

# Peterborough City Council

## Asset Management Plan 2024 – 2029



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## Executive Summary

The Asset Management Plan sets the framework for managing the Council's property assets over the next 5 years and aims to achieve a fit for purpose, efficient, compliant Estate which can also support carbon reduction targets.

This will involve some investment, but in the current circumstances where funds are limited, it will be necessary for the Council to place emphasis on the rationalisation and disposal of assets to achieve and support agreed financial targets. Some property assets are being held as a catalyst for the regeneration of key sites within the City.

The focus on the Plan is how the Council uses land and property assets to deliver key priorities. It also supports how we can help our residents and community as effectively as possible and thereby supporting the Council's Corporate Strategy by proactive Asset Management planning.

The Plan includes the acquisitions and disposals policy, community asset transfer policy, vision for assets and other key asset management principles.

## Introduction and Purpose

The Council's Asset Management Plan (AMP) 2023 to 2028 provides a five-year strategic overview of the Council's land and property assets (excluding highways and infrastructure assets). It includes the basis of a longer-term strategy for the Council's property assets and management, which underpins and supports the delivery of Council Strategies including the Corporate and Capital Strategy.

Property is a major resource for the Council and provides underlying value as well as significant cost. It can be expensive to maintain, needs careful management and requires constant review in an ever changing and economically challenging environment to provide best value to the Council.

Asset Management Planning plays an integral part in the forward planning process for the Council and is viewed as a key component to maintain quality services, reduce borrowing and finance capital projects. It supports the Council's Corporate Strategy and other key plans.

This AMP aims to ensure that the Council's assets are used as effectively and efficiently as possible to support its service delivery, financial planning, economic growth and regeneration projects and aspirations.

The Council's most recent AMP was completed in 2021 post COVID and set out a number of objectives and initiatives at that time. A subsequent Summary and Interim Asset Management Plan was reported in February 2023. This AMP reflects the requirements set out by CIPFA made during their review of the Council.

This AMP seeks to update and consolidate the previous plans and to provide the basis to support the budget and capital strategy decisions moving forward over the next five financial years. A number of actions have taken place from the Interim Asset Management Plan during 2023 which are reflected in this AMP.

## Context and Vision

### **About Peterborough**

Peterborough City Council is a Unitary Authority and is well connected with good rail links both north and south. It is one of the UK's fastest growing cities, with a population of 216,500 (2021 ONS Population estimate based on Census), a 21% increase since 2009 and, according to the Census, one of the most diverse with 87 languages identified as the main language spoken in the household.

The city is rapidly growing creating pressure on demand for housing, infrastructure, employment opportunities and Council services. This growth will support Peterborough's economy into the future and the Council has been successful in securing government and

combined authority funding to support its regeneration programmes including acquisition and investment in assets.

## **Challenges**

The Council was subject to a Corporate Peer Challenge in 2021 by the Local Government Association and a number of recommendations were made including changing the Council's narrative in delivering savings plan, making longer term plans, making tough decisions in order to undertake strategic transformation and financial reductions. It was also recommended that the Council needed a strategic focus on Growth, People and Economy to deliver its Covid recovery plans.

Peterborough is one of the UK's fastest growing and best-connected cities and the Council has a clear vision for placemaking. Our priorities include:

- City centre regeneration
- Innovative approaches to achieving carbon zero
- Upskilling our population
- Connectivity and infrastructure

Over the last 18 months, the Council has, managed a significant shift in its financial position to ensure that its budgets and services can be sustainable over the coming years. This has involved significant change in service delivery and saving plans.

The Council's land and property assets make an important contribution to this process and in creating sustainable communities within Peterborough, delivering services for residents, helping the Council to meet its budget strategy capital and revenue targets, and supporting the delivery of the capital programme.

The Council's AMP identifies the key strategic policy and resource influences affecting the Council and sets parameters for asset management over the medium term. The Plan sets out a 5-year horizon with annual reporting on progress.

