

# **Corporate Asset Management Strategy and Plan 2016-2021**

November 2016

## CONTROL SHEET FOR Corporate Asset Management Strategy and Plan

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## **Asset Management Strategy**

The Council has developed a strategy to set the context of for the preparation for the detailed Corporate Asset Management Plan.

### **Our Vision**

To manage the Council's corporate property and land asset portfolio effectively by providing:

- Buildings that meet the needs of the service, that are fit for purpose, sustainable and allow access for all.
- Assets that underpin corporate priorities and provide value for money.

### **Core Values**

**Sustainability** – We will reduce energy consumption within our buildings and report performance to the public through Display Energy Certificates. We will always consider using sustainable materials from renewable sources and choose to use these options whenever possible.

**Engagement** – Assistant Directors, Senior Managers and building users are regularly consulted with regard to accommodation changes, major refurbishments, and the standard of repair and maintenance to ensure informed decisions are made on how assets are managed.

### **Access**

Assets are one of the ways by which our customers access council services. We will assist stakeholder access to services by ensuring our buildings are in the right places, built to current standards and are accessible to all.

### **Efficiency**

The asset portfolio will be regularly challenged to ensure economic use of property and to drive down occupancy costs.

Decisions to invest in assets will be based on options appraisals and whole life costing.

Accommodation will be reviewed and rationalised with a view to reducing the amount of office space for delivering the functions of the authority.

### **Effectiveness**

Our property portfolio must meet the needs of our council services and of our service users. In order to achieve this the asset management process will ensure alignment of plans. Accommodation will be used to support the way we work and the ability to meet standards and performance targets.

### **Partnerships**

Where ever possible we will seek to work in partnership with outside bodies and stakeholders to deliver reliable cost effective services.

We will work with partners to seek opportunities to share assets.

## **New assets**

New assets will be built to the highest possible standard, they will be fit for purpose, flexible, energy efficient and will give access to all.

## **The Strategy**

The Asset Management Strategy sets out a number of key objectives, which are:-

1. To ensure the Council's service requirements are linked to an effective asset management solution;
2. To raise awareness of the Council's assets, provide a clear decision making structure for their management and further develop a flexible portfolio of assets that meet changing service needs and delivery;
3. To manage asset management delivery to demonstrate continuous performance improvement;
4. To rationalise the asset portfolio and to target investment into buildings that have been identified as essential for long term service delivery and to release value from assets by minimising running costs, structured investment or disposal;
5. To adopt a sustainable approach to energy efficiency.

The Asset Management Plan sets out how these objectives are to be achieved and implemented

## **The Asset Management Plan**

### **1.0. Introduction and Context**

#### **1.1. Asset Management**

Asset Management can be defined as optimising the assets of the Council in terms of service benefits and financial return. It is an important part of resource planning. There are two interacting components:

##### **1.1.1. Strategic Asset Management**

This focuses on the medium to longer term and involves decisions on asset investment linked to customer and end user needs and service delivery requirements. It involves a challenge to the holding of assets. There is an assumption that assets will only be retained where they provide greater value for money than the alternatives. New methods of service delivery, flexible working arrangements, shared services and

developments in information technology, have made the authority, and are likely to make the Council less dependant on fixed assets in future years.

### **1.1.2. Operational Asset Management**

The objective is to secure efficiency gains, ensure business continuity and support service delivery

Fixed assets are the land and buildings for which the Council has responsibility, including car parks, street furniture, infrastructure and closed churchyards.

This strategy does not include land, houses, buildings and fixed assets associated with the Housing Revenue Account. There is a separate strategy for these assets.

Asset Management Planning helps to raise awareness of resources invested in the Council's assets and to develop strategies and programmes to ensure that they are deployed in the most effective way to meet the authority's corporate and service objectives.

This is a business process with the underlying purpose of achieving the better use of public assets, and of minimising the opportunity cost of resources tied up in land, buildings and fixed assets.

