

The background image shows a modern, multi-story council building with a prominent glass-fronted entrance. The building has a mix of brick and light-colored panels. In the foreground, there is a grassy area covered with fallen yellow and orange autumn leaves. A tree with similar foliage is visible on the right side of the frame. The sky is overcast.

Bolsover District Council
Strategic Asset
Management Plan
(Corporate Land and Buildings)
2026 - 2031

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Equalities Statement

Bolsover District Council is committed to equalities as an employer and when delivering the services it provides to all sections of the community.

The Council believes that no person should be treated unfairly and is committed to eliminating all forms of discrimination, advancing equality and fostering good relations between all groups in society.

Access for All statement

You can request this document or information in another format such as large print or language or contact us by:

- **Phone** – 01246 242424
- **Email** – enquiries@bolsover.gov.uk
- **BSL Video Call** – a three way video call with us and a BSL interpreter. It is free to call Bolsover District Council with Sign Solutions, you just need wifi or mobile data to make the video call, or call into one of our Contact Centres.
- **Call with Relay UK** via textphone or app on 0800 500 888 – a free phone service provided by BT for anyone who has difficulty hearing or speaking. It's a way to have a real time conversation with us by text.
- **Visiting one of our offices** at Clowne, Bolsover, Shirebrook and South Normanton.

Foreword

Bolsover District Council (BDC) is committed to creating a future where our children can grow up and thrive, where there are good quality, highly paid jobs available, where there are cultural and social activities to enjoy, where urban meets rural and the built environment complements the natural environment. Our Strategic Asset Management Plan (SAMP) deals with land and buildings and as such is a crucial tool in achieving that commitment.

We hold three types of corporate land and building assets: Our operational assets enable service delivery. Our investment assets play a vital role by providing flexible and affordable workspace for start ups and expanding businesses. Our strategic assets are held to meet long term plans.

The success of this strategy hinges on collaboration and a shared commitment. We

will work closely with residents, businesses, and other stakeholders to ensure that our land and buildings serve the needs of our district in the best possible way.

Environmental responsibility is a core value at BDC. We are dedicated to operating in a sustainable manner, ensuring our assets are managed with energy efficiency and reduced carbon footprints in mind.

This SAMP is a dynamic document, evolving alongside our Council Plan and policies to reflect the ever-changing needs of our communities and the environment.

Together, through the strategic use of our assets, we can shape a brighter future for the new unitary authority area – a future that is prosperous, sustainable, and offers a high quality of life for all.



Cllr Tom Munro
Portfolio Holder for Growth



Ian Barber
Strategic Director of
Construction, Property
and Assets

Executive Summary

Bolsover District Council (BDC) is committed to getting the best outcomes for residents, businesses and visitors by strategically managing its corporate assets. These assets include buildings, leisure facilities, parks, and land, and all play a vital role in supporting council aims and delivering services to our communities.

This SAMP is aligned to the Council Plan – “the Future”. It outlines a five-year plan for optimising how we use our corporate (non housing) land and building assets, ensuring they are sustainable in the long term, and minimising any risks associated with them.

The SAMP will take the form of a 4-stage process. The 4 stages are:

Stage 1 - Principles

We will adopt a number of key principles – we will be asset informed, service enabling, place based, make the best use of resources, deliver to sector standards, be digitally enabled, sustainability focused and adopt a life cycle approach.

Stage 2 - Objectives

Our objectives are clear – we will develop a comprehensive information system on the asset base, deliver a fit for purpose estate, ensure statutory compliance, support regeneration and business growth, increase income, maximise partnering opportunities,

increase biodiversity & reduce unsustainable energy consumption, and have sound governance around all decisions.

Stage 3- Delivery and Action Plan

We will have a clear well mapped out action plan – we will identify and prioritise necessary actions and have achievable timescales for delivery so that we address our objectives set out in the plan.