## **Vision for assets**

The Asset Management Plan seeks to:

- Ensure property and land assets support the Council's Corporate Plan and Sustainable Future City Council Strategy 2022 – 2025 objectives including considering use of land for the Council priorities and ensuring Council assets are used to support economic growth, regeneration, and community well-being.
- Create a strategic framework for asset management to be able to support decisions about prioritising capital investment and regeneration opportunities.

- Ensure the Council’s operational assets are fit for purpose for service delivery and that assets are reviewed at locality level with partners to improve service provision in communities.
- Reduce the Council’s environmental impact arising from its asset use or development.
- Maximise income opportunities and reduce asset running costs to support the Council’s financial planning through the review of assets and disposal process where declared surplus to requirements.
- Ensure that the property portfolio is in good condition and compliant with all relevant health and safety requirements, equalities and access policy and standards to ensure accessible for people with disabilities.

The priorities are set out in an Action Plan in Appendix B.

The AMP seeks to support the Council’s strategic focus and financial goals in setting a long term plan for the use of the Council’s property assets. It supports the Council’s Improvement Plan adopted in 2022 and the Medium Term Financial Strategy (MTFS).

The AMP seeks to ensure that the Council’s estate is fit for purpose and serves the Council services provided. It also has a focus on achieving an efficient and compliant estate which can meet Carbon targets.

### Property Portfolio Analysis

As of December 2023, the Council owns 1881 property assets, with an estimated total value of £381m, broken down as follows:

- Land and Buildings - £347m
- Investments - £38m
- Surplus Assets and Assets held for sale - £2m
- Community Assets - £2m

The Council leases in 152 properties for service use including 101 housing properties.

The Council income from its property holdings is in the region of £3.4m per annum plus income of £1.8m from car parks which is separately accounted for.

The portfolio is subject to constant evaluation and recently has been subject to a Localities Review which includes community assets, and service buildings including Libraries, Leisure facilities, children's centres, contact centres and green spaces. This review includes a focus on changes to the way we use our buildings to deliver some of our services and includes proposals for repurposing, rationalisation, to reduce costs as well as improve the remaining estate through the use of savings.

The AMP will continue to review the Council assets in order to ensure compliance across the estate, rationalisation to reduce costs and liabilities of holding property. Proactive asset management seeks to maximise income from the Council’s commercial portfolio and capital receipts maximised through the disposal of surplus Council land and property.

Following a review and realignment of the property structure, governance and decision making a new in house property team structure has been put in place in bringing together property decisions and establishing appropriate corporate assessment and clearance prior to formal decision making. This will be further developed during 2023/24 under the new arrangements and, in addition, a Scheme of Delegation is now in place.

## Achievements

Recent achievements include:

- Establishment of a Service Director role to provide corporate oversight and to bring together the Council's property, FM, commercial and asset management planning activities with clear goals and accountabilities set.
- Emerging in house Property & Corporate structure to deliver property solutions for the Council.
- Accelerated Program underway to improve governance in relation to property decisions.
- Improved visibility on capital receipts achieved for the last 2 years with a clear Forward Plan to achieve in excess of £32m of capital receipts from 2023-2025. This clear direction supports the Council's budget and facilitates growth.
- Acquisition of PCC HQ office building at Sand Martin House completed in 2023.
- A number of important property disposals, both completed and planned, with significant receipts of around £5m in the last 2 years. A further £9m is projected for 2023/2024 to support the Council budget (and target of £32m) and to facilitate growth.
- Termination of the Council's JV with NPS Peterborough Ltd which will generate savings and deliver service improvements.

## Property Review and Asset Challenge

The AMP supports a fit for purpose, efficient, compliant estate, which can meet carbon targets. In order for the Council to achieve its financial targets there is a focus on the rationalising and disposal of assets to achieve the agreed targets. This will result in reducing the property estate to achieve efficiencies in operating costs and as well as ensuring that the Council is able to invest in its retained property.

The financial challenges facing the Council require capital receipts of £32m over a period of 3 years. So far, a figure of £9m has been achieved with a further £23m forecast over the next 3 financial years.

The Council's assets disposals plan is regularly monitored to ensure that the targets are met. A disposals and acquisitions policy are included in the AMP in Section 1.

