

# Tendring District Council Asset Management Plan 2016/17- 2021/22



“To manage Council property effectively to deliver Council priorities”

<b>Community Leadership</b>		
<b>Council and Community</b>	<b>Employment and Enjoyment</b>	<b>Health and Housing</b>
<ul style="list-style-type: none"> <li>• Deliver high quality affordable services</li> <li>• Balance our budget</li> <li>• Good governance</li> <li>• Transform the way we work</li> <li>• Make the most of our assets</li> <li>• Engagement with the community</li> <li>• Support the vulnerable</li> <li>• Support rural communities</li> <li>• Effective partnership working</li> <li>• Channel Shift</li> </ul>	<ul style="list-style-type: none"> <li>• Support business growth</li> <li>• Enable better job prospects</li> <li>• Facilitate improved qualification and skills attainment</li> <li>• First rate leisure facilities</li> <li>• Attractive events programme</li> </ul>	<ul style="list-style-type: none"> <li>• Promote healthier lifestyles and wellbeing</li> <li>• Support improved community health</li> <li>• Deliver a quality living environment</li> <li>• Local regeneration</li> <li>• Council house building</li> </ul>

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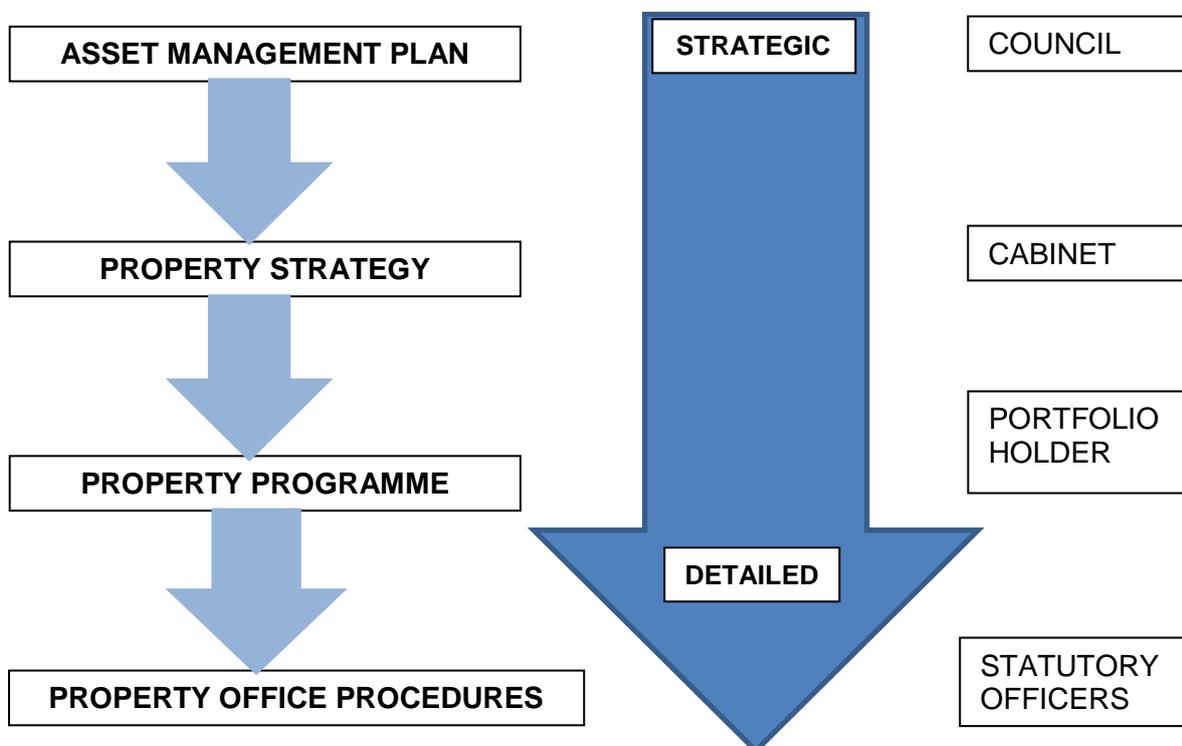
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## THE PURPOSE OF AN ASSET MANAGEMENT PLAN

The Capital Strategy and Asset Management Plan have a key role to set out the arrangements and processes in place to manage capital resources and assets. The Capital Strategy has been separately prepared and is available on the Council’s web site.

The purpose of the Asset Management Plan is to set the framework for the management of the Council’s assets to deliver the Council’s Corporate Priorities.

The plan is not intended to deal with specific detail, sites or the on-going management of the Council’s housing stock but to set the backcloth against which these matters will be addressed. The Property Strategy, programme and procedures, approved at appropriate levels are intended to be dynamic documents that delegate details within the overall framework.



## VISION OF ASSET MANAGEMENT PLAN

The Authority wide control and management of the Council's assets in order to facilitate and promote the Council's key property priorities:

- a) Generation of revenue and capital receipts
- b) The strategic management of the asset portfolio, including asset challenge
- c) Accessibility of services
- d) Fit for purpose facilities
- e) Efficient shared spaces
- f) Contribution to regeneration and housing

## LINKS TO OTHER KEY RESOURCE STRATEGIES

The ability of the Council to deliver its corporate objectives will be influenced or have direct links to:

**People Strategy 2016-2020** – seeking to ensure the right staff resources are available to enable the Council to achieve its objectives.