Stage 4 - Monitor and Evaluate Performance

We will regularly monitor and evaluate the performance of the asset management function - a number of measures will be introduced to determine this and continual measurement will also help us to identify any areas for improvement.

Throughout the plan we will work closely with and engage with stakeholders including residents, businesses, tourists and community groups, as we develop and implement our strategic asset management strategy. This will help to ensure that the strategy meets the needs of the community. The expected outcome of the SAMP will be that we manage our assets in a sustainable and efficient manner, delivering the best possible value for money for residents, businesses and other stakeholders.

Our Council Plan at a glance...



Customers

Providing excellent and accessible services.



Economy

Driving growth, promoting the district and being business and visitor friendly.



Environment

Protecting the quality of life for residents and businesses, meeting environmental challenges, and enhancing biodiversity.



Housing

Delivering social and private sector housing growth.

Our Vision

Our vision is to maximise our influence and opportunities within the East Midlands Combined County Authority to drive the continued delivery of excellent services, maximise local aspirations and drive economic prosperity for Bolsover District.

Our Values are :

We:

- will show respect, honesty, care, and compassion in everything we do
- will challenge ourselves and change for the better
- will be open and transparent
- are proud and passionate about what we do
- will continue to work as a team and with partners to provide quality services.



Our Assets

Our corporate land and building assets play a very important part in everything we do at BDC and the strategic management of them is vital to the success of the Council.

All assets can be broadly categorised as follows;

- **Operational** – held and needed for continued service delivery and use.
- **Investment** – held for income generation/ capital appreciation or to support business growth.
- **Strategic** – no current active use but being held for some long term strategic goal or vision.

If it is not any of the above then it **Surplus** and disposal should be considered to generate a capital receipt or reduce future liabilities.

Operational (land and property)

The general strategy for operational assets is to ensure they are well maintained, meeting the expectations of customers, residents, users and staff alike. A rolling 5-year stock condition survey programme supported by a well planned capital programme is a key element to achieving this.

The public sector is under significant pressure to reduce operational cost. This is likely to impact on public service delivery across the district. The Council should at all times be open to and actively pursuing effective co-location of public services. There are good examples from recent years, Clowne – The Arc, Shirebrook Town Hall and Bolsover Contract Centre, however, this will be more important to protect from the loss of public services in the future. One way of protecting services will be through Local Government Reorganisation (LGR) which in the East Midlands is set to merge BDC with other Derbyshire councils into a new unitary authority.

The new unitary authority will require

consolidation of property portfolios, Facilities Management contracts, and asset data. It will trigger comprehensive reviews of estate ownership (freehold/leasehold), potential disposal of redundant sites, and the harmonisation of disparate management systems. This, together with the pace of digitisation and technological advances will constantly change the demands of how we use our assets in the short, medium and long term. Corporate assets will require more frequent review than in previous asset management strategies which could result in more frequent renovation, co-location, disposal and acquisition to support service delivery.

Investment Assets

The Council's investment assets empower small enterprises to flourish, lead to the creation of jobs and contribute to the economic vibrancy of our district.

These assets have generated a significant revenue income stream for many years that has supported the Council's wider financial position and helped fund services and support the local economy.

The age and condition of parts of the current investment stock, has been identified as at strategic risk requiring a review of budget allocation.

Over the period of this SAMP, a clear direction and future strategy needs to be developed and adopted by the Council to ensure long-term income generation and / or business growth and / or disposal.

Strategic Assets

Any corporate land and buildings that may be required for future service delivery such as for employment, recreation, tourism and regeneration will be considered for retention using the principles in this SAMP.

Any housing land will be strategically managed through the Housing Strategy. At a national, regional and local level, the need for affordable housing is significant and this is further demonstrated in the Council's Housing Strategy. One of the major bottlenecks to housing supply is land release and availability.

Any corporate, non operational, housing development land that the Council owns will be identified through this SAMP but will be considered through the Housing Strategy.