A number of management principles support effective strategic asset management

- There needs to be an integrated departmental and corporate approach to fixed assets.
- Explicit responsibility for, and corporate leadership of the strategic asset management function is required.
- The correct balance has to be taken between central control and devolved responsibility for land, buildings and fixed assets.
- A synergy is needed between the strategy for fixed assets and the service objectives linked to the use of those assets.
- Clear authority-wide property objectives need to be fed into the service planning process. These need to be communicated to elected members and managers with specific service delivery responsibilities
- Any change in the strategic role or management of fixed assets needs to be planned, co-ordinated, and prioritised within the Corporate Plan.
- Asset management needs to be backed by a simple and robust system of performance management which relates directly to Corporate or service objectives.
- Effective data systems have to be in place to support the management of fixed assets.
- Robust techniques are needed to justify decisions. These need to balance service benefits against financial returns and expenditure.

## **1.2. The Council**

The District of Bolsover lies in the north-east corner of Derbyshire and stretches between junction 28 and 30 of the M1 motorway. The District covers an area of 160 square kilometres (61.8 square miles) and, the mid-2008 Population Estimates for Bolsover District is 74,300.

The District is based around seven principal villages and towns. Its population density is 4.5 persons per hectare compared to an England and Wales average of 3.4. The largest town is Bolsover itself with a population of 11,400.

**1.3. Corporate Goals and Objectives**

The Council’s vision for the District is: -

Bolsover will be a place that is clean and attractive, a place where people are proud to live and work, where they will prosper and are safe, happy and healthy

The Council’s corporate aims for the period 2015 to 2019 are: -

The key aim is Unlocking our **Growth** Potential

The Council also has three Supporting Aims:

Our Supporting Aims		
Our Aim	Our Aim	Our Aim
<i>Providing Our <b>Customers</b> with Excellent Service</i>	<i>Supporting Our <b>Communities</b> to be Healthier, Safer, Cleaner and Greener</i>	<i>Transforming Our <b>Organisation</b></i>

The Council has a Growth Strategy, which was approved in 2014, which has objectives to realise growth.

**1.4. Organisational framework**

There are three chief officers. They are:

- Chief Executive
- (Temporary) Executive Director of Growth (October 2016 onwards)
- Executive Director of Operations
- Executive Director of Transformation

Each chief officer has responsibility for a group of services.

Strategic and operational responsibility for property and fixed assets lies with the Executive Director of Growth.

There are ten Assistant Directors, each responsible to one of the three chief officers. All chief officers and Assistant Directors are members of the Council’s Strategic Alliance Management Team.

Responsibility for the delivery of the Asset Management Plan lies with the Assistant Director Property and Estates and the Facilities and Contracts Manager.

Elected members operate through a Cabinet Executive system. Asset Management sits under the Growth Portfolio Holder.

The Council has a system of performance management and elected members monitor service outcomes through quarterly reports to Executive and Scrutiny.

## **2.0. Corporate Asset Management Plan**

There are six key drivers in the development of a corporate plan on asset management. These are:

- Making a strong link between corporate objectives and the policy on fixed assets
- Ensuring the full involvement of key service areas
- Keeping a clear distinction between strategic and operational decision-making on fixed assets
- Establishing key drivers for fixed asset decisions amongst officers and elected members
- Maintaining clear reporting lines to a strong corporate centre
- Providing clear links between the Council's Asset Management Plan, Disposal Strategy, and Asset Management Strategy.

### **2.1. Policy Statement**

Within the context of the Asset Management Plan the Council will:

- Promote a corporate approach to the management of property assets and build an understanding of the importance of assets in supporting service delivery.
- Ensure that property assets help to secure continuous service improvement.
- Review the Council's properties and gather information covering their sufficiency, suitability and cost.
- Rationalise the property portfolio, disposing of or making better use of properties that do not support core service objectives or fail to make an adequate return on investment.
- Fully implement the requirements of health and safety legislation, fire safety legislation and the Equality Act 2010.
- Where appropriate, promote sharing of premises between Council departments and with other public bodies and voluntary organisations.
- Minimise space usage and the running costs of buildings.
- Prepare and implement a Corporate Energy Management Policy to improve the energy efficiency of buildings.
- Prioritise building and maintenance works according to need and ensure that projects are delivered on time and within budget whilst minimising service disruption.

### **2.2. Corporate Asset Objectives 2016-2021**



This Corporate plan is supported by a series of specific objectives.

**Objective 1: To ensure the Council's service requirements are linked to an effective asset management solution:**

- The Council will maintain sufficient financial resource and operational capacity to manage and maintain its fixed assets.
- Efficient and sustainable procurement will be undertaken for fixed assets.
- Accommodation will be suitable, accessible and maintained to the required standard.
- Assets will be sustainable and affordable for their whole life.