**Procurement Strategy** –procuring contractors, suppliers, at the most cost effective price.

**IT Strategy 2012-2016** – and Strategic Investment Roadmap, sets out how to use technology to support and improve service delivery and is running of the organisation.

**Financial Strategy** – determines the capital and revenue resources available. It provides a framework for the consideration and prioritisation of projects.

## OUR ASSETS

The Council owns over 4,200 assets. There are many property types including:

- over 3,200 Council dwellings,
- around 470 Garages,
- over 40 public conveniences,
- around 50 commercial premises,
- approximately 50 off-street car parks
- over 300 pieces of open space and
- about 90 recreational or other leisure related assets.



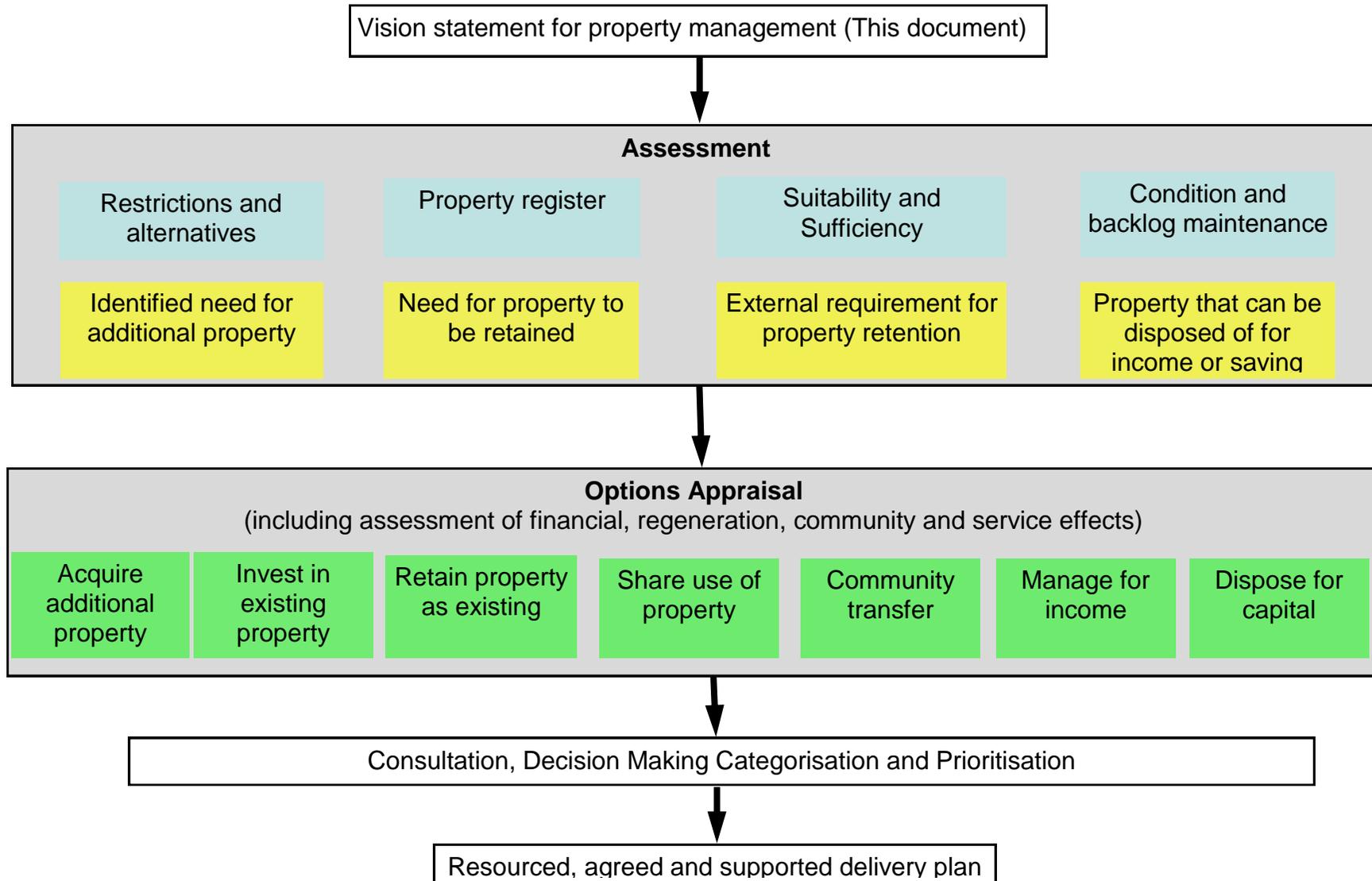
Property assets play a central role in the delivery of many services contributing to the quality of the environment and to the wellbeing of the District. The Council's assets can be used to support its community leadership role and where appropriate can be a source of capital or revenue funding to support other objectives.