Surplus Assets

Any land asset that has little or no value in supporting the Council's strategic aims should be considered for disposal, in line with the Acquisitions and Disposal Policy, generating (small) capital receipts and reducing long-term costs and liability.



Our Assets in numbers



Strategic Asset Management Plan - 2026/27 to 2030/31

Purpose

The purpose of the SAMP is to set out the Council's direction for their corporate land and buildings asset base for the next 5 years. This plan framework will allow for the effective and efficient management of the Council's diverse asset base, whilst demonstrating excellent service delivery and value for money (VfM).

The SAMP will provide the appropriate processes and governance arrangements to ensure that these assets are best managed to support the Council in its corporate priorities for the district, its communities, businesses and residents.

Having a sound SAMP is vital in ensuring that assets are managed in a structured way, whilst providing flexibility within the context of public

sector and the ever changing LA environment.

This SAMP covers the period 2026/7 to 2030/31 to ensure effective delivery of the Council's priorities over the short and medium and term. However, any actions that are implemented will be designed to ensure that assets are sustainable for the long term.

Given the plan covers a 5-year period, it is proposed that it will be reviewed annually (or more frequently if required) to ensure that it still aligns with the Council's priorities, including any revisions to the Council Plan as well as any directives in relation to the Local Government Re-organisation.



Vision

The Council Plan - "The Future", vision is to maximise our influence and opportunities within the East Midlands Combined County Authority to drive the continued delivery of excellent services, maximise local aspirations and drive economic prosperity for Bolsover District. The vision for this strategy is:

BDC's public estate will become a well-managed estate, where all corporate land and property assets support the delivery of the Council's key priorities in the Council Plan whilst being sustainable in terms of the Local Government Re-organisation proposals.

We want our buildings and public spaces to be positive places where people feel comfortable, welcome, and know they will have a good customer experience. We want to regenerate and develop our land assets, where necessary, to deliver sustainable communities with regards to housing, employment, recreation and the environment.

Effective management of our diverse portfolio will enable optimal delivery of services for our residents, communities and other stakeholders.

Consideration will be given to reduce running and maintenance costs from a combination of asset rationalisation and efficiencies, whilst maximising the commercial opportunities within the estate. Good examples already exist. The Council has already introduced new ways of working, bringing in a combination of home-based, office-based, and site-based working. Studies carried out across some departments have shown that this has not impacted productivity. The resulting surplus office space has been used to collocate with partners which has produced additional income for the Council. To respond to changing operational property requirements ongoing review and regular monitoring of the office accommodation portfolio will be required.

As services progress their transformation reviews and continue to reimagine their delivery models it may lead to further asset review across other land and building types. This strategy allows for review when changes occur. It also ensures that the scale of the Council's property portfolio is proportionate to the resources available.



SAMP Principles, Objectives and Tracking

The following principles will be adopted in the plan. The objectives set out to meet these principles are described together with the monitoring that will be taken place to ensure they continue to direct asset management in line with the principles. The prioritised dynamic Action Plan designed to meet current delivery needs is shown in Table 1. How each action will be monitored is also set out in Table 1.

Principle 1 – Corporate Landlord

Adopting a Corporate Landlord model is essential to centralising all estate-related budgets, decision-making and activities. This approach ensures a consistent, transparent, and equitable method of managing the Council's asset portfolio.

Objective 1

- Develop a digitised, centralised, and comprehensive understanding of the Council's asset portfolio, including compliance, condition, value, use, and risk. Asset information must be accurate, current, and fit for purpose to support informed decision-making. This dataset will align with and feed into the Council's Finance-managed Asset Register.
- Establish a member-led Corporate Asset Management Group to provide strategic oversight and governance.

Tracking Measures 1

- Once created, annually review the single centralised asset register (General Fund) of all land/ property assets with an asset value over £10,000 to ensure that it holds all relevant data.

Principle 2 – Maintenance-Informed Decision Making

Asset-related decisions should be informed by a clear understanding of ongoing maintenance

requirements, ensuring that assets remain safe, compliant, and fit for purpose.

