

Hastings Borough
Council

**STRATEGIC
ASSET
MANAGEMENT
PLAN
2024-2028**

Contents

	Page
Contents	2
Executive Summary	3
Introduction	4
Property Assets	5
Asset Management	7
Overview	7
Compliance	8
A Strategic Approach to Assets	9
Reviewing and Rationalising the Estate	11
Reducing Expenditure and Increasing Income	14
Governance	14
Asset Management Plan Objectives 2024-2028	15
 Appendices	
1. Asset Management Principles	16
2. Performance Indicators	17
3. <i>Disposal Policy (separate document to be drafted)</i>	
4. <i>Community Asset Transfer Policy (separate document to be drafted)</i>	

EXECUTIVE SUMMARY

This Strategic Asset Management Plan (SAMP) sets out what the council intends to do in the future to ensure property assets support corporate priorities, increase the council's financial resources and deliver value for money.

Effective asset management is essential to meeting the council's priorities and improvement aims with asset rationalisation a key means of reducing costs and improving efficiency. Strategic use of land and property assets is a prerequisite for the achievement of key corporate priorities in relation to a clean and welcoming environment, supporting neighbourhoods, and promoting inward investment and job creation.

The challenge facing all local authorities is that we must continue to deliver effective services with ever decreasing resources. However, these are difficult times. The financial constraints and uncertainty in the wider economy bring additional challenges.

In this context, it is essential that we take a strategic view of our asset portfolio to deliver our corporate priorities and achieve the best value for money possible from all of our assets. The SAMP sets four interlinked objectives. These are:

- Compliance
- A strategic approach to assets
- Reviewing and rationalising the estate
- Reducing expenditure and increasing income

Understanding risks and compliance with statutory requirements are fundamental priorities. Section 3.2 of this document identifies the different strands of this activity including fire safety, asbestos management, water hygiene, equalities, energy performance and staff safety.

The document at section 3.3 sets out an improved way of managing assets including an aspiration for a move to a 'corporate landlord function'.

In achieving the above, the council will be adopting a strong commercial approach, this means reviewing its assets and disposing of poorly performing property, consolidating the use of assets, and transferring assets to others. In section 3.4 an approach to identifying redundant assets is set out with a disposal policy to be drafted. In addition, the disposal of assets through community asset transfer is described at Appendix 4.

Having reduced the asset base those remaining assets will benefit from investment, funded from revenue savings through reduction in maintenance and capital receipts. The priority of reducing expenditure and increasing income is key to the delivery of the Medium-Term Financial Strategy.

1. INTRODUCTION

1.1. Scope

It is recognised good practice for local authorities to produce a Strategic Asset Management Plan (SAMP) setting out their broad objectives for the management, development, and rationalisation of their built and land asset base over a three-to-five-year period.

Asset management provides a structured process to ensure value for money from property in serving the needs of the organisation. Property assets are expensive, in terms of both their capital value and annual maintenance and running costs. They need to be carefully managed over their lives to ensure best value through their use, maintenance, and generation of income.

This SAMP sets out the council's approach to the strategic management of its land and buildings, outlining how the council's assets support the council's priorities. The SAMP also identifies the action required to develop these priorities further and contains proposals for improving the effectiveness and efficiency of the council's property portfolio.

There are a range of benefits that can be derived from effective asset management including:

- release of capital for re-investment or debt reduction
- efficient running and maintenance costs
- income generation
- better public service provision by improved property and co-location or relocation of services
- improved property utilisation and bringing together similar uses into the same property, rather than providing them separately
- improved productivity, changes in corporate culture and facilitation of corporate change
- improved delivery of community objectives through the more effective use of property
- innovative strategic procurement.

1.2 Context

The key to ensuring property assets deliver what is required for the council, its residents and its partners is by ensuring the use and management of assets is linked to the council's priorities and values and its key strategies.

Corporate Plan

The Corporate Plan covers the period from April 2020 to March 2024 [Corporate plan 2023-24 | Hastings Borough Council](#)

The corporate priorities identify the areas the council will be concentrating on during the period.

- Financial stability (and avoidance of a Section 114).
- Reducing costs of housing and homelessness activity.
- Implementing our new Statutory and on-going/previously made decisions and/or committed legal and contractual responsibilities.
- Maintaining our Statutory Services to a minimum level with the reduced resources available.
- Maintaining our Climate Emergency response to the best of our ability with the resources available.
- Continuing the delivery of major regeneration schemes through external funding provided and with our partners.