**Objective 2: To raise awareness of the Council's assets, provide a clear decision making structure for their management and further develop a flexible portfolio of assets that meet changing service needs and delivery:**

- Standards will be set for the design, care and use of accommodation and assets, including a separate Accommodation Strategy.
- Compliance with legal obligations will be maintained and the minimum standard will be exceeded wherever possible.
- Elected members will have a strong role in decision making.

**Objective 3. To manage asset management delivery to demonstrate continuous performance improvement:**

- Effective processes and policies will be maintained to ensure effective asset, contract and project management.
- There will be choice and competition in the asset management process
- Performance targets will be set for asset management activities.
- Improvements in energy efficiency and a reduction in greenhouse gas emissions will be driven through the Climate Change Group.
- Accessibility to all council assets will be maximised.

**Objective 4. To rationalise the asset portfolio and to target investment into buildings that have been identified as essential for long term service delivery and to release value from assets by minimising running costs, structured investment or disposal:**

- The need for the ownership and retention of assets will be challenged.
- Assets will be reviewed to identify where the cost of retention exceeds the value added.
- Carry out an asset review on current management practices with a view to moving towards a corporate approach to asset management.
- Opportunities will be sought for the sharing of assets with partners.
- Running costs will be monitored to target potential savings.
- Management arrangement will be continuously reviewed to ensure best value.

**Objective 5. To embed a sustainable approach to energy efficiency:**

- To achieve efficiencies where possible through energy conservation.

### **3.0. Headline Performance Indicators**

Effective performance management is critical for the success of an Asset Management Service. Performance management is about:

- Achieving the Council's aims and objectives through effective Asset Management.
- Prioritising what is important and what gets done.
- Motivating and managing staff and partner organisations.
- Measuring and communicating success.
- Improving the perception of service provision.

To be effective, performance management should not be isolated to the performance of fixed assets alone. Performance management within the asset management function needs to link and overlap with the Corporate Plan and contribute to individual service aims and objectives.

#### **Indicators to be measured**

Bolsover District Council contracts out its facilities management work to one contractor, the performance of this contractor is key to delivering an efficient service. In addition to the financial checks, site inspection of 10% of orders over the value of £250 for accuracy and quality, performance information on response times and repairs carried out in one visit are monitored and evaluated quarterly.

The financial performance of the council's two major business centres/parks is an important area of the council's asset portfolio, and is monitored monthly and reported annually. Effective asset management, budget management, tenancy management and marketing of are all key asset management factions which contribute towards the success, failure and overall viability of the assets.

Maintenance spend on the corporate portfolio is an important measure of asset condition and whether sufficient capital investment is being allocated, it is therefore an area where performance will be monitored.

#### **Benchmarking of Performance Indicators**

In establishing a framework for performance management, it is essential to optimise the use of relevant benchmarking to provide useful comparator information.

In order to effectively benchmark it is considered prudent that Bolsover District Council utilises the Association for Public Service Excellence (APSE), a service the wider council use for monitoring performance management.

### **4.0. Stakeholder Views**

The Council has developed a long term approach to consultation across a full range of stakeholders. There is a formal consultation group that co-ordinates this process.

The current programme for consultation includes:

- **The elected members of the authority**

The Council has a number of scrutiny groups in which elected members monitor the council's performance against targets.

- **The Council's Senior Management Team**

The Senior Management Team has taken positive steps to improve the co-ordination and effectiveness of the Council's consultation programme.

The Council has a work/life balance programme and the Management Team review the effectiveness of home working, hot desking and other flexible working arrangements. The success or otherwise of these innovations may impact on future property needs.

- **The Council's own staff**

The corporate mechanism for staff consultation is through regular staff forum meetings, employee survey and the staff suggestion scheme. This is supplemented by departmental team meetings.

## **5.0. Key Policy and Statutory Drivers**

The areas of Government Policy and Statutory responsibility that influence the Council's asset strategy are:

### **5.1. Equality Act 2010**

The Equality Act 2010 established a general equality duty which requires the Council to:

- Eliminate discrimination, harassment, victimisation and any other prohibited conduct
- Advance equality of opportunity
- Foster good relations

The public sector equality duty, known as the specific duty was introduced with effect from 1 April 2011. The specific duty will require the Council to:

- Set, consult on and review equality objectives
- Demonstrate how the impact on equality has been assessed
- Use the Council's procurement function effectively to further its equality objectives
- Review and report on progress on a triennial basis

The Council has undertaken an EIA to ensure the Equality Act 2010 is being met and an equality objective has been included in the improvement plan.