Objective 2

Implement effective asset management practices that support timely, cost-effective maintenance and improvement of assets, ensuring the estate remains, compliant, efficient, resilient, and aligned with service needs now and in the future.

Tracking Measures 2

Annually monitor compliance and maintenance costs and update the operational risk register. Monitor asset condition on a 5 yearly rolling programme.

Principle 3 – Service-Enabling

Council assets exist to support the delivery of high-quality services and improved outcomes for residents. A service-enabled approach ensures that assets are suitable and aligned with operational requirements.

Objective 3

Ensure asset management practices enable decisions that support and enhance service delivery, ensuring assets remain fit for purpose and responsive to changing service demands.

Tracking Measures 3

Annual review of each asset from a service delivery point of view to enable hold, repurpose or dispose decisions.

Principle 4 – Place-Based Approach

Council assets are located across towns, villages, and rural areas within the district. A place-based approach ensures that assets within each locality are considered

collectively to maximise their contribution to community needs and local priorities.

Objective 4

Maximise opportunities for collaboration with key stakeholders and partners, including through the One Public Estate (OPE) programme. Support regeneration, economic growth, and the enhancement of leisure and cultural activities to strengthen Bolsover District as a destination of choice.

Tracking Measures 4

Annual review of each asset from a place-based point of view to enable hold, repurpose or dispose decisions.

Principle 5 – Maximise value from the Council's investment assets

The SAMP provides a framework for maximising the value of the Council's investment assets and ensuring that future investment or disinvestment decisions are strategically informed.

Objective 5

Optimise long-term income generation and capital growth from commercial and non-operational assets, including through strategic acquisitions, disposals, and portfolio management.

Tracking Measures 5

Annual review of each asset from an investment value-based point of view to enable hold, repurpose or dispose decisions.

Principle 6 – Deliver Asset Management to Sector Standards and in line with EMCCA region councils

Assets will be managed in accordance with recognised sector standards to ensure consistency, compliance, and professional excellence.

Objective 6

Apply Royal Institution of Chartered Surveyors (RICS) guidelines for Strategic Public Sector Asset Management to strengthen data-driven decision-making and ensure alignment with organisational objectives and best practice. Make decisions in line with the vision for the new unitary authority.

Tracking Measures 6

Benchmark asset management and seek to harmonise processes and purchasing decisions in line with other authorities in the EMCCA region.





Principle 7 – Sustainability

Assets will be managed in a way that supports environmental, social, and economic sustainability. This includes reducing unsustainable energy consumption, improving energy efficiency, and maximising social and economic value.

Objective 7

Increase biodiversity, reduce unsustainable energy consumption and pollution associated with Council assets, and incorporate social and economic value considerations into asset-related decisions, including where appropriate the monetisation of social and economic value impacts.

Tracking Measures 7

Report on initiatives to and be monitored by the Council's Climate Resilience Group in respect of relevant asset upgrade decisions. Report on initiatives to and be monitored by

the Council's Business Growth team in relation to social and economic value impacts of relevant asset decisions.

Principle 8 – Lifecycle Approach

Each asset progresses through a lifecycle comprising: plan, acquire, use, maintain, and dispose. Managing assets through this 5 stage lifecycle ensures long-term value and effective stewardship.

Objective 8

Align asset management practices with the full lifecycle of each asset, ensuring decisions at every stage are strategic, evidence-based, and aligned with organisational priorities.

Tracking Measures 8

Carry out annual lifecycle assessment of each asset and report this to the Corporate Asset Management Group.

