

**DERBYSHIRE COUNTY COUNCIL**

**CABINET**

**21 March 2019**

**Report of the Strategic Director Commissioning, Communities and Policy**

**PROPERTY ASSET MANAGEMENT FRAMEWORK**

**(Council Services)**

**1. Purpose of the Report**

Approval is sought to implement a new Property Asset Management Framework in respect of the Council's property portfolio.

**2. Information and Analysis**

Although it is not compulsory for an organisation to have a property asset management plan in place, it is widely considered to be good practice as it seeks to demonstrate that an organisation is supporting the delivery of its strategic goals or objectives through the use of its property assets.

The Council's previous adopted property asset management plan (AMP) expired in 2009. Following expiration of the AMP, the Council focussed on rationalisation of its office accommodation and, under the Council's 'Changing the Way Derbyshire Works' (CWDW), an accommodation project was introduced. This project introduced a strategy for creating efficiency savings by introducing new ways of working and rationalising the Council's office accommodation around the county.

Although the CWDW Programme came to an end in 2013, work to rationalise the Council's office accommodation continued. It is now considered that a new property asset management plan is required to clarify how the Council should strategically manage its whole land and property portfolio, rather than just its office accommodation, in order to meet its corporate objectives.

A draft Property Asset Management Framework (AMF) has been developed which seeks to document the strategy the Council has for using and managing its

land and buildings to support its strategic outcomes and priorities. It sets out the future vision of where the Council wants to be in terms of its land and property assets and maps out the journey required to achieve that vision. The draft AMF is appended to this report.

The draft AMF comprises five separate sections:

1. The AMF Introduction – explains the framework and includes a financial context and property portfolio summary;
2. Property Asset Management Policy – establishes the objectives for property asset management;
3. Property Asset Management Strategy – details the strategy for delivering the property asset management objectives and how performance will be monitored;
4. Property Asset Management Action Plan – sets out how the property asset management strategy will be delivered;
5. Property Asset Management State of the Estate – an annual report that provides information on the overall performance of the Council's land and property assets and sets out key facts and figures about the Council's estate to evidence the progress being made towards achieving the strategic objectives.

The draft Property Asset Management Policy sets out the proposed Council's asset management objectives to be as follows:

1. Financial Management – making the optimum use of the Council's land and property assets; aligning assets to service need; stating clear targets for reducing revenue liabilities and generating capital and revenue income;
2. Place – promoting resilient and thriving communities, enabling partnership working and place based service delivery including the 'One Public Estate' programme;
3. Health, Safety and Sustainability – ensuring the Council's statutory health and safety obligations are met in the use and occupation of land and property and supporting the Council's Environmental Policy;
4. Economic Growth - using land and property to facilitate economic growth, development and regeneration;
5. Efficiency and Value for Money – efficient and effective processes to ensure value for money is at the heart of all the Council's land and property management.

The draft Property Asset Management Action Plan sets out the proposed asset management activities that the Council will undertake and projects it will deliver over the next three years. It is divided in to three parts:

1. Organisational arrangements – the activities the Council is taking to enhance operational management arrangements, including ensuring robust asset management organisational and governance arrangements are in place to ensure asset management decisions are made in a transparent manner;
2. Policy Development – the activities that relate to where the Council needs to strengthen its policies, protocols and procedures relating to property asset management;
3. Property or Project Specific – the activities that relate to specific property issues and property projects such as acquisitions, disposals, investment, maintenance and reviews.

It is proposed that the Property Asset Management Framework is updated in April/May 2019 to align with the Council's new Service plan objectives for the new financial year. An update on progress with implementation of the Property Asset Management Action Plan will be reported to Cabinet on a 6 monthly basis, along with the annual Property Asset Management State of the Estate Report. The Property Asset Management Framework will be formally reviewed and updated at the end of March 2022 by the Director of Property.

### **3. Financial Considerations**

Not applicable

### **4. Legal Considerations**

Not applicable

### **5. Other Considerations**

In preparing this report the relevance of the following factors has been considered: legal, social value, prevention of crime and disorder, equality and diversity, human resources, environmental, health and transport considerations.

**6. Key Decision** **YES**

**7. Call-in**

Is it required that call-in be waived for any decision on this report? **NO**

**8. Background Papers**

There are no background papers to this report.

**9. Officer's Recommendation**

That Cabinet:

9.1 Approves the implementation of the attached draft Property Asset Management Framework by the Director of Property.

EMMA ALEXANDER  
Strategic Director Commissioning, Communities and Policy

**DERBYSHIRE COUNTY COUNCIL**  
**CORPORATE PROPERTY**  
**PROPERTY ASSET MANAGEMENT FRAMEWORK**  
**2019-2022**

## Version Control

Version Number	Date	Author	Description
1.0	01/10/2018	Jo Hollick	Initial draft
2.0	Not dated	Lydia Jutton	Additions to initial draft
3.0	05/10/2018	Jo Hollick/Lydia Jutton	Further additions
4.0	24/10/2018	Jo Hollick	Further additions
5.0	25/10/2018	Jo Hollick	Further additions
6.0	31/10/2018	Jo Hollick	Further additions
7.0	06/11/2018	Jo Hollick	Further additions
8.0	13/11/2018	Jo Hollick	Further additions
9.0	14/11/2018	Jo Hollick	Further additions/revisions
10.0	15/11/2018	Jo Hollick	Amendments following meeting with Stuart Knight on 15/11/2018
11.0	16/11/2018	Jo Hollick	Further amendments following meeting with Stuart Knight on 15/11/2018
12.0	19/11/2018	Jo Hollick	Further amendments following meeting with Stuart Knight on 15/11/2018
13.0	21/11/2018	Jo Hollick	Amendments following Stuart Knight's comments made on 19 & 20/11/2018
14.0	27/11/2018	Jo Hollick	Further amendments and additions
15.0	03/12/2018	Jo Hollick	Further amendments and additions
16.0	05/12/2018	Jo Hollick	Further amendments and additions
17.0	12/12/2018	Jo Hollick	Year changed to 2019 (which will be the year of approval/issue) and other minor amendments
18.0	23/01/2019	Jo Hollick	Minor amendments following consultation with Corporate Property SMT, insertion of Foreword pages and change to design of cover page
19.0	25/01/2019	Jo Hollick	Insertion of Director of Property's photograph
20.0	25/01/2019	Jo Hollick	Insertion of Director of Property's Foreword
21.0	29/01/2019	Jo Hollick	Further amendments and insertions
22.0	04/02/2019	Jo Hollick	Typographical corrections
23.0	08/02/2019	Jo Hollick	Amendments following comments and feedback received from Strategic Director CCP
24.0	14/02/2019	Jo Hollick	Revisions following consideration by Corporate Management Team on 12/04/2019

