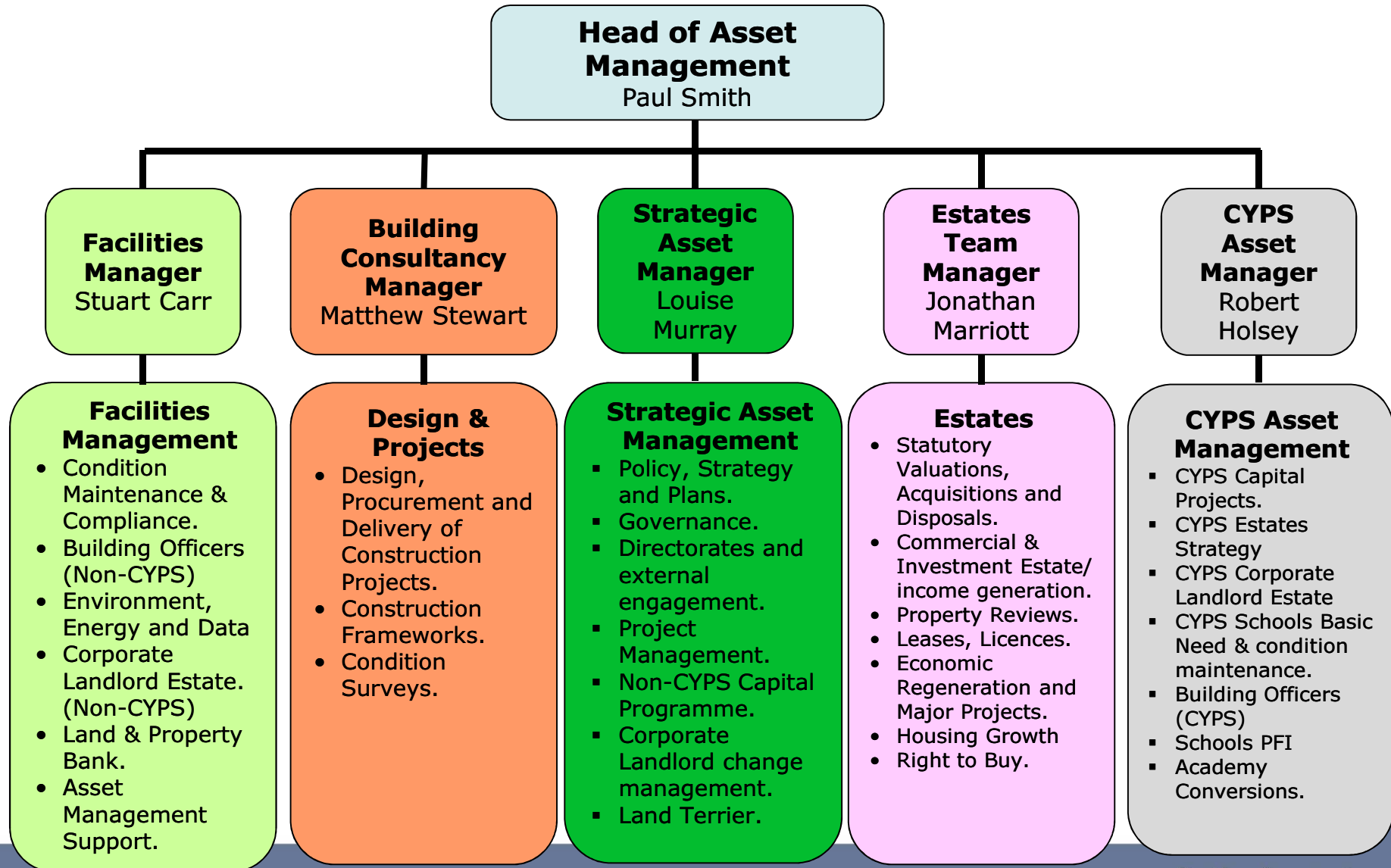
# The Asset Management Plan

Comprises a Policy, a Strategy and an Action Plan and five main policy objectives:

1. Enabling delivery of Council's services and priorities.
2. Supporting economic growth, housing growth and town centre regeneration.
3. Maximising opportunities through adoption of One Public Estate.
4. Developing growth income through commercial/non-operational activities.
5. Maximising commissioning opportunities for property projects and services.



# Asset Management Team Structure



# The Reviews

- Operational Property Review – includes 248 varied operational properties; based on SAMPs, strategy, condition survey outcomes and action plan. Completion date is 31<sup>st</sup> March 2018.
- Commercial/non-operational Property Review – includes 232 varied assets; based on condition survey outcomes, lettability and investment return. Completion date is 30<sup>th</sup> September 2017 though this will be extended as condition surveys have only recently commenced following identification of funding.



# The Outcomes

- Reviews will enable rationalisation of portfolios leading to release of assets and also savings.
- Contributes to housing and economic growth.
- £2.32m capital receipt in 2016/17; £1.17m so far this year against a £2.0m target.
- Revenue savings of £780,000 (2014/15), £284,000(2015/16) and £664,000(2016/17)
- £612,560 so far this year against a £1.178m target.
- Next year, the target is £594,000.
- Rigorous asset challenge and Directorate co-operation will be key to achieving stretching target.

## Other Improvement Points

- Property Maintenance Review and Compliance.
- Review of Soft Facilities Management.
- Facilities Management provision to Academies.
- Review of Internal Fee Recharging.
- Constitution and Scheme of Delegation.
- Performance Management.
- Data Management.
- Directorate Engagement.
- Corporate Profile and communications.
- Staff training.

# What are we doing differently?

- Increased internal engagement – via AMOG/AMB and with service representatives.
- Strategic working with directorates to ensure optimum outcomes.
- Closely working with Housing and RiDO to help deliver housing and economic growth.
- Supporting revenue savings and capital receipts targets through rigorous asset review and challenge.
- Improved member and community engagement.
- Decisions made in line with approved Policy.

# The future

- Increased engagement with members and all internal/external customers.
- Completion of reviews leading to strategic rationalisation of the estate.
- Implementation of a planned, preventative maintenance plan.
- Identification of sites to facilitate housing and economic growth both owned and acquired.
- Increased partnership working.
- Generation of growth income through investment acquisition.



Any Questions?