The Localities review covering a significant portion of the Council's owned properties identified a number for potential disposal, repurposing, and redevelopment. The remainder will continue to be reviewed with some of the revenue savings used to invest in the remaining

estate to bring the properties into a fit for purpose condition and to improve the efficiency and use of the buildings.

The review involved working with the communities' team and leisure and libraries and other services in identifying those properties that will help provide additional community services and how the library service can be provided in more of the estate. The review is now in the delivery phase and reports regularly through the Sustainable Future City Council Portfolio Board as well as to Cabinet.

Property will continue to review leased in property assets (of which there are 147) with the intention to reduce these and the financial costs associated with them.

### **Corporate Estate (e.g. offices)**

The Council currently operates from two main office buildings Sand Martin House, and the Town Hall.

The Council acquired the freehold of Sand Martin House recently and are in the process of subletting space not required for the Council's own operational needs, in order to maximise the income benefit to the Council.

The Town Hall is currently subject to review, and to ensure:

- That the property remains in good condition with an appropriate investment plan in place to main the asset
- That the civil use of the building continues
- That any income producing opportunities are maximised
- That it provides meeting facilities for Officers and Members to interact with the public
- That other spaces are sublet to other public bodies.

### **Operational Estate**

The Council's operational estate includes the following:

- Schools (maintained)
- Libraries
- Leisure facilities
- Day centres
- Residential centres
- Depots
- Arts venue
- Car parks
- Cemeteries
- Children centres
- Offices



## **Investment Properties\_(e.g. those held for income but including Smallholdings)**

A review of the Commercial Property portfolio started in 2023 and will ensure the Council retains the best performing assets and releases those which do not support economic growth and employment significantly or do not produce satisfactory income. Outstanding rent reviews and lease renewals are being taken forward in order to increase revenue income within the portfolio.

The Council holds a number of freehold or leasehold interests and in some circumstances the Council may need to buy out other interests in order to consolidate its commercial estate. The review will divide property into office, retail and industrial categories and will also include the Council's liabilities and obligations as Landlord to ensure its duties are met. Invest to Save proposals will be prepared as appropriate for the industrial portfolio where the Council can support economic growth and protect employment uses.

The Council owns a rural estate which is to be disposed of over the next 3 to 5 years in order to maximise capital receipts. This is in line with the disposals and acquisitions policy and will support planned projects or core priorities except where it may be strategic to hold a property.

## **Regeneration Sites**

The Regeneration Programme ambition is to enable Peterborough to grow economically through major regeneration projects. Regeneration colleagues have facilitated funding and investment opportunities for the city and continue to actively seek public funding. The Property Team is supporting regeneration colleagues to develop the Plans and agree terms to execute the regeneration of the City. There is an ambition to leverage up to £15m of capital receipts from the sale of surplus assets between 2023-2026 to facilitate private sector investment in these sites. This forms part of the capital receipts target of £32m.

Key regeneration projects being worked on are:

- Station Quarter
- 62-68 Bridge Street – former TK Maxx & New Look buildings
- University expansion
- Regional Pool
- North Westgate
- Pleasure Fair Car Park
- Middleholme

Town's Fund Key projects are:

- Fletton Quays Goods Shed
- Central Library
- Nene Bridge – a new river crossing to link with the Embankment
- Embankment Masterplan
- Green Technology Centre

A number of the surplus sites were identified from the Localities Review where value enhancing may be required prior to a disposal, and this will be undertaken in collaboration with regeneration colleagues. The Property Team has also proactively reviewed all sites that could potentially be redesignated as part of the Council's 'Call for Sites', currently being reviewed by Planning.

### **Surplus Estate (that which we are selling)**

The acquisitions and disposals policy are set out in section 1. There is a disposals programme in place to support the Council's financial position and MTFS.

The continual reviews of the commercial estate and through the Localities strategy and regeneration projects will continue to provide opportunities to dispose of property if required.

### **Education Estate**

The Council is a Local Education Authority where it has a reducing number of Council maintained schools where repair and maintenance are devolved to the schools themselves. Peterborough Council acts as custodian and holds a number of lease arrangements following statutory transfers to academies, foundation trusts and diocesan bodies.