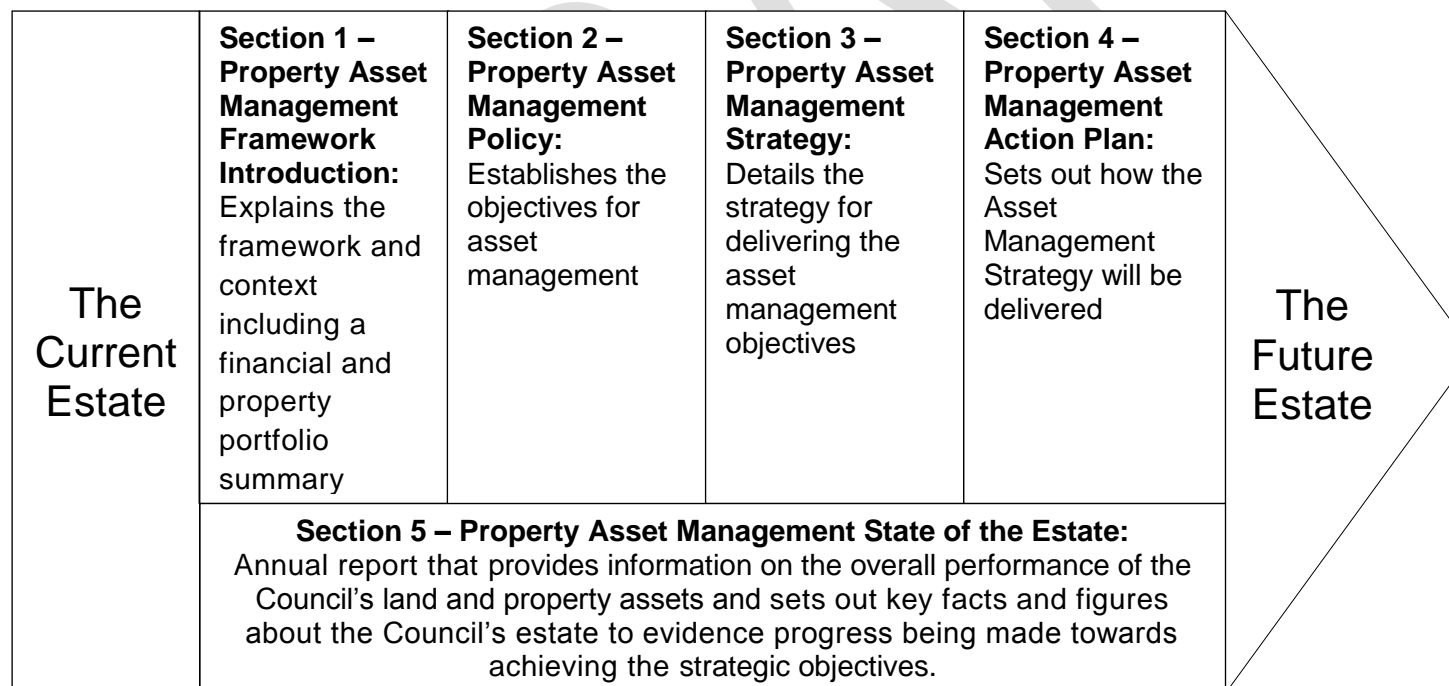
## Section 1 – Property Asset Management Framework Introduction

### 1. Introduction

*Strategic asset management is the activity that ensures that the land and buildings of an organisation are optimally structured in the best interests of the organisation. It seeks to align the assets with the organisation's goals and objectives. (RICS Public Sector Asset Management Guidelines).*

Derbyshire County Council has introduced a new Property Asset Management Framework from 2019. This Framework is a living document, which will be updated and amended as the Council's priorities change. It will be updated in April/May 2019 to align with the Council's new Council Plan and Service plans once approved. The Framework will document the strategy the Council has for using and managing its land and buildings to support the Council's strategic outcomes and priorities. It sets out the future vision of where the Council wants to be in terms of its land and property assets and maps out the journey required to achieve the vision.

The new Property Asset Management Framework comprises five separate sections as follows:



The Property Asset Management Framework is intended to inform all stakeholders (elected Members, senior managers, partners, staff, residents and businesses) who have an interest in property asset management and links to delivery of the Council Plan and Departmental Service Plans.

An update on progress with implementation of the Action Plan will be reported to Cabinet on an annual basis, along with the annual Property Asset Management State of the Estate Report. The Framework will be formally reviewed and updated at the end of three years in March 2022.

## **2. About Derbyshire**

Derbyshire covers an area of 255,000 hectares. The county lies in the centre of England, forming the north-west part of the East Midlands Region. It is bordered by four administrative counties (East Cheshire, Staffordshire, Leicestershire and Nottinghamshire) and seven metropolitan districts (Barnsley, Sheffield, Rotherham, Kirklees, Oldham, Stockport and Tameside).

Derbyshire County Council covers the entire county excluding Derby City. Within the area covered by Derbyshire County Council there are eight district council areas: Amber Valley, Bolsover, Chesterfield, Derbyshire Dales, Erewash, High Peak, North East Derbyshire and South Derbyshire. Derby City is served by the unitary authority of Derby City Council.

Derbyshire is predominantly a rural county and has a population of 785,765 (Source: 2016 Mid-Year Population Estimates, June 2016, Office of National Statistics (Nov 2017)). The main conurbation is Chesterfield, supporting a population in excess of 104,000. The remainder of the County is comprised of smaller towns and villages, mostly concentrated along the eastern and north-western edges of the County. A sparsely populated central core, much of which lies at altitudes of 300m or more, includes part of the Peak District National Park. Some key demographic statistics for Derbyshire are:

- Derbyshire's population will increase by 8% between 2016 and 2041 (this is lower than the predicted 10% increase for England);
- The population aged 90 will more than double between 2016 and 2041;
- In 2016, 62% of the Derbyshire population were of working age. By 2041 this figure is expected to drop to 55% meaning that 45% of the population will be children and older people.

(Source: Derbyshire Observatory)

These changes in demographics will result in changes in demand for services and also the types of services required. It is therefore important that the Council has a robust Property Asset Management Framework in place to help facilitate these changes.



### 3. County Council Departments

The County Council has four service departments each led by a Strategic Director:

Department	Areas of Focus (2018-19 Service Plans)
Adult Care	<ul style="list-style-type: none"> <li>• A continued focus on reducing avoidable hospital admissions and delayed transfers of care;</li> <li>• Redesigning day opportunities for adults with a learning disability and commissioning a new approach to assistive technology;</li> <li>• Developing an older people's housing and accommodation strategy and continuing to develop new Direct Care residential and extra care accommodation across the county;</li> <li>• Opening eight Wellness Hubs that enable people to lead healthy lifestyles;</li> <li>• Providing a continued focus on safeguarding and quality of care;</li> <li>• Developing a sustainable voluntary sector.</li> </ul>
Children's Services	<ul style="list-style-type: none"> <li>• Responding effectively to the increasing demand for social care and early help services for children in need of help and protection;</li> <li>• Continuing to be alert to, and respond to, new and emerging areas of risk and vulnerability such as internet safety, suicide and self-harm, child sexual exploitation, radicalisation, female genital mutilation, children who go missing and alcohol/drug-use;</li> <li>• Working with partners and communities to enhance children and young people's emotional wellbeing, resilience and their ability to protect themselves from modern day risks;</li> <li>• Continuing to provide timely, tailored support to those children and young people with specific vulnerabilities, such as those with additional needs and Unaccompanied Asylum Seeking Children;</li> <li>• Improving the range of support for children on the edge of care through family breakdown so that they can remain at home with their families;</li> <li>• Continuing to work with partners and communities to address parental issues such as domestic violence, mental ill health and substance misuse.</li> </ul>
Commissioning, Communities and Policy	<ul style="list-style-type: none"> <li>• Developing and embedding the enterprising council approach and introducing a whole council programme of transformation;</li> <li>• Publishing and implementing the Council's new commissioning strategy and framework;</li> <li>• Exploring the use of new commissioning and delivery models for agreed early start areas including: Library Services, Occupational Health, Property and Thriving Communities;</li> <li>• Developing the Council's communication and engagement with employees and local communities;</li> <li>• Developing a people strategy and corporate approach to workforce planning that considers the future workforce size, shape and skills and support required to support the Council's ambitions;</li> </ul>