### **5.2. Health and Safety at Work etc Act 1974**

The Health and Safety at Work etc Act 1974 places a statutory duty on all employers, including their managers, to provide and maintain equipment and systems of work that

are safe and without risk to the health of employees or others who may be affected by their undertaking. Equally, employees are required to take reasonable care of their own safety and that of others who may be affected by their acts or omissions.

In addition, both employers and employees have a Duty of Care in tort (particularly negligence) towards those who may be affected by their actions or instructions.

Other regulations which relate to the Health and Safety at Work Act are:

- The Workplace (Health Safety and Welfare) Regulations 1992.
- The Management of Health and Safety at Work Regulations 1999.

Employers must:

- Provide information on health and safety.
- Undertake risk assessments.
- Eliminate and control risks.
- Have insurance.
- Undertake health surveillance.
- Provide Personal Protective Equipment (PPE).
- Make provision for those with special needs.
- Provide regular health and safety training.
- Look after health and safety of others and members of the public.

### **5.3. The Control of Asbestos Regulations 2006**

This legislation was introduced to protect those who come into contact with asbestos unknowingly or accidentally. The regulations were designed to simplify the legislative framework by introducing a duty to manage the risk posed by asbestos containing materials in non-domestic premises, but including the common areas of residential property. North East Derbyshire District Council is the duty holder for all its buildings and is required to:-

- Assess whether the premises contains asbestos.
- Assess the risk from the asbestos.
- Take action to minimise the risk of exposure to asbestos fibres.

The Council operates an online database that holds the information in relation to the location of all the sources of asbestos in its corporate portfolio. The system allows contractors and staff to be given access to asset' asbestos data and to enable receipt of notifications directly to the register.

### **5.4. Regulatory Reform (Fire Safety) Order 2005**

On 1 April 2006 the Regulatory Reform (Fire Safety) Regulations came into force which apply to non-domestic premises.

They are based upon a risk assessment approach, aimed at protecting those who are lawfully on the Council's premises and any person who is in the immediate vicinity of the premises and at risk from a fire.

The Regulations make fire safety the responsibility of what the Regulations call the "responsible person". This has similarities with the Control of Asbestos at Work Regulations 2002. The Council is the responsible person for all its buildings.

It is the duty of the Council to comply with the Regulations by taking general fire precautions, conducting a risk assessment, eliminating risks from dangerous substances, providing emergency routes and exits and providing information and training to staff. Where there are any alterations or changes in use, the Council must take steps to keep the fire assessment up to date.

The Council has taken necessary steps to ensure compliance with the requirements.

### **5.5. Civil Contingencies Act 2004**

The Civil Contingencies Act 2004 places a duty on the Council to ensure that it is able to continue to provide critical functions during emergencies.

### **5.6 Business Continuity**

A Business Continuity Plan has been implemented by the Council in order to structure its response and undertake work to prevent or mitigate the severity of service disruptions.

The Plan identifies the recovery objectives, the structure for implementation and the communication processes to keep staff, partners and the public informed of necessary changes to service delivery.

Integral to this process are the premises occupied by the Council during the time of emergency. These may not be the normal Council offices as these may have been put out of operation.

The Business Continuity Plan identifies alternative premises that the Council could occupy in the event of a loss of key buildings as well as a management structure with defined responsibilities that ensure the appropriate level of response should an emergency occur. The intention is to ensure that sufficient fixed assets are available to the Council to enable it to perform its role under the Civil Contingencies Act.

### **5.7 Financial**

Reduction year on year of Central Government funding has put a strain on the Councils revenue budgets. Effective asset management solutions and reduced reliance on accommodation space, can not only reduce direct cost to the Council, but can also result in opportunities to realise additional rental income.

### **5.8 Construction (Design and Management) Regulations**

The Construction (Design and Management) Regulations 2015 (CDM 2015) were amended in 2015 and are intended to focus attention on planning and management throughout the life of reconstruction projects from design concept to future maintenance of the completed buildings. The aim is for Health and Safety considerations to be treated as an integral part of a projects development, rather than an afterthought or

bolt on extra. Bolsover District Council has the major influence on the way their projects are run.