Delivery and Action Plan

SAMP Objective	Action	Description	General Fund	Target Completion Date
1, 2, 6	Asset Inventory & Data Management	Complete a comprehensive inventory of all council assets (Title, Plans, Maintenance History, warranties, etc.)	X	December 2026
		Develop a standardised data collection process for asset condition assessments	X	December 2026
		Implement an Asset Management System for storing and managing asset data	X	December 2026
1,2,3,6	Condition Assessment & Prioritisation	Conduct condition assessments of all critical assets (based on risk & impact)	X	December 2026
		Develop a risk-based asset prioritisation framework	X	December 2026
		Create a 5-year maintenance plan for prioritised assets	X	December 2026
		Review Capital Programme against maintenance plan to ensure budget remains suitable.	X	October 2026

Lead Officer (BDC)	Other Services Included	Resources Required	Key Projects	Performance Measures
Corporate Asset Manager/Head of Property Services	Commercial Property Leisure Engineers Legal	Officer time		100% of assets documented in files
Corporate Asset Manager/Head of Property Services	Facilities Management (FM) Capital Projects (CP)	Training sessions, external advice		Consistent and accurate condition data for all assets
Corporate Asset Manager/Head of Property Services	Information and Communication Technology team (ICT) FM CP	Officer time, external advice, ICT Budget, staff training	Identify a suitable Asset Management system	System functional and data populated on shared electronic platform
Corporate Asset Manager/Head of Property Services	CP FM	Officer time, External consultants, budget		80% of critical assets assessed. Undertake the survey of highest risk, then resolve any issues. Move to medium risk and so on. (Buildings, closed church yards, bridges, retaining walls, etc)
Corporate Asset Manager/Head of Property Services	Senior Leadership Team (SLT) Health & Safety (H&S)	Officer time,		Clear prioritisation, agreed by Risk Management Group, based on risk & impact
Corporate Asset Manager/Head of Property Services	Finance Commercial Property Leisure Streetscene Engineers Legal	Officer time, condition data		Affordable plan for maintaining key assets
Corporate Asset Manager/Head of Property Services	Finance FM SLT	Officer time		Monitoring of Budget allocated to deliver the annual maintenance plan.

SAMP Objective	Action	Description	General Fund	Target Completion Date
1,2,4,5,6,7	Investment & Optimisation	Develop a capital investment plan aligned with asset needs and council priorities.	X	December 2026
		Explore opportunities for land/ asset rationalisation (sell, lease, share). Exclude development land.	X	December 2026
		Implement sustainable practices in asset management (energy efficiency, green infrastructure, adapting our buildings to the climate change we are starting to face).	X	December 2026
2	Performance Monitoring & Reporting	Establish key performance indicators (KPIs) for asset management	X	September 2026
		Develop a system for regular monitoring and reporting on asset performance	X	December 2026
		Commercial property portfolio annual review to recommend actions to maintain and grow income.	X	August 2026
		Conduct annual reviews of the Asset Management Plan and action plan	X	December 2026

Lead Officer (BDC)	Other Services Included	Resources Required	Key Projects	Performance Measures
Corporate Asset Manager/Head of Property Services	Commercial Property Finance Procurement	Budget Professional advice: <ul style="list-style-type: none"> • Architect • Cost Consultancy • Project Management • Mechanical & Electrical Consultancy 	Pleasley Vale Business Park (PVBP) Arc Improvements	Affordable programme of capital investments to support council objectives
Corporate Asset Manager/Head of Property Services	FM CP Leisure Finance Legal	Commercial Agent One Public Estate (OPE) Local Government Re-organisation (LGR)	PVBP	Increased asset utilisation, financial efficiency, reduce liabilities.
Climate Officer	Asset Management (AM) FM Engineers	Sustainability expertise, grant funding	Portland PV programme for the Arc/Riverside	Reduction in environmental impact and operating costs
Corporate Asset Manager/Head of Property Services	Performance Team	Council Plan, Service Plans, officer time.		Meaningful KPIs aligned with action plan goals
Corporate Asset Manager/Head of Property Services		Officer time		Regular transparency and accountability. Annual report to Asset Management Group (AMG), monthly compliance reporting to SLT/AMG.
Corporate Asset Manager/Head of Property Services	Facilities Commercial team	Officer time, consultancy support		
Head of Property Services/ Corporate Asset Manager		Officer time		Plan remains relevant and adapts to changing needs