Department	Areas of Focus (2018-19 Service Plans)
	<ul style="list-style-type: none"> <li>• Introducing a leadership development framework and development programme for the Council's Senior Managers;</li> <li>• Further developing the Thriving Communities programme, mainstreaming key models of delivery county wide;</li> <li>• Developing a new Library Strategy, consulting with local communities;</li> <li>• Promoting digital inclusion in libraries, to address welfare reform and the roll out of universal credit, improving the digital skills of local people;</li> <li>• Ensuring the Council delivers its budget and meets allocated savings targets;</li> <li>• Developing and implementing a new ICT strategy underpinning the service as an enabler of transformational change across the Council;</li> <li>• Implementing the Business Rates Pilot in Derbyshire, ensuring that work in Derbyshire influences and shapes national debate and future policy direction;</li> <li>• Accelerating the programme of land and property disposals working with partners through the One Public Estate initiative to facilitate the rationalisation of the Council's assets;</li> <li>• Ensuring that the Council meets the requirements of the new General Data Protection Regulations.</li> </ul>
Economy, Transport and Environment	<ul style="list-style-type: none"> <li>• Developing a strong economy;</li> <li>• Maintaining a safe and sustainable environment;</li> <li>• Connecting people and places;</li> <li>• Providing a safe and reliable highway network.</li> </ul>

This Property Asset Management Framework is designed to ensure the Council's departments have the land and property assets where required to facilitate the delivery of these areas of focus.

#### 4. Financial Context

The Council's net revenue outturn for 2018-19 is forecast to be £488.606m and the net revenue budget requirement for 2019-20 is set to be £519.532m. The Council has to find an estimated £63m of budget savings by the end of 2023-24. Property has its role to play in making these savings with significant property related savings needing to be found by the end of 2021-22. Some of these savings will be achieved by:

- Decreasing the costs of the land and property estate;
- Increasing efficiency in the delivery of property services;
- Increasing income from the land and property estate.

The Council continues to face significant cost pressures, particularly with regard to adult and children's social care. Property staff will work closely with all Service departments to help facilitate their property needs going forward.

## 5. About the Property Portfolio

The Council's land and property portfolio comprises over 4469 separately listed assets with a current aggregate book value in excess of £2.155bn. There is a wide range of assets in the Council's portfolio including homes for older people, day centres, country parks, libraries, adult education centres, schools, children's centres and civic amenity sites, some of which are historic buildings. It includes land and buildings the Council leases in from other public sector and private sector landlords as well as the land and buildings the Council owns.

The primary objective for holding land and property is to enable the delivery of services to the people of Derbyshire and the strategic aim is to have appropriate and cost effective buildings from which to deliver these services. It is therefore important that the Council reviews its assets regularly to ensure alignment with service delivery requirements.

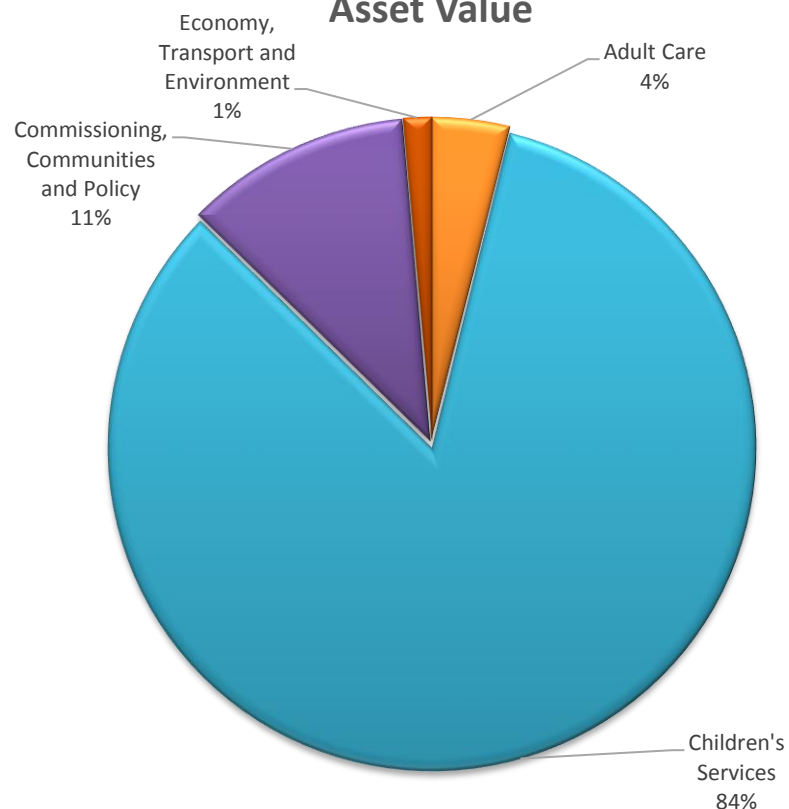
The table and pie charts below illustrate the nature and asset value of the Council's land and property estate across the Council's four service directorates (as at 31/03/2018):

Department	Property Type	Number of Assets	Asset Value(£) (as at 31/03/2018)*
Adult Care	Residential	34	49,160,458
	Day Centres	22	30,188,423
	Others, e.g. workshops, supported living accommodation, land.	17	3,871,012
Children's Services	Schools	477	1,682,928,298
	Children's Homes	12	11,335,649
	Others, e.g. youth centres, children's centres, family support centres, land.	89	104,879,481
Commissioning, Communities and Policy	Administrative	29	85,618,654
	Libraries	44	39,118,796
	Tenanted Portfolio	65	11,406,021
	Others, e.g. museum, playing fields, land and record, register and coroner's offices	174	107,062,282
Economy, Transport and Environment	Depots	16	6,575,023
	Civic Amenity Sites	13	12,122,743
	Land	3404	3,763,915
	Countryside Sites	65	5,838,462
	Others, e.g. managed properties, car parks.	8	1,575,895

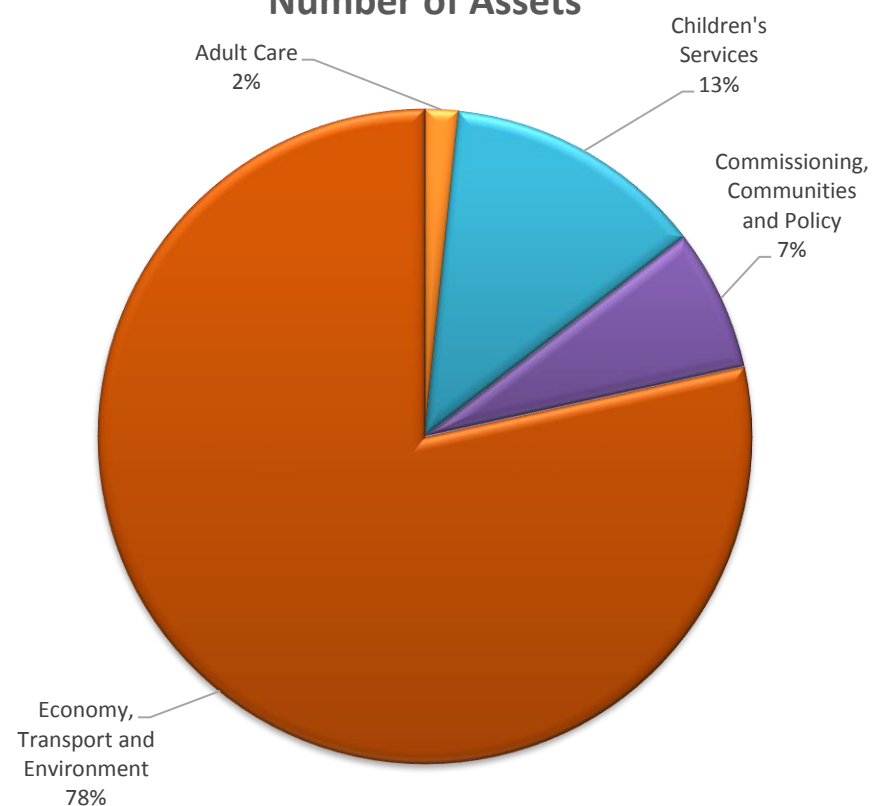
<b>TOTAL</b>		<b>4469</b>	<b>2,155,445,111</b>
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\*The Asset Valuations carried for accounting purposes are undertaken on a five year rolling programme with 20% of land and property assets being valued every year. This means that some Asset Valuations are five years old.