The Council continues to experience significant demand for school places for the Council and will see the development of a more significant capital programme to ensure sufficiency across the city whilst working with multi academy trusts to meet its statutory duties.

The Council is currently in the process of procuring a Primary School at Great Haddon and there are likely to be other new education requirements to support new and expanding communities in the Council. The Council's Education and Organisation Plan can be found as follows:

<https://www.peterborough.gov.uk/asset-library/peterborough-education-organisation-plan-2022-2023.pdf>

Given limited financial resource, the key focus for education settings will be:

- Schools are warm safe and dry
- The Forward plan for planned preventative maintenance represents the needs of the schools, and supports the requirements for warm, safe, and dry spaces.
- The capital program supports the needs for additional education space across the city.

### **Rural Properties**

The Council has reviewed its Rural Strategy with a view to releasing some of its farmland for sale but retaining some of the estate for future purposes. As a result of an initial review aimed at achieving capital receipts to meet Capital Strategy targets, a number of disposals are agreed, subject to conditions.

## **Other Assets**

A review of operational and other property assets is ongoing considering both use and location-based requirements. Through service change, invest to save and asset rationalisation provide the pipeline for the capital programme investment to ensure the Council's retained operational estate is the best it can be.

Collaboration and partnership working is being discussed with other partners to support efficiencies in asset use across the public sector. Reviewing and testing opportunities locally with the support of the One Public Estate programme to produce efficiencies in property use as well as better service delivery and outcomes. This will link to the accommodation review and the localities asset review.

## **Community Asset Transfer policy**

The Community Asset Transfer policy has also been revised and reflected in the Localities Strategy review. This includes reviewing those properties that are part of the strategy and looking to regularise community lease arrangements and considering community asset transfers where appropriate and in a structured manner.

## **Data**

The Council requires information to be readily available to officers around the property and the tenant functions. To support the Councils' aspirations of becoming an intelligence led Council, enabling fast and effective decision making, the systems in which we use are pivotal to this success. During the Localities review it was identified that the data held on the property information system was not complete and is out of date. Property will therefore Review the current property information management systems and its functionality in the next 18 months to ensure it supports the requirement of accurate, accessible, and dynamic data management. This will be on an ongoing basis to ensure data is updated on a regular basis.

## **Housing**

A strategic land and property review is currently underway. This will show how the Council can use its land and property assets to support housing growth, in particular affordable and eco-housing and how the Council can use its assets to support sustainable economic growth and regeneration. This will ensure that the Council retains land or interest in land whether there is future growth potential or future proposals to support environmental change or service delivery. This review will include how the Council supports the development of affordable housing in the future following a review of Medesham Homes as a delivery vehicle.

Property is assisting the Housing team to undertake a review of the Council's portfolio of specialist housing provision including leased in temporary accommodation and hostel provision to ensure that there is a pipeline of quality provision at reasonable cost available to

the Council. A longer-term view about how this accommodation can be provided will aim to identify savings to the Council's currently very high costs in this area. It is anticipated that this will form part of the early activities of the AMP.

## Disposals and Acquisitions Policy

The Council is committed to using its property assets in a manner that provides their optimum benefit to the Council and the local community and represents value for money supporting service delivery and giving a financial return from capital and/or revenue in line with PCC's strategic priorities.

Assets for disposal need to be declared surplus to requirements first via an asset Challenge Process. A surplus declaration will be made if the asset:

- Can no longer accommodate the delivery of services in an economically or environmentally sustainable manner.
- Constitutes a significant future risk to the council, e.g. through accrued liabilities and statutory requirements.
- Offers no real potential for long-term realisable capital appreciation.
- Will provide land to support corporate and regeneration strategies.
- Will secure capital earmarked to support specific planned projects or support other core priorities.

The Corporate Leadership Team and Cabinet will confirm the surplus declaration.

Recommendations will be put forward to confirm the route to disposal which must satisfy statutory and fiduciary duties, any consultation, advertising, and due diligence requirements.