The Council's Housing Revenue Account Properties entail specific needs and legislative requirements that are managed entirely within the Council's Housing Teams in the Life Opportunities Department. The Housing teams are responsible for all aspects of the management of the Council's housing stock.

## ASSET CHALLENGE

The Council will routinely challenge its property holding. It must not be satisfied to default to holding property even when substandard or unneeded. We will always look for better and more efficient solutions. A methodology for Asset Challenge is set out overleaf.

# ASSET CHALLENGE



## ROLES AND RESPONSIBILITIES: The Stewardship of Assets

**Council** – Approves the Corporate Plan, Core Strategies, Capital Programme, Asset Management Plan and revenue budget. Approves large schemes or proposals.

**Cabinet** – Terms of acquisition and disposal of property in large cases and where any disposal at less than Best Consideration Reasonably Obtainable is proposed.

Recommends to Council the Capital Strategy and Asset Management Plan after wide member engagement.

### Portfolio Holders:

All - overseeing the general management of property within their Portfolio.

Portfolio Holder with responsibility for asset management - responsible for strategic management of property, the commencement of disposal or acquisition processes and determining the terms of any long term property interests other than where reserved to Cabinet or Council.

Portfolio Holder with responsibility for housing - approves schemes within the Housing Investment Programme.

**Corporate Management Committee** –has the Primary overview role for Asset Management:

- Budgets and strategies
- Proposals for the Capital Strategy and Asset Management Plan
- Specific work areas, such as office rationalisation.
- Any asset related executive decisions called in by Councillors.

**Management Team** –. Ensures that proposed policies and decisions are compatible with each other and meet the Council's corporate objectives. It initially considers the Capital Strategy and Asset Management Plan as well as all asset management related decisions prior to formal reporting to Members. It recommends the projects for inclusion in the Capital Programme.

**Corporate Director Corporate Services** – and, where delegated, the Head of Property Services – is responsible for:

- Preparing the Asset Management Plan, Property Strategy, Property Programme and Property Office Procedures
- Authorising and granting short leases and tenancies
- Negotiating property transactions
- Rent reviews and lease renewals

**Corporate Director Life Opportunities** – Responsible for all aspects of property management within the Housing Revenue Account.

**All Corporate Directors/Head of Planning/Heads of Service** – Responsible for:

Granting trading rights or any licences to use property less than 12 months in duration.

General management of property and all day to day matters.

**Service Units** – In reality the day to day working of the Council is delegated from Directors to the service managers and units; a general overview of the roles is as follows:

Asset Management Team	Service Units
The strategic and corporate overview	General management of operational property
Acquisition and disposal of property	Repairs and maintenance
Management of all leasehold property	Health and Safety matters
Advice and support to service units	Facilities management
Maintaining the Asset Register	Delivery of capital schemes

## **STRATEGIC ASSET MANAGEMENT STRUCTURE & RESPONSIBILITY**

Strategic asset management of the Council's General Fund property is the role of the Council's Asset Management Team which is based in the Council's Corporate Services Department. The Property Team works closely with Management Team Members and the Resources and Corporate Services Portfolio Holder.

There are a number of wider Teams within the Council dealing with specific issues and projects these include representation from Legal and other service areas as required.

## **DATA CAPTURE, MANAGEMENT AND PUBLICATION**

The Council has transferred its core property data to a property database as a module of the Council's Corporate Local Land and Property Gazetteer package, a computer system recording aspects of data for all land and property in the District. Officers continue to develop the depth of the information. The Council has a number of further data capture systems. Over time it is proposed to integrate these into the central data set as the potential to do so presents itself.

The database is a reliable list of the Council's property but there is a need to develop a greater depth of information relating to their physical condition.

The Council has developed an Asset Stocktake in order to facilitate a desktop review of assets and to drive the Property Action Plan.

The Council publishes property data in a range of ways:

- Asset Stocktake – on its own web site
- Assets available for disposal – on its own web site
- Member alerts and publication of decisions
- EPAM – a shared internet portal with other authorities and services in the County
- EPIMS – the government's internet portal for property data
- Inspire – An internet portal for environmental information

## **OUR APPROACH TO ACQUISITION & DISPOSAL**

The Council aims to acquire property as efficiently as possible and to dispose of it where applicable in accordance with the Council's statutory duty to achieve the "best consideration reasonably obtainable". The Council has policies for considering the acceptance of lower consideration, in balance with financial constraints, in the case of community assets where these support delivery of community services and facilities.

The Council recognises the difficult financial environment that faces it and the important balance between acquiring and investing in property and the need for disposals and revenue generation. The Council must have a programme that includes efficiency and disposal as well as retention and investment. It must get the most out of its assets and must dispose of them if the cost of keeping them is greater than the benefit to the community.

## **PROPERTY STRATEGY**

It is proposed to adopt a Property Strategy to translate data and key priorities into a more detailed direction for the management of assets. The strategy will identify areas of acquisition and investment need as well as opportunities for income generation. It will facilitate a property programme aimed at linking with the Capital Strategy and Budget to deliver objectives within available resources.