**Split by Department based on  
Asset Value**



**Split by Department based on  
Number of Assets**



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## Section 2 – Property Asset Management Policy

### 1. Property Asset Management Policy and Objectives

Derbyshire County Council will be an efficient, enterprising and enabling Council, delivering value for money services to improve life for Derbyshire residents. The focus is on becoming an enterprising council by thinking and doing things differently and by being commercially minded in seeking the best results from every penny spent.

Land and property can be instrumental in helping the Council to achieve this focus, therefore it is important the Council uses and manages its assets efficiently and effectively.

The Council's land and property is a corporate resource. As such it needs to be managed in a way that takes into account service requirements but also community, financial and technical requirements.

Every land and property asset follows the **Property Life Cycle** – a piece of land or a property is acquired, it is developed or adapted for use, it is then managed and maintained and at then at some point it will become obsolete and surplus to requirements so it is sold. Strategy is key to the property life cycle. Good strategy is required, so that sound decisions are made about what is acquired, how land and buildings are used, managed and maintained and what is sold and when.

All of the Council's assets should have a defined purpose; either in the direct provision of front line services or indirect service delivery such as back office accommodation, income generation or for supporting the community. The policy is to review and challenge the use of all the Council's assets on a regular basis to ensure that the Council only retains the assets that it needs and to ensure that they remain appropriate and fit for the purpose for which they are used.

Based on the current property portfolio, the outcome of this will be a reduction the number of land and property assets held in order to reduce revenue expenditure, reduce future maintenance liabilities and realise capital receipts. This includes exploring alternative solutions including shared use with other organisations. Although the initial priority will be to rationalise the existing portfolio, it may also involve the acquisition of new assets to deliver the objectives of direct provision of front line services or indirect service delivery such as back office accommodation, income generation or for supporting the community.



## 2. Property Asset Management Objectives

The following property asset management objectives have been identified to determine the corporate approach to the management of the Council's land and property:

1. Financial management
2. Place
3. Health, safety and sustainability
4. Economic growth
5. Efficiency and value for money

The table below explains each objective and demonstrates how it links to the Council's priorities.

<b>Enterprising Objective</b>	<b>1. Financial management</b>	<b>2. Place</b>	<b>3. Health, safety and sustainability</b>	<b>4. Economic growth</b>	<b>5. Efficiency and value for money</b>
<b>Definition</b>	Making the optimum use of the Council's land and property assets, aligning assets to service need, with clear targets for reducing revenue liabilities and generating capital and revenue income.	Promoting resilient and thriving communities and enabling partnership working and place based service delivery including the One Public Estate programme.	Ensuring the Council's statutory health and safety obligations are met in the use and occupation of land and property and supporting the Council's Environmental Policy.	Using land and property to facilitate economic growth, development and regeneration.	Efficient and effective processes to ensure value for money is at the heart of all land and property management.
<b>Outcomes/Key Deliverables</b>	Operate property as a corporate resource, aligning the estate to service need, challenging the use of property and continually reviewing the estate to identify opportunities to dispose of assets. This reduces both the running cost of the estate and the	Use land and property to facilitate safe, vibrant and thriving communities through the use of Community Asset Transfers and other arrangements to transfer property to community management where appropriate.	Ensure all land and property is statutorily compliant. Ensure our properties make efficient use of energy, using sustainable energy sources where possible to reduce carbon emissions in line with the Environmental Policy.	Use Council land and buildings as a catalyst for regeneration, for the delivery of district housing targets, the creation of new jobs and for the generation of business rates and Council tax.	Robust and accurate property data in place. Efficient and effective property processes, including good governance arrangements, in place.

<b>Enterprising Objective</b>	<b>1. Financial management</b>	<b>2. Place</b>	<b>3. Health, safety and sustainability</b>	<b>4. Economic growth</b>	<b>5. Efficiency and value for money</b>
	future maintenance liability. It also generates capital receipts to support the Council's capital programme. The tenanted non-residential portfolio (TNRP) generates a net income after costs.	Proactively contribute to the One Public Estate partnership and projects including locality reviews, multi-agency rationalisation and co-location.			
<b>Key Relevant Council Plan Priorities for 2017-21 (as at March 2018 – to be updated when new Council plan approved):</b>	<ul style="list-style-type: none"> <li>• Improve social care</li> <li>• Transform services for people with learning disabilities</li> <li>• Help children and people get the best start</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage healthy lifestyles and reduce future health and care needs</li> <li>• Champion local communities</li> <li>• Support local library services</li> <li>• Protect local people and communities</li> </ul>	<ul style="list-style-type: none"> <li>• Keep children and adults safe</li> <li>• Be a good corporate parent for children in care</li> <li>• Protect and enhance the natural environment</li> </ul>	<ul style="list-style-type: none"> <li>• Unlock economic growth and access to economic opportunities</li> <li>• Invest in employment and skills</li> </ul>	<ul style="list-style-type: none"> <li>• Work efficiently and effectively</li> </ul>

### 3. Links to Other Plans and Strategies

The Council and its partners have a number of plans and strategies in place and the table below demonstrates how the Property Asset Management Framework and the use of land and buildings can support these.

<b>Strategy or Plan</b>	<b>Summary</b>	<b>How strategic property asset management and the use of land and buildings supports it</b>
Council Plan	A strategic overarching plan that sets the direction of the Council and provides the framework for departmental service plans.	Continuously review and challenge the use of all of the Council's assets to ensure that the Council only retains the assets that it needs to deliver services.
Service Plans	Prepared annually by each department to describe how the department will deliver the Council Plan.	Preparation of Service Property Asset Management Plans to determine how land and buildings can be used to support the delivery of services, support new schemes and