Pending disposal, an interim use may be put in place to minimise holding costs and potentially create a modest income stream, mitigate rating liability and any potential anti-social behaviour issues that could arise from vacant property.

Capital receipts from the disposal of surplus properties will be used to fund investment priorities for Council Services.

Land and property assets will be acquired in the following situations:

- A need is identified for the acquisition of a specific asset in response to a specific Service need.
- In response to fulfil part of a wider regeneration scheme being facilitated by the Council.
- An opportunity arises to purchase an asset where the council would secure an operational, financial, and affordable or strategic benefit.
- A council scheme is identified, for example a Highways-led regeneration project that effectively 'blight' areas or land and/or properties.

It will be necessary to demonstrate that all land and property acquisitions are appraised in accordance with agreed methodology, have the necessary authority and funding to proceed. Save for minor land acquisitions that can proceed within existing delegated powers, Corporate Leadership Team and Cabinet governance will be required to proceed with such acquisitions.

## Compliance, Investment and Maintenance into the Estate

During 2023/24 a review of the Facilities Management Services delivered to the Council by third party organisations and develop a programme of improvement for subsequent years is being undertaken.

This process will ensure that both the review and future programme delivers robust contracts and operational standards as well as securing best value for money.

The key areas of focus are:

**Compliance** - A review of property compliance and associated policies, and an action plan to address failings or risks is being put in place. Transparency around the Councils current position is to be identified with clear action plans for improvements.

**Delivery of Reactive Repairs** – There are two areas of focus within this remit:

1. The Council seek to achieve a good quality, cost effective, and timely delivery method of its reactive maintenance service. A key focus to delivering this aspiration is to review the current delivery of the reactive repairs model, linking in with the commercial category strategy
2. A reduction in the volume of reactive works, driven by improvements in planned preventative maintenance. This will promote greater economic maintenance activity and stabilisation of maintenance spend, so it is planned and consistent within the identified budgets.

**Condition Data** – Condition data is key in assessing the current condition of the Councils property assets. In order to inform reactive and programmed maintenance a review of the current delivery of the condition surveys will be carried out, ensuring the survey output delivers the Councils aspirations to become an intelligence led council in terms of its financial investments and to enable fast and effective decision making. The review will seek to ensure that:

- The program is cost effective and provides value for money.
- Data will be accurate, and quality checked to ensure evidence-based decisions can be taken when setting short- and long-term maintenance programmes.

- Collaboration through service-based planning will ensure surveys are fit for purpose in the context of the building type, its occupiers, and its future plans

**Directly delivered services** - Review the current directly operated labour task (Condition surveys, asbestos surveys, legionella management) to ensure they deliver our required outputs, achieve compliance with legislation and offer value for money.

**Planned Investment (Capital)** - Currently the Council's maintenance spend is directed predominantly to reactive maintenance. Another important aim of the asset management strategy is to formalise an investment programme with a view to reducing reactive maintenance costs. In order to do this the council will seek to develop:

- A rolling 5 year planned maintenance programme, and a
- A 30 year program based on life cycle costings to identify any potential peaks in investments, and assets requiring significant investment.
- Options around how best to attract supplier and value for money through the packaging of works (e.g. similar work types/locations to attract specific suppliers and/or take advantage of specific market conditions – linked to category strategy
- Collaboration with the service users to ensure that proposed works represent the service requirements, or identification of works due to changes in service requirements.
- A provision for future compliance and planned maintenance of its property assets picking up the backlog maintenance, which will need to be funded through a self-financing strategy of asset rationalisation with cost reductions, disposals, and any available grants in the future.

**CDM Regulations** - The Council is required to comply with the Construction Design and Management Regulations 2015. This applies to all construction work of any size or duration with obligations on projects that exceed certain thresholds. The main duty of the Council is to fulfil the role of a commercial client, but most project managers undertake the role of a designer when managing projects. It is a legal requirement that the Council adequately fulfils its duties under the CDM Regulations as a commercial client and is to be permitted to sub-contract that duty to external organisations such as an employer's agent.