## 6.0. The Resource Context

### 6.1. Capital and Financial Summary

#### a. General Revenue expenditure

This can be broken down into:

- **Programmed Planned Maintenance:** This ensures that the assets are maintained to a pre-determined level of condition
- **Reactive Maintenance:** This deals with day to day operational issues as they arise and ensures continuity of service
- **Management Costs:** These are the internal and external costs involved in managing the assets
- **Operating costs:** These are the day to day costs involved in running the assets.

Revenue expenditure is planned in advance and prioritised on the basis of contribution to corporate objectives. As part of the on-going improvements there should be a strong element of challenge and the principles of strategic procurement, collaborative working and leverage need to be incorporated at all stages.

#### b. Capital Investment

- **Replacement:** This involves full or partial replacement of an existing fixed asset of sufficient extent to enhance the capital value of the asset and extend its period of useful life.
- **Enhancement:** This is investment that improves the contribution to corporate objectives as well as increasing the value and useful life of the asset.
- **Development:** This is the procurement of a fixed asset where none existed previously.

The Council's Capital Strategy is the determining factor in decisions on capital investment in fixed assets. All future decisions will be the subject of a full options appraisal. Procurement and project management are key success factors.

#### c. Corporate Expenditure

This is expenditure that links asset management with cross-cutting corporate objectives and statutory responsibilities:

- Health and Safety
- Accessibility and Equalities
- Customer Relationship Management
- Business Continuity

These three types of expenditure (revenue, capital and corporate) are considered separately as each has different criteria for programme development, procurement and the decision to commit expenditure.

### 6.2. The Fixed Asset Base

A full description of the existing fixed asset base is given at Appendix 1.

Non-operational assets are fixed assets held by the Council but not directly occupied or used in the delivery of front or back office services.

Operational assets are fixed assets held, occupied or used by the Council in the direct delivery of its statutory or discretionary services or their back office support functions.

The asset base comprises:

### **16 x Operational Buildings**

- 1 x Main Office Building
- 1 x Leisure Centre
- 3 x Contact Centres
- 1 x Lodge Buildings used for site management purposes
- 7 x Leisure Pavilion Buildings
- 1 x Depot Buildings
- 1 x Outdoor Pursuits Building
- 1 x Storage Building (the barn)

### **15 x Non-Operational Buildings**

- 1 x Store building
- 2 x Office buildings held for investment purposes
- 7 x Shops held for investment purposes
- 2 x Industrial building held for investment purposes
- 3 x Mill Buildings held for the purposes of economic regeneration

### **Infrastructure**

- 344 x Roadside seats
- 91 x Bus Shelters
- 227 x Street lamps
- 2500 x Street name plates
- 12 x Closed Churchyards (maintenance obligation only)

### **6.3. Assessment of Condition**

The council holds an electronic condition survey data base which is updated every time a building element is replaced. This allows the property and estates team to plan and forecast capital replacement programmes throughout the life of the building.

During 2006 the Council re-surveyed all its operational and non-operational buildings.

### **6.4 Access to Buildings**

Generally public areas to the Council's operational buildings are fully accessible. However, there are some non-public areas where work may be required to provide full accessibility. An EIA will be carried out for any proposed major changes to assets. Note - accessibility of public areas: there are a wide range of disabilities including visual

and/or hearing impairments and learning disabilities that may not have been fully considered.

## **7.0. Changes in the External Environment and their Implications**

### **7.1 Digital Services**

Traditional access channels such as the telephone and face-to-face contact will remain vital interfaces between local authorities and residents.

The Councils vision is to improve the quality of, and access to services, reduce inequalities, and wherever possible we will use electronic services to deliver the Council's services.

These initiatives are changing the way that the Council uses its accommodation.

Digital Services opens up more flexible ways of working, such as home working, mobile working and hot-desking. This should lead to a progressive reduction in the accommodation needed for Council staff.

### **7.2 The Market for Accommodation and Support Services Provision**

The changing environment of local government means that it is difficult to make strategic planning decisions on fixed assets.

Any move towards shared or collaborative services is having a fundamental effect on the accommodation needs of the council.

A large portion of the Council's office space is occupied by back office services. It is not clear how these services will be delivered in the future.

Many front line services could operate from a remote location and deliver efficiency gains to the Council

Where services move to joint working it is possible they may move away from Council owned accommodation.