Strategy or Plan	Summary	How strategic property asset management and the use of land and buildings supports it
		initiatives to meet the Council's priorities and to challenge the use and retention of land and buildings.
5 Year Financial Plan	The 5 year financial plan sets out the Council's continued commitment to provide local services which represent the best possible value for money for Derbyshire residents.	Land and buildings can be used to support the delivery of the medium term financial plan through, for example, rationalisation of the portfolio and taking investment opportunities to generate revenue. Preparation of Service Property Asset Management Plans to determine how land and buildings can be used to facilitate the delivery of services and support new schemes and initiatives to meet the Council's priorities.
Capital Strategy	This outlines the Councils' approach to the use of capital in delivering the Council's priorities.	Delivery of the disposals programme. Programme of capital projects and schemes. Property Investment Strategy.
Health and Wellbeing Strategy	The Health and Wellbeing Board's key priorities to improve the health and wellbeing of Derbyshire's residents.	Using land and buildings to support health and wellbeing, e.g. day care facilities, formation of Wellness Hubs. Working with partners under the OPE umbrella to deliver projects to support the health and wellbeing of the people of Derbyshire.
Derbyshire Economic Strategy Statement	Brings together the ambitions and growth objectives of Derbyshire partners and sets out the opportunities to drive economic growth.	Land and buildings used as a catalyst for regeneration, including housing and employment. Working with partners under the OPE umbrella to deliver property related projects to support regeneration, economic growth and creation of jobs.
Derbyshire Waste Strategy	Sets out a vision and framework to help manage waste sustainably for the communities of Derbyshire and Derby City.	Delivery of property solutions for handling waste, e.g. household waste recycling centres, waste transfer stations.
Greenway Strategies	A strategy that identifies potential routes that create a user-friendly network of greenways to link communities and places of interest across Derbyshire.	Land acquired for the creation of greenways.
Environmental Policy	The Council's aims and promises in promoting a better quality of life for Derbyshire communities, encouraging	Land and buildings used as a catalyst for sustainable regeneration.

Strategy or Plan	Summary	How strategic property asset management and the use of land and buildings supports it
	sustainable economic regeneration and protecting and enhancing the environment.	Ensuring that the Council's land and buildings are run and managed in a sustainable way, e.g. not polluting, energy efficient, comply with modern and sustainable standards for water conservation, sustainable materials, etc.
School Organisation Plan	This plan helps the Local Education Authority (LEA), schools, parents, local communities and other interested parties to understand the need for school places and to establish future demands.	Ensuring school buildings offer safe and suitable environments where children can learn. Delivery of the schools capital programmes and basic need programme.
Accessibility Strategy for Disabled Pupils and Pupils with Special Educational Needs	This strategy sets out The Council's proposals to increase access to school education for disabled pupils, in the schools for which it is responsible.	Delivery of a programme of works to schools to address disabled access needs in mainstream schools. Delivery of the schools capital programmes.
Energy Strategy	The emerging Energy Strategy sets out a bold vision to "promote the transition to 100% clean energy for power, heat and transport by 2050" and details 5 key priorities on how to achieve this.	Reduce energy use and increase the proportion of renewable energy generated on the Council's own estate, exploiting income generation opportunities where viable, Develop an energy policy for Council buildings and implement an energy efficiency programme.
One Public Estate Partnership	The North Midlands One Public Estate (OPE) Programme objectives are to support: - Places - Businesses - Services - Our future.	Explores opportunities for property rationalisation to reduce costs and to make property assets work more efficiently for the citizens of Derbyshire. Explore alternative ways to run and manage its properties and the services operated from them.
Joined Up Care Derbyshire (Derbyshire's Sustainability and Transformation Partnership)	Sets out: - A vision for a more joined up approach to health and social care - Ambitions and priorities for the future of the county's health and care.	Explores opportunities for property rationalisation to reduce costs and to make property assets work more efficiently for the citizens of Derbyshire. Allows Council property assets to be utilised to support implementation of the vision.
Risk Strategy	The emerging Risk Strategy details how the Council's Risk Management Services will support the ambitions and positive outcomes of the Council Plan and	Risk Management will form an integral part of the Property Asset Management Framework. Risk will be considered in the formulation of all protocols, policies and procedures and any projects undertaken will utilise a managed risk approach.

Strategy or Plan	Summary	How strategic property asset management and the use of land and buildings supports it
	Derbyshire's approach to become an Enterprising Council.	
Housing and accommodation for an ageing population: a strategic vision for Derbyshire to 2035	This outlines the strategic vision for a range of housing and accommodation choices and support suited to meet the requirements of an ageing population.	Enables a proactive approach to housing delivery to engage with key local partners including planning authorities and social housing providers. Allows Council property assets to be utilised to support implementation of the vision.
ICT Strategy	Outlines the direction of travel for the implementation of ICT solutions to facilitate delivery of Council services.	Land and buildings can, in conjunction with ICT solutions, be used to deliver modern and smart ways of working.
Local Plans	The plans for the future development of the local area, drawn up by the Local Planning Authorities.	Enables a proactive approach to housing delivery to engage with key local partners including planning authorities and social housing providers. Allows Council property assets to be utilised to support implementation of the plan where possible.
Workforce/Employee Strategies, e.g. Smart and Flexible Working	Policies, strategies and guidance on working flexibly, including working from different locations and from home.	Land and buildings can, in conjunction with ICT solutions, be used to deliver modern and smart ways of working.

## **Section 3 – Property Asset Management Strategy**

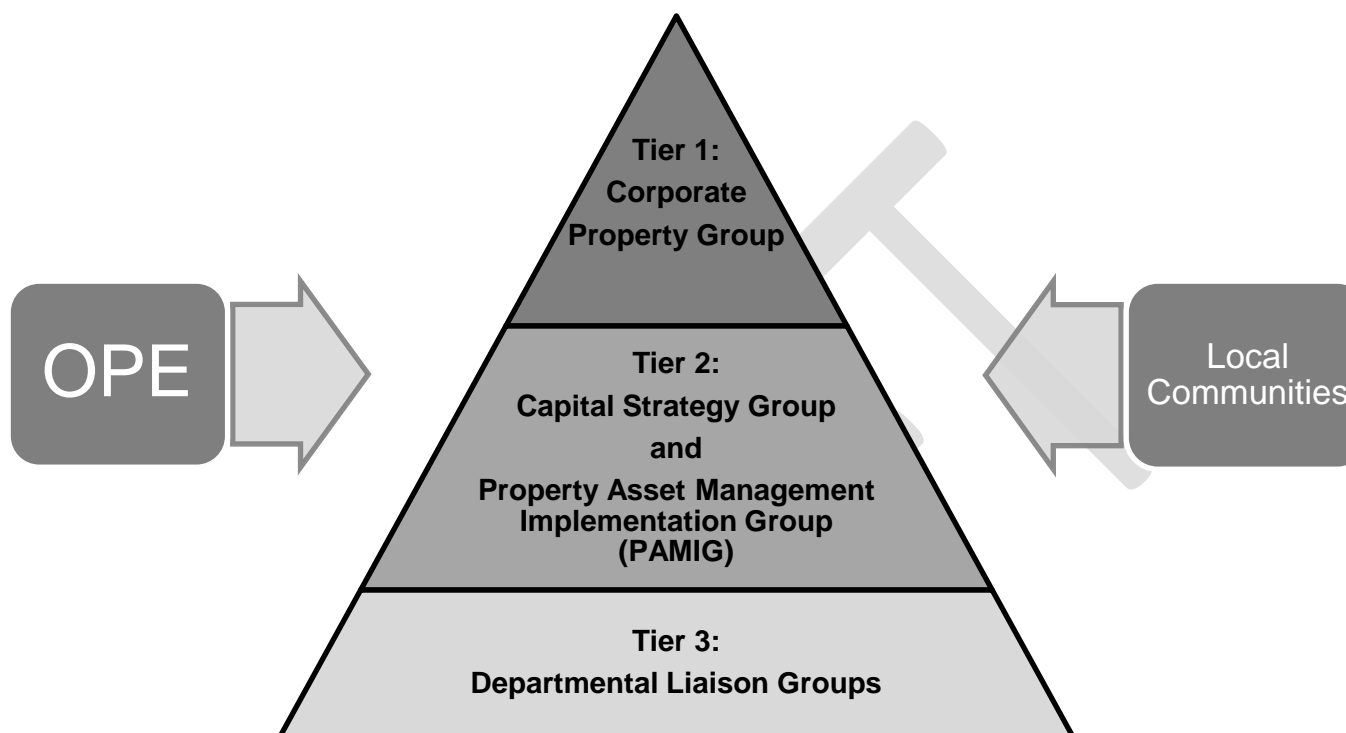
### **1. Property Asset Management Strategy Introduction**

This strategy details how the Council will deliver the Property Asset Management Policy. It details:

- The organisational arrangements for property asset management;
- The processes, procedures and protocols used;
- The performance measures and monitoring.