A commercial client is any individual or organisation that carries out a construction project as part of a business. Commercial clients have a crucial influence over how projects are run, including the management of health and safety risks. whatever the project size, the commercial client has contractual control, appoints designers and contractors, and determines the money, time, and other resources for the project.

## Carbon Reduction

The Council's Carbon reduction strategy will impact on the delivery of the Council's Asset Management Plan. The Council seek to reduce carbon footprint and produce sustainable asset management through:

- Ensuring assets are sustainable in design, construction, maintenance, and operation.
- Identifying opportunities to invest in innovative technologies.
- Ensuring planned maintenance programmes take into account climate resilience issues.
- Ensuring PPM includes maintenance programmes for sustainable technology including solar PV Arrays, heat pumps and battery-based technology.

## Corporate Landlord Model

The Corporate Landlord team ensure that the buildings are maintained, repaired, and improved and that facilities management services are provided. Adopting a centralised function allows Departments to fully concentrate on the provision of their services rather than being distracted by day-to-day property management issues. This leads to a more corporate approach to ensure the best use of the Council's property assets and a reduction in maintenance costs in line with the Council's strategic agenda.

It is already mandated that all property transactions (acquisitions, disposals, rent reviews, lease renewals etc) require the prior approval and input from the Estates Team. The Estates Team also advise on commercial, community, corporate, depots and service properties.

The delivery of FM services is a little more nuanced where the team are responsible for ensuring all sites are operating under the relevant compliance legislation and that services commissioned meet minimum standards. Planned Maintenance programmes are approved and monitored by the FM team. All reactive and capital spends are scoped and commissioned by the FM Team.

Additionally, schools hold their own revenue budgets to enable them to undertake responsive repairs, limited planned maintenance and other premises related costs such as utilities. Schools are also allocated devolved capital from central government. Operational departments have, in many cases, full control and responsibility for the buildings they occupy and, in most cases, hold the relevant budgets.

A review of the corporate landlord model will be undertaken to develop a more integrated approach to property utilisation.

## Business Continuity Planning (BCP)

BCP of Council services is predicated on its ability to provide alternative premises if there is catastrophic loss at any one or more buildings that are operational buildings. Operational areas of the Council additionally need to identify alternative ways of enabling staff and occupiers to continue with their day to day activities. This affects buildings, IT, and a system of communication to support the implementation of emergency decisions.

Business Continuity Plans (BCP) are also defined by each and every business that has prepared a risk assessment and business impact analysis.

The Business Continuity room is located in Sand Martin House.

The property team continue to liaise with building control and planning on property requirements for the BCP and Council's emergency plan to ensure that they are effective and ready.

## Performance Management

A key part of the development (of an asset database) is the creation and ongoing maintenance of a single property database that enables future flexibility to integrate with other Council systems and to be able to show property data on the mapping system.

The Council currently uses a comprehensive property database although as set out earlier in the AMP, the information on it is incomplete and out of date. A review of how the database is populated and the need for a resource to manage the database will be implemented as part of the AMP. This will also support the relevance of the information used in the Key Performance Indicators (KPIs).

The KPIs being measured are set out in Appendix A.

The Council currently publishes a list of available commercial properties for rent and for sale on its website.

## Governance, Roles, and Responsibilities

Principles and approach - The property team is split into three core areas, namely Estates, Strategic Assets and Compliance & FM. This allows each team to focus on the delivery of core services under a Corporate Landlord focussed model where the team act as the principle point of contact for all Estates, Strategic and Compliance and FM activities.

Officer scheme of delegation and officer limits – have been reviewed with a greater sub delegation of authorities to the Service Director and Heads of each team. This delegates



decision making to the right person (still maintaining acceptable levels of assurance) whilst ensuring key and core decisions are still taken at the appropriate levels in the Council.

## Capital Strategy and Capital Programme

The Council's AMP sits alongside the Council's Revenue Budget Strategy and Capital Strategy and is a key document in supporting the Council's decision making about change and investment in its land and property assets to deliver Council priorities and services.

The Council's Capital Strategy 2022/23-2025/26 requires a significant level of capital receipts to replace borrowing. The Capital Programme is under review to reprioritise or rephase schemes to minimise the capital receipt requirement. The capital receipts target has been set at £32m over the three years, including an additional £2.4m requirement identified to fund debt repayments.