The future asset requirements of the Council will be examined and evaluated in the context of this changing environment.

A sound strategy is to dispose of any assets that cannot fit into possible future service requirements or are unlikely to provide value for money in future years. The remaining asset base should be the subject of individual option appraisals to determine a long term future. This is likely to involve the Council sharing its accommodation with other agencies as well as making use of medium to long term leasehold options. Joint Venture initiatives are an alternative that will need evaluation.

### **7.3. The Market for Property Services**

In an environment where the Council has changing asset requirements the property services function needs to be responsive to this and ensure continuing performance improvement.



Almost certainly there will need to be a strategic asset function as well as the traditional operational asset management arrangements.

These services would be highly suitable for shared working and need to be linked closely to the corporate procurement and financial management structure. A clear distinction needs to be made between asset management (both strategic and operational) and other property services functions such as capital programme management and housing revenue account work.

A move towards long term framework agreements for asset management would move much of the operational responsibility for fixed assets to the contractor, leaving the in-house team to focus on strategic and service delivery issues.

## **8.0. The Asset Challenge Process**

A long term asset strategy involves a challenge of all existing fixed assets and an option appraisal judged against value and contribution to service delivery and corporate objectives.

There are four options for any fixed asset:

- Retain and continue to maintain through a programme of planned and reactive maintenance.
- Retain and develop asset to improve financial and/or service delivery performance.
- Retain asset, undertake minimum maintenance and dispose of asset when the time is right.
- Dispose of asset immediately, in accordance with the Acquisitions and Disposal Strategy.

The Council needs to place each of its fixed assets into one of these categories

Asset challenge takes account of several factors

- Consideration needs to be given to the extent to which new working practices within the Council are giving rise to changes in accommodation requirements. This might include a move towards greater home-working, out-sourcing of services, a decision to change the ratio of front to back office provision, increased partnership working and a policy to provide local access to services.
- Each service will have its own internal drivers that will change the approach to service delivery in future years and give rise to specific accommodation requirements. These need to be identified by Heads of Service and fed into a long term accommodation strategy
- There is an assumption that local authorities will share accommodation and services with other local authorities, government agencies and the voluntary sector.

- The needs and expectations of customers and residents will be a major determinant in the decision to retain buildings and community fixed assets such as car parks and street fixtures and furniture

It needs to be clear that the Council is not adopting too narrow an approach to accommodation provision, and is actively considering all available and appropriate opportunities for maximising the utilisation of individual assets in the best interests of individual service provision.

## 9.0. The Asset Management function

Responsibilities for the asset management function at the Council are:

- **Strategic Management Responsibility:** Executive Director Operations
- **Corporate Property Officer:** : Assistant Director Property and Estates
- **Operational Management Responsibility:** Facilities and Contracts Manager
- **Single Asset Management Responsibility:** Property and Estates Manager
- **Member Champion:** Portfolio holder for Growth

There is a cross-departmental Asset Management Group that meets every six weeks to discuss strategic and operational asset management issues. No budget or decision making responsibility is devolved to this group

The Council has a property consultancy service. This forms part of the Property and Estates Department and is able to provide professional advice and project management support to Assistant Director on accommodation and fixed assets.

Procurement at the Council is the responsibility of the Joint Procurement Department that has developed a procurement manual to cover all purchasing and procurement decisions including decisions relating to the fixed assets.

## 10.0. Review and Challenge

### 10.1. Gap Analysis

Having already established both the baseline position and expected areas of change, this section seeks to clearly identify specific 'gaps' in provision and provide a framework for the development of the action plan.

#### 10.1.1.

Having previously carried out a full stock condition survey to ensure an asset management renewal investment fund could be put in place, over the past three years there has been a change in the property portfolio, with some properties being sold and new properties either built or purchased. While the new properties have been added to the asset management pre planned maintenance contract, they have yet to be surveyed and have therefore not yet been included in future capital replacement forecasts.

#### 10.1.2.

There have been many changes in the energy/utilities market since the last asset

management plan was produced. The price of energy has risen significantly over the last decade and market predictions only see the cost of fuel rising year on year. It is therefore felt that any saving that can be made on the cost of utilities will have an ongoing positive impact and will help to contribute towards the council's savings targets. Areas to concentrate on are a review of the renewable market, as technologies have become more efficient and more affordable to install and a review of alternative equipment which is more energy efficient.