### **2. Organisational Arrangements**

There are three tiers to property asset management governance within the County Council:



Tier	Group	Role/Responsibility	Membership
1	Corporate Property Group	To ensure property asset management issues are considered at strategic director level and to ensure the Council's land and property is managed as a corporate resource against whole place and whole organisational requirements and not just individual departmental requirements.	Chaired by the Strategic Director for Commissioning Communities and Policy. Membership comprises strategic or service directors from all service departments. Commissioning, Communities and Policy divisional directors - Property, Finance and ICT, Legal, Organisation Development and Policy. This group reports to Corporate Management Team.
2	Capital Strategy Group	Collate bids for annual capital programme funding and formulate the annual capital programme for recommendation to CMT and Cabinet.	Departmental representatives at senior manager level. Commissioning, Communities and Policy divisional representatives from Property, Finance, ICT and Legal. Chaired by Director of Finance or their representative.

	Property Asset Management Implementation Group (PAMIG) (previously known as Property and Accommodation Implementation Group (PAIG))	Oversees the implementation of strategies and plans agreed by the Corporate Property Group and deliver changes to property and accommodation in line with the agreed strategies and plans produced by the Corporate Property Group.	Departmental representatives at senior manager level. Commissioning, Communities and Policy divisional representatives from Property, Finance, ICT, HR and Legal. Chaired by Director of Property or their representative.
3	Departmental Liaison Groups	Plan, co-ordinate and oversee the implementation of property projects, in particular property rationalisation projects.	Departmental client engagement leads. Commissioning, Communities and Policy divisional representatives from Property, Finance, ICT and HR.

The OPE partnership and local communities also help shape property asset management and the land and property asset base in Derbyshire.

### 3. Property Policies, Procedures and Protocols

There are a number of procedures, policies and protocols currently in place or required in order to deliver strategic property asset management. These apply to all areas of the council to ensure consistency and optimum use of land and property assets against the stated objectives.

Each of the documents listed below is to be reviewed and refreshed, with the production of mapped flowcharts and detailed procedure notes where required, to support the Property Asset Management Framework. In each instance clarity is required on whether they should be a policy, procedure or protocol, so that the hierarchical relationship between them can then be determined.

<b>Procedures, Policies and Protocols</b>	<b>What it does</b>
Property Acquisition Protocol	Describes the process for making decisions about what needs to be acquired and the procedure to be followed.
Property Disposal Strategy	Details the strategy that determines how land and property is identified for disposal and the Council's disposal targets.
Property Disposal Protocol	Describes the procedure to be followed when disposing of land and buildings.
Place Based Property Review Strategy	Details the strategy that determines how land and property is reviewed using a place based approach.
Property Review Process	Details the procedure to be followed for reviewing and challenging the retention of properties on a locality or portfolios basis.

<b>Procedures, Policies and Protocols</b>	<b>What it does</b>
Community Asset Transfer (CAT) Protocol	Details the CAT Process, provides guidance to those wishing to apply for a CAT and explains what properties would and would not be considered for a CAT
Lettings Out Protocol	Describes the process for making decisions about lettings out and the procedure to be followed.
Lettings In Protocol	Describes the process for making decisions about taking leases in and the procedure to be followed.
Process for departments requiring more property	Describes the process to be followed when a department has a need for more property.
Process for departments no longer needing a property	Describes the process to be followed when a department no longer needs a property due to it being surplus to operational requirements.
Decommissioning Process	Describes the process to be followed when vacating and decommissioning a property prior to disposal.
Staff Relocation Process	Details the process to be followed when staff are relocated, from preparation, through removals, to post project review.
Accommodation Occupation Framework (including the Space Planning Manual)	Sets out the principles of how the office accommodation that the Council occupies is used, including the provision of different working environments such as team spaces, hot desking, collaboration spaces and break out spaces.
Formation of Planned Maintenance Programme (including asset challenge)	Sets of the process to be followed to determine the annual planned maintenance programme. It incorporates an asset challenge to ensure investment is only made on properties to be retained.

#### 4. Performance Measures and Monitoring

The following key performance indicators have been established to monitor performance.

<b>Objective</b>	<b>1. Financial management</b>	<b>2. Place</b>	<b>3. Health, safety and sustainability</b>	<b>4. Economic growth</b>	<b>5. Efficiency and value for money</b>
<b>Definition</b>	Making the optimum use of the Council's land and property assets, aligning assets to service need, with clear targets for reducing revenue liabilities and generating capital and revenue income.	Promoting resilient and thriving communities and enabling partnership working and place based service delivery including the One Public Estate programme.	Ensuring the Council's statutory health and safety obligations (statutory compliance) are met in the use of land and property and supporting the Council's Environmental Policy.	Using land and property to facilitate economic growth, development and regeneration.	Ensuring efficient and effective processes and ensuring value for money is at the heart of all land and property management and decision making

Objective	1. Financial management	2. Place	3. Health, safety and sustainability	4. Economic growth	5. Efficiency and value for money
<b>Key Performance Indicators (KPI)</b>	1A. Capital receipts generated 1B. Revenue savings from property asset disposals 1C. Total property running cost 1D. Gross Internal Area (excluding schools) 1E. Total future maintenance liability (schools and non-schools) 1F. Gross income from TNRP	2A. Number of premises shared with partners 2B. Number of land and property assets transferred to voluntary sector to manage	3A. Percentage of properties that are compliant 3B. Energy consumption (kWh) 3C. CO <sub>2e</sub> emissions	4A. Area of land sold for development 4B. No on housing units granted planning permission on land sold by the Council	5A. List of property asset management policies, procedures and protocols in place 5B. Property Performance Indicators, e.g. employee to desk ratio, vacant assets as a percentage of total property assets.

Key Performance Indicators are prepared and reported to Members in the annual State of the Estate report and via the Council's APEX performance management system.

## 5. Property Asset Data

The Council's land and property ownership (the Terrier) is mapped on a geographical information system (MapInfo). Property data on all land and buildings is held on the CIPFA Asset Manager database. The Asset Manager database contains:

Data	Description
Core Data	UPRN, name, address, primary use, tenure, room data and floor areas.
Condition Data	A condition survey of all the Council's premises is undertaken on a five year rolling programme. Any condition and maintenance issues that are identified are prioritised using condition grading and repair prioritisation ratings, as per the industry standard.
Statutory Compliance Data	Asbestos surveys and dates of other statutory servicing and testing.
Managed Records	Details of all leases and licences held and granted
Acquisitions and Disposals	Dates of when land and properties were acquired/sold, including buyer and seller details, member approval dates and minute numbers.



There are a number of other systems used within Corporate Property for holding property data, e.g. EDRM and Systems-Link. A Data Management Project is underway to ensure data is held in the most appropriate place, is accessible as required, is kept up to date and is not duplicated.