The Council's Capital Programme is set by Finance annually and reported as part of the budget in February each year. Property assists in scoring the projects to ensure that the Council priorities are undertaken.

## Equal Opportunities

The Council will promote Equality, Diversity, and Inclusion through:

- Ensuring that the design, delivery, and commissioning of service is fair, equitable and accessible.
- Promote equal life chances for all by optimising the use of assets in the communities we serve.
- Ensuring that our public buildings are accessible and welcoming to all sections of the community.

The implementation of the AMP will ensure that new capital projects or major refurbishments comply with the requirements of the Equality Act 2010. The Council will undertake Equality Impact Assessments and ensure that new projects are accessible to all members of the community and enhance community cohesion.

## Action Plan

An action plan is attached in Appendix B.

Performance of the Asset Management Plan will be reviewed on an annual basis to confirm how the Plan is measuring up against the initial aims and objectives set. A series of key performance indicators will be used to review what we need to stop, start, and continue. This

will enable the Team to review whether any mitigation points are required throughout the life of the Plan.

Key actions will include:

- A revised condition survey programme devised and implemented alongside an investment plan to deliver a property portfolio retained in good condition.
- Disposal of property assets at best consideration and in a timely manner.
- To reduce costs and overheads of property assets including FM budgets and service providers
- To show demonstrable statutory compliance of the estate
- Deliver the Localities Strategy
- To lease space in Sand Martin House and other Council assets
- Deliver the Town Hall investment programme
- Energy reduction targets
- Drive income from the property investment portfolio
- Deliver the regeneration programme
- Ensure the FM estate is value for money
- Property performance measures
- Action plan with measurable tasks and date
- Summary of key actions of the AMPs
- Annual reporting of progress and review of AMP.

## Appendix A - Key Performance Indicators

The KPI's being measured are as follows:

- Number of Locality Assets where review is completed.
- Quarterly frequency reporting on Disposal Receipts & performance against initial targets set (RAG report).
- Income received from the Property portfolio
- The level of tenant debt.
- % of compliant buildings.
- % of building condition surveys completed.
- % portfolio with life cycle costs confirmed.
- % buildings with MEES requirements met.
- % RR's / lease renewals completed.
- Confirmation MTFP met.
- Capital revenue split of 70/30 to be achieved by year 5
- Planned preventative program to be delivered on time (year on year)
- Delivery of surveys (condition, DDA, Asbestos) in line with program
- % of building with DDA Audits
- % of buildings with urgent and essential category work outstanding
- % of buildings with energy performance ratings below national target

## Appendix B - Action Plan 2023 – 2028

Action	Description	Timescale	Reporting
AMP update to Cabinet	Report to Cabinet on KPI's and progress annually	Annually	To Cabinet
Capital Receipts Programme	Support Finance in reporting on Capital Receipts	Regular programme	To finance and CLT
Localities Review	Move forward Phase 1 and review Phase 2	Over the next 3 financial years	To Localities Board and CLT and Cabinet
Review of Data	Review of the data system and information	During 2024/2025	To CLT
Specialist Housing review	Support Housing and other services in their requirements	Ongoing	
Review of the Commercial Property Portfolio	Retain or release properties where appropriate.	2024/2025	Finance and CLT and Cabinet
Rural Portfolio	Disposal of the estate	By 2028	As part of the Capital Receipts programme
Regeneration Programme	Support Regeneration in the delivery of projects	Over 5 years	Board and CLT
Property Compliance	Review of property compliance and policies	Ongoing	CLT
Delivery of reactive repairs	Review and update current contractual position	2024/2025	Procurement and CLT
Planned maintenance and whole life cycle costing	Review the current position and provide a delivery plan	2024	CLT
Carbon Reduction Strategy	Assessment of current energy performance and climate resilience risk assessment	2024	Board, CLT
Corporate Landlord Model	Review the current status and develop a more integrated approach to property utilisation.	Annually	CLT
KPI's	Review and set up and review regularly	Quarterly	Report where appropriate