SAMP Objective	Action	Description	General Fund	Target Completion Date
1,2,3,6,7,8	Regeneration and retrofit existing assets to improve energy efficiency and affordability.	Implement programs to upgrade aging assets, focusing on energy-saving measures (e.g. insulation, solar panels) and reducing rents for tenants or running costs.	X	Ongoing
		Where assets are beyond life or not cost effective for retrofit, consider alternative options.	X	Ongoing
1,3,4,7	Implement green infrastructure projects in public spaces and council buildings.	Enable tree planting across the district on Council land and partners.	X	Ongoing
		Create pollinator areas and sustainable landscaping practices in parks and open spaces.	X	July 2026
1,3,7	Conduct energy audits (DECs & EPCs) of all council assets and consider energy efficiency upgrades.	Identify energy-saving opportunities (e.g., Light Emitting Diode (LED) lighting, Heating, Ventilation and Air Conditioning improvements) and prioritise upgrades based on cost-effectiveness.	X	Ongoing
8	Deliver sustainable building practices	Where affordable and achievable, deliver high fabric standards, use low-carbon heating and 'zero-carbon ready' developments like renewable energy installations in new developments and refurbishments.	X	Ongoing

Lead Officer (BDC)	Other Services Included	Resources Required	Key Projects	Performance Measures
Corporate Asset Manager/Head of Property Services	Climate Change FM	Funding, contractors, energy efficiency expertise	<ul style="list-style-type: none"> External Wall Insulation Programme Commercial sites - Green Technologies Arc/Riverside solar panel installation. 	Reduced energy consumption, improved tenant comfort, affordability increase
Corporate Asset Manager/Head of Property Services		Technical expertise (Feasibility/viability), funding support	<ul style="list-style-type: none"> PVBP 	Increased asset utilisation, financial efficiency, reduce liabilities.
Planning Policy	Planning Policy CP	Landscaping specialists, funding for materials, volunteer engagement	<ul style="list-style-type: none"> Woodland planting PVBP Mill ponds desilting PVBP Dam wall re-inforcements 	Increased green space coverage, improved biodiversity indicators, community participation
Streetscene Manager		Landscape architect		
Corporate Asset Manager/Head of Property Services	FM AM Climate	Energy auditors, contractors, funding for upgrades		Reduced energy consumption, carbon footprint reduction, financial savings, fit for purpose and 'lettable' assets.
Strategic Director of Property, Construction & Assets		Professional advice, budget		Increased adoption of sustainable practices, renewable energy generation increase through policy review

Policy and regulation context

There are a number of laws and regulations that directly impact the Council's SAMP, these include:

Laws / Regulations	Date	Summary
Landlord & Tenant Act	1954	Governs security of tenure for commercial tenants; affects lease renewals and estate strategy.
Local Government Act (Sections 123-127)	1972	Sets rules for acquisition and disposal of land, including requirement for best consideration.
Health and Safety at Work Act	1974	Requires that buildings are safe for staff and the public.
Environmental Protection Act	1990	Governs waste, contamination, and statutory nuisance affecting land holdings.
Local Government Act	2003	Sets rules for borrowing, investment, and financial prudence in managing property assets.
Regulatory reform (Fire Safety) Order	2005	Fire Risk Assessments must be fully documented
Control of Asbestos Regulations	2012	Requires the identification and manage asbestos in buildings.
MEES Amendments (Commercial Properties)	2023	Landlords cannot continue to let substandard commercial property (below EPC E).
Procurement Act	2023	Governs procurement of construction, maintenance, and property services.
Building Regulations Part L	Various	Sets minimum energy-efficiency standards for new buildings and major refurbishments.
CIPFA Asset Management Guidance	Various	Professional best practice for valuation, maintenance, disposals, and governance.

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