## **6. Pollution Liability Records**

Records of all the pollution on Council owned land, with associated risks and mitigation strategies are held in MapInfo. Annual reviews of these records are undertaken to ensure correct management processes are implemented and any restrictions or consequences caused by pollution can be factored in for any sites being considered for sale or redevelopment.

## **7. Property Notification System**

The property data held is used in a wide variety of Council processes including business-critical functions such as the production of asset valuations for use in the Council's accounts. As such it is vital that the property data is kept up-to-date so that accurate information can be provided to whoever needs it.

Currently, any changes to a building or site is reported to the Property Asset Management Team via the 'AMP1 Notification System' found via 'Property Book' on Dnet (the Council's intranet). Due to this AMP1 Notification System being written using software code that is no longer supported by the Council, a replacement system called the 'Property Notification System' is shortly to be introduced which simplifies the forms that users complete, introduces a quality assurance procedure, allows the Property Asset Management Team more control of the system and allows access to the background database for reporting and analysis purposes.

## **8. Option Appraisals and Business Cases**

The property data held is used to compile business cases so that informed decisions can be made regarding land and buildings to be used for service delivery. All decisions relating to change of use of buildings, disposals or surplus buildings will be supported by a business case, which demonstrates how the proposal links to the direction of travel. The business cases include:

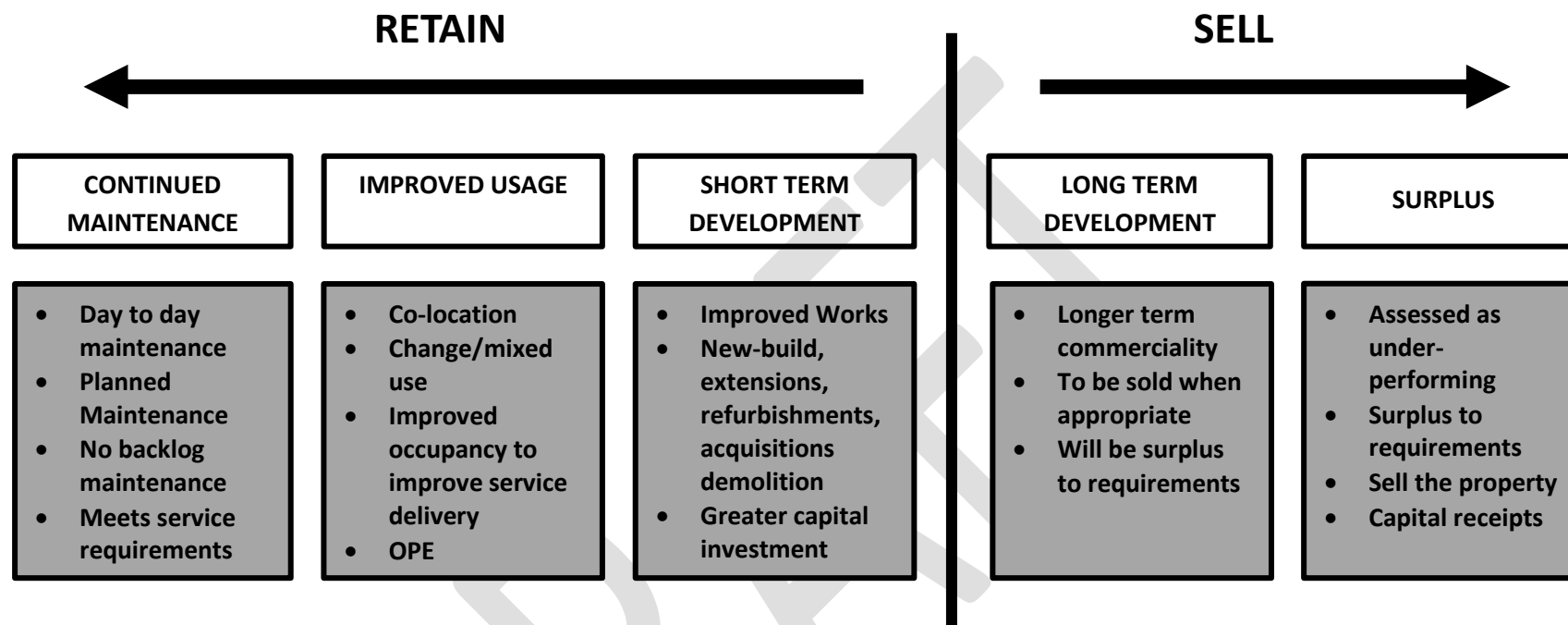
- Strategic justification – setting out the strategic context and overall objectives and outcomes of the project. These outcomes will be linked to key service delivery goals;
- Options Identification – all options will be considered and this will be evidenced;

- Non-financial assessment – this will include all the benefits and non-financial costs that flow from the project that cannot be determined in monetary terms;
- Financial Assessment – each project or option will have a financial assessment to clearly identify appropriate capital and revenue costs to the council, including whole life costing and energy costs;
- Risk to the Council of each option;
- ICT implications;
- HR implications and workforce planning objectives;
- Consideration of investment and divestment strategy;
- The approach to sourcing and procurement activities.

## 9. Property Review

Corporate Property has used a number of different methods to review the Council's land and property assets, from simple suitability assessments to detailed multi-faceted reviews looking at functional suitability, quality assessments, running costs, physical condition, fire risk assessments, health and safety issues and space utilisation. Property Reviews have been undertaken on both whole portfolios and on a locality basis.

With the emphasis on challenging why departments hold land and properties with the aim of reducing the number of property assets held and maximising their use and occupation of the retained estate, all property assets will in due course be reviewed and categorised in to one of five holding categories:



These reviews and asset categorisations will form the basis of Service Property Asset Management Plans produced by each service or department.

In addition place based property reviews will be undertaken to ensure a holistic approach to reviewing the Council's land and property rather than reviewing property assets in departmental silos. Land and property assets held by the Council's partners will also be identified and considered to ensure all opportunities are identified.

## 10. Disposal Programme

The Council sells surplus land and property assets every year. These disposals generate revenue savings and capital receipts to support the capital programme. The strategy is to speed up disposals and increase the number of sales in order to optimise capital receipts and reduce running costs.

## **11. Planned and Preventative Maintenance Programmes**

Each year, the Councils spends a significant proportion of the corporate maintenance budget on planned maintenance. The draft planned maintenance programme (PMP) is determined on an annual basis and is formulated from all the maintenance schemes that the Council's professional building surveyors deem to be the highest priority. The draft PMP is then subjected to an Asset Management Challenge to ensure that the budget is spent in the most effective way on premises that are essential to the future Council activities. The challenge process is undertaken in consultation with the service departments that occupy the properties.

## **12. Statutory Compliance**

The Council is duty bound to ensure that all of its land and property assets are statutorily compliant and safe for staff, tenants and service users to use. Statutory compliance is monitored and information and documentation is gathered so that compliance can be evidenced on all aspects where the Council has a duty. Processes for the commissioning and completion of statutory servicing, testing and checks are being reviewed to ensure efficiency and robustness.

## **13. Service Department Liaison**

Regular liaison meetings are held between all service departments and Property Asset Management, ICT and HR to ensure department property needs are met and property projects are co-ordinated across the departments and the county. A Departmental Asset Manager from Property will be assigned to each department to lead on this liaison work.