### 10.1.3.

**Due to changes in regulations, and in particular the Energy Efficiency Standard in relation to commercial property is due to change, meaning that it will become unlawful for landlords to grant a new lease of properties that have an energy performance certificate (EPC) rating below E, from 1 April 2018. The impact of this is currently unknown as changes to the Building regulation mean that accommodation currently assessed as E may fall a band when reassessed. It is therefore essential to understand the potential impact to enable a strategy to be drawn up to mitigate any impact.**

## 11.0 Improvement Plan

Improvement	Lead Officer	Target Date	Expected Outcome	Resource	Progress Update	Actual Outcome
Survey and update asset register with changes in property portfolio	David Broom	March 2018	Up to date asset register incorporating all new acquisitions	Financial – survey costs		
Survey the Arc and Riverside Depot to assess whether there are any energy saving opportunities and produce spend to save reports as appropriate.	David Broom	April 2021	To generate revenue savings.	Officer Time		
Review energy/utility bills for major sites and assess for potential savings.	David Broom	March 2018	To generate revenue savings	Officer Time		
Assess the potential revenue impact and develop an action plan to address issues arising from the implementation of the Minimum Energy Standards on commercial properties	Matt Broughton	April 2018	To ensure commercial property is fit for purpose and in a lettable condition to maintain income	Financial – survey costs		

## Appendix 1 – Fixed Asset Base

<b>Asset Number</b>	<b>Asset Description</b>
CA 02	Church Drive Shirebrook
CA 03	Linear Park Rectory Road Clowne
CA 04	Model Village Creswell
CA 07	Alder Way Shirebrook
CA 09	Erewash Trail Brookhill Pinxton
CA 14	Southfield Lane Whitwell
CA 15	POS Slaley View Barlborough
CA 16	Park Land Queen Street Pinxton
CA 17	Recreation Ground Castle Estate
CA 18	Play Area Rangewood Rd South Normanton
CA 19	Play Area Chestnut Drive Creswell
CA 20	POS Bracken Lane Shirebrook
CA 21	Recreation Ground East St Creswell
CA 22	Woollen Meadow Creswell
CA 23	Rear of West St Doe Lea
CA 24	Dale Close Langwith
CA 25	New Bolsover Model Village
IA 02	Market Place Bolsover
IA 04	Pleasley Vale Jetty
IA 05	Clowne Linear Park Bridge
IA 06	Outgang Lane Pleasley Vale Bridge
IA 07	Mill 2 Pleasley Vale Bridge
IA 08	Unadopted Tarmac Footpaths
IA 09	Unadopted Concrete Roads
IA 10	Unadopted Tarmac Roads
IA 11	Litter Bins
IA 12	Dog Waste Bins
IA 13	Street Lighting Columns
IA 14	Fixed Concrete Bollards
IA 15	Roadside Seats
IA 16	Street Name Plates
IA 17	Bus Shelters
IA	Bottom Row Bridge Pleasley Vale
NOB 01	Old Booking Office Station Road Clowne
NOB 02	Depot Bolsover
NOCP 01	3 & 4 Vernon Street Shirebrook
NOCP 03	Mill 2 Pleasley Vale
NOCP 04	Mill 3 Pleasley Vale
NOCP 05	Mill 1 Pleasley Vale
NOCP 07	Security Lodge Pleasley Vale
NOCP 08	Gardeners Lodge Pleasley Vale
NOCP 10	42 Market Place Bolsover
NOCP 11	8 Cotton Street Bolsover
NOCP 12	Oxcroft House Bolsover
NOCP 17	2 Station Road Clowne
NOCP 18	47 Rectory Road Clowne
NOCP 19	Garage R/O Hill Top Bolsover
NOCP 22	Ground Rent Patchwork Row Shirebrook
NOCP 23	Store The Square Whitwell