## **14. Management of the Condition and Compliance of Schools Premises**

A significant proportion of the Council's land and property assets are schools. Some are still local authority maintained and some have converted to academies. With more schools converting to academies by way of long leases (so the Council still owns the land and buildings), the Council needs to work closely with all schools to offer advice and ensure good practice is adhered to with regard to building repairs and maintenance and operating safe premises. Annual premises reviews are undertaken and a managed risk approach to advising schools needs implementing to ensure good practice, to avoid poor property decisions being made and to safeguard the Council's property assets.

## **15. Tenanted Non-Residential Portfolio**

The Council holds a tenanted non-residential portfolio (TNRP) and a tenanted residential portfolio to bring in revenue income. The TNRP currently includes a number of industrial estates and small business centres. The TNRP and tenanted residential portfolio need continuously

reviewing to ensure the best return for the Council and a strategy for the investment in non-operational properties for income generation is to be produced.

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## Section 4 – Property Asset Management Action Plan 2019

This Property Asset Management Action Plan details the Council's proposed property asset management activities that it will be undertaking and projects it will be delivering over the next three years.

The Action Plan is divided in to three parts:

- a) Organisational arrangements
- b) Policy development
- c) Property or Project Specific

This Action Plan acts as a monitoring tool to report on progress and achievements. The Action Plan is intended to operate on an annual rolling basis with new activities being added as a requirement is identified.

### 1. Organisational Arrangements (Part A)

The activities that relate to actions the Council is taking to enhance operational management arrangements including: ensuring robust property asset management organisational and governance arrangements are in place to ensure that property asset management decisions are made in a transparent manner.

### 2. Policy Development (Part B)

The activities that relate to where the Council needs to strengthen its policies, protocols and procedures relating to property asset management.

### 3. Property or Project Specific (Part C)

The activities that relate to specific property issues such as acquisitions, disposals, investment, maintenance and reviews.

<b>A. PROPERTY ASSET MANAGEMENT PLAN ACTION PLAN: ORGANISATIONAL ARRANGEMENTS</b>				
<b>Activity No.</b>	<b>Activity Description</b>	<b>Asset Management Objective</b>	<b>Risk if not done (H/M/L)</b>	<b>Priority (H/M/L)</b>
A1	Review responsibilities for asset management within Corporate Property and service departments	Efficiency and value for money	High	High
A2	Review asset management governance arrangements	Efficiency and value for money	High	High
A3	Review role and frequency of departmental property liaison groups	Efficiency and value for money	High	Medium
A3	Review skills and resources required to deliver the asset management framework	Efficiency and value for money	High	High
A4	Develop performance indicators and agree reporting mechanisms	Efficiency and value for money	Medium	Medium
A5	Review of Statutory Compliance processes and monitoring	Health, safety and sustainability	High	High
A6	Review of data management in Corporate Property including a review of the asset management database.	Efficiency and value for money	High	High

<b>B. PROPERTY ASSET MANAGEMENT PLAN ACTION PLAN: POLICY DEVELOPMENT</b>				
<b>Activity No.</b>	<b>Activity Description</b>	<b>Asset Management Objective</b>	<b>Risk if not done (H/M/L)</b>	<b>Priority (H/M/L)</b>
B1	Annual review of the Capital Strategy	Financial management	High	High
B2	Review and implement the Acquisition Protocol	Efficiency and value for money	Medium	Medium
B3	Develop and implement a Disposal Strategy	Financial management	High	High
B4	Review and implement the Disposal Protocol	Efficiency and value for money	High	High
B5	Review and implement the Lettings Out Protocol	Efficiency and value for money	High	High
B6	Develop and implement a Lettings In Protocol	Efficiency and value for money	High	High
B7	Review and implement the Community Asset Transfer Protocol	Place	Low	Low
B8	Review and implement the process for departments requiring more property	Efficiency and value for money	Medium	Medium
B9	Review and implement the process for departments no longer needing a property	Efficiency and value for money	High	High
B10	Review and implement the process for decommissioning properties	Efficiency and value for money	High	High

<b>B. PROPERTY ASSET MANAGEMENT PLAN ACTION PLAN: POLICY DEVELOPMENT</b>				
<b>Activity No.</b>	<b>Activity Description</b>	<b>Asset Management Objective</b>	<b>Risk if not done (H/M/L)</b>	<b>Priority (H/M/L)</b>
B11	Develop and implement a Place Based Property Review Strategy	Place	High	High
B12	Review and implement the Property Review/Challenge Process to form Tool Kit	Efficiency and value for money	High	High
B13	Review and implement the Staff Relocation Process and Relocation Approval Process	Efficiency and value for money	Medium	Medium
B14	Review and implement the Staff Relocation and Property Rationalisation Option Appraisal and Business Case templates	Efficiency and value for money	Medium	Medium
B15	Review and implement the Accommodation Occupation Framework (including Space Planning Manual)	Efficiency and value for money	Medium	Medium
B16	Launch the new Property Notification System (including communication and training).	Efficiency and value for money	High	High
B17	Formulation, implementation and reporting of progress on the Disposal Programme with capital receipts targets	Financial Management & Economic Growth	High	High
B18	Review and implement the process for formulating the Planned Maintenance Programme	Health, safety and sustainability	Medium	Medium
B19	Development of Service Asset Management Plan Toolkit	Financial management	High	High
B20	Schools liaison and advice – develop and implement good practice	Health, safety and sustainability	High	High
B21	Develop and implement a TNRP and Tenanted Residential Portfolio Investment Strategy	Financial Management	Medium	Medium
B22	Review and implement the Council's Energy Policy	Health, safety and sustainability	Medium	Medium
B23	Annual review and implementation of the Asset Valuation Manual	Financial management	High	High
B24	Formulate and implement a Tree Policy covering trees on adopted highways land and on other land owned and/or used by the Council.	Health, safety and sustainability	High	High



<b>C. PROPERTY ASSET MANAGEMENT PLAN ACTION PLAN: PROPERTY OR PROJECT SPECIFIC</b>				
<b>Activity No.</b>	<b>Activity Description</b>	<b>Asset Management Objective</b>	<b>Risk if not done (H/M/L)</b>	<b>Priority (H/M/L)</b>
C1	Delivery of the £30m Adult Care Programme – provision of high quality care home and library development in Belper	Place	Medium	Medium
C2	Delivery of the £30m Adult Care Programme – provision of high quality care home in Cotmanhay	Place	Medium	Medium
C3	Develop a model for the community management of Council property assets under the Thriving Communities agenda	Place	Medium	Medium
C4	One Public Estate project – Buxton Shared Service Hub	Place	Medium	Medium
C5	One Public Estate project – Shirebrook Shared Service Hub	Place	Low	Low
C6	One Public Estate project – Depots Rationalisation	Place	Low	Low
C7	One Public Estate project – Clay Cross Town Centre Regeneration	Place	Low	Low
C8	Deliver major regeneration projects - Buxton Crescent	Place	High	High
C9	Deliver the schools capital programmes (SAI, Modernisation Fund, Basic Need and other capital programme allocations)	Financial management	High	High
C10	Complete property related activities to enable delivery of the Library Strategy	Financial management	Medium	High
C11	Smarter Working Project	Efficiency and value for money	High	High
C12	Property review programme	Financial management	High	High
C13	Delivery of cycle and multi user greenway network	Place	Low	Low
C14	Land advice and land assembly for Ashbourne by-Pass	Economic growth	Low	Low
C15	Facilitate the creation of spokes to 8 Wellness Hubs	Place	Medium	Medium
C16	HS2 – preparation for implementation of the government's infrastructure project	Economic Growth	Medium	Medium