NOCP 24	Grease Works Pleasley Vale
NOCP 25	Depot South Normanton
NOCP 27	Workshop Units The Arc
NOCP 28	Site of Nursery The Arc
NOCP 29	Store Clowne Market Place
OLB OP 26	9 Church Street Clowne
OLB OP 28	124a Market St South Normanton
OLB OP 29	7a Rotherham Road New Houghton
OLB OP 39	Cavendish Walk Bolsover
NOCP 26	11 Town End Bolsover
NOL 38	Allotments Portland Ave Creswell
NOL 39	Allotments Station Road Langwith Junction
NOL 40	Allotments Bakestone Moor Whitwell
NOL 41	Allotments Waterloo St Bramley Vale
NOL 46	Allotments Morven St Creswell
OLB OP 01	Car Park Cotton St Bolsover
OLB OP 02	Car Park Castle Street Bolsover
OLB OP 03	Car Park Middle St Bolsover
OLB OP 04	Car Park Town End Bolsover
OLB OP 05	Car Park Church St Bolsover
OLB OP 06	Car Park Ashbourne St Shirebrook
OLB OP 07	Car Park Sookholme Rd Shirebrook
OLB OP 08	Car Park Patchwork Row Shirebrook
OLB OP 09	Car Park Portland Rd Shirebrook
OLB OP 12	Castle Leisure Park Bolsover
OLB OP 13	Creswell Leisure Centre
OLB OP 14	Broadmeadows Sports Ground
OLB OP 15	PV Outdoor Pursuits Centre
OLB OP 16	Clune Street Playing Field Clowne
OLB OP 17	15 Cotton Street Bolsover
OLB OP 18	17 Cotton Street Bolsover
OLB OP 19	19 Cotton Street Bolsover
OLB OP 27	Contact Centre Shirebrook
OLB OP 30	Riverside Depot Doe Lea
OLB OP 31	Car Park Houfton Road Bolsover
OLB OP 32	Car Park North Road Clowne
OLB OP 33	Car Park Adj Nags Head Clowne
OLB OP 34	Car Park Victoria Rd Pinxton
OLB OP 35	Car Park Market Place South Normanton
OLB OP 36	Car Park Brooke St Tibshelf
OLB OP 37	Car Park Station Road Whitwell
OLB OP 38	Car Park Cross St Hillstown
OLB OP 41	Cricket Ground Broadmeadows
OLB OP 42	The Tangent
OLB OP 43	Clowne Leisure Centre
OLB OP 44	The Arc Clowne
OLB OP 45	Car Park Houfton Road Bolsover
OLB OP 46	Car Park Houfton Road/Cundy Road Bolsover
OLB OP 47	Car Park Langwith Road Hillstown
OLB OP 48	Car Park Wells Street Hillstown
OLB OP 49	Car Park Castle Street Bolsover
OLB OP	Car Park Alferton Road Tibshelf

OLB OP 52	The Arc Clowne- Surplus Accommodation
NOL 03	Long Lane Shirebrook
NOL 05	Rood Lane Clowne
NOL 07	Villas Road Bolsover
NOL 10	Mill Lane Bolsover
NOL 11	Pleasley Agricultural Land
NOL 14	Hilltop Shirebrook
NOL 15	Site of Yorke House Creswell Model Village
NOL 16	Southgate Crescent Clowne
NOL 17	Bainbridge Road Bolsover
NOL 18	Adj 13 Duke St Clowne
NOL 19	Oxford Street Bramley Vale
NOL 20	Moorfield Lane Whaley Thorns
NOL 21	Fir Close Shirebrook
NOL 22	The Ridge Blackwell
NOL 23	North View St Carr Vale
NOL 24	Site of 5 Mansfield Road Bramley Vale
NOL 25	Duke Street Creswell
NOL 26	Park Lane Pinxton
NOL 27	Site of 9-11 Brookfield Cres Shirebrook
NOL 29	Elm Tree Avenue Shirebrook
NOL 30	Station Road Shirebrook
NOL 31	Garden Crescent South Normanton
NOL 32	Lincoln Close Tibshelf
NOL 33	North View St Carr Vale
NOL 34	Site of 1-19 Station Road Shirebrook
NOL 36	Land off Sporton Lane South Normanton
NOL 37	Land at Rood Lane Clowne
NOL 42	Alder Way Shirebrook
NOL 43	Land at 82-83 The Woodlands Whaley Thorns
NOL 44	Land at Moorfield Lane Whaley Thorns
NOL 45	Land at 54-59 The Woodlands Whaley Thorns
NOCP 30	207a Main St Whaley Thorns
NOCP 31	207b Main St Whaley Thorns
	Laburnum Close Bolsover
	Blackwell Hotel Site
	3 Cotton Street Bolsover
	Pleasley Vale Ancillary Land