Strategic Asset Management Plan 2024-2028

Once a new Corporate Plan has been developed the SAMP will need to be reviewed to ensure both align together.

Medium Term Financial Strategy (MTFS)

The MTFS includes reference to the council's Capital Budget Strategy. The principles of that strategy are:

- to maintain an affordable four-year rolling capital programme
- to ensure capital resources are aligned with the council's strategic vision and corporate priorities
- to undertake Prudential Borrowing only where there are sufficient monies to meet in full the implications of capital expenditure, both borrowing and running costs
- to maximise available resources by actively seeking external funding and disposal of surplus assets
- to engage local residents in the allocation of capital resources where appropriate.

The Capital Budget is anticipating capital receipts of £5.13m in 2024-25 with ongoing asset disposals to generate future funding for investment in remaining assets or necessary purchases to address the housing crisis.

At the same time, the One Public Estate programme, being delivered in partnership by the Local Government Association (LGA) and the Cabinet Office, sets out the following strategic objectives for Local Authorities and associated Public Sector Organisations:

- Delivering more integrated and customer focused services - by encouraging publicly funded services to co-locate, to demonstrate service efficiencies and to work towards a more customer-focused delivery
- Creating economic growth - by enabling released land and property to be used to stimulate economic growth, regeneration, new housing and jobs
- Reducing running costs - by reducing maintenance, repair and operating costs by estate rationalisation
- Generating capital receipts - by selling redundant and surplus land and property

2. Property Assets

2.1. Summary

The council owns a mixture of operational (properties held for the delivery of services) and non-operational (commercial/investment/surplus) properties. The portfolio includes leisure and tourism facilities, car parks, civic and public buildings, community buildings, depots, agricultural and other land, shops, offices, retail parks and industrial buildings.

As at 31 March 2024 our land and building assets have a total net book value in the region of £164m, this is an accounting valuation and doesn't represent the open market value of the estate.

A recent LGA finance peer review highlighted the council's financial situation and the report concluded that the increased costs of temporary housing accommodation has left the council in a highly precarious state and has the threat of a Section 114 being issued. Therefore, a radical review and approach to its asset management is required.

2.2. Type and number of Assets

A list of our assets as at September 2024 can be found here

<https://www.hastings.gov.uk/content/assets/HBCAssetsSept2024.pdf>

There are 631 wholly council land and building assets listed. These are not currently categorised into 'type', and it is a priority to develop and agree a classification system (e.g. usage) and categorise each asset as soon as possible.

3. Asset Management

3.1. Overview

Strengthening the management of assets will be an important priority for the council, providing greater assurance that they are safe and comply with statutory requirements as well as creating the opportunity to improve the quality and value for money of the service they can deliver. The foundations of this process must include more robust data and process, increased capacity and stronger governance and decision-making.

The council continues to face severe budget pressures and therefore must consider a range of radical options to reduce the cost of maintaining, repairing and operating its property portfolio.

This will include a more commercial approach to asset management, increasing income generation and new types of income including energy generation. This will require a more focused and strategic approach across the council's assets.

This section of the SAMP sets out the priorities for delivering on this agenda, which cover a wide range of activities and work strands, some in progress and some to be delivered over the coming years. Although this work represents a complex set of inter-related projects, the objectives driving delivery can be simply stated as:

- Compliance
- A strategic approach to assets
- Reviewing and rationalising the estate
- Reducing expenditure and increasing income

3.2. Compliance

Ensuring the health and safety of residents, staff, renters, and others using the council's buildings is the top priority for the effective management of the council's assets.

It is also important that management of the asset portfolio ensures compliance with legal agreements to minimise the council's exposure to risk because of environmental, social, and economic change and understands and addresses the council's exposure to risk of all kinds including financial, legal and reputational.

The activity in this SAMP to reinforce accurate information, classify assets according to their use and ensure appropriate leases are in place will all contribute to reducing this exposure to risk. The following section describes in more detail the strands of activity relevant to regulatory compliance, contracts, and legal agreements, understanding other risks and quality assurance of the council's systems that will provide a robust and effective management of risk.

(i) Health and Safety etc. compliance

Councils have a duty to ensure that buildings under their control comply with appropriate statutory, regulatory, and corporate standards.

The basis of British health and safety law is the Health and Safety at Work Act 1974 (HSWA) and associated supplementary Regulations and Codes of Practice. Section 3 of the Act imposes a clear duty on local authorities to conduct their undertakings in such a way as to ensure, so far as is reasonably practicable, the safety of the public using premises.

The primary statutory instruments driving statutory compliance for property assets are:

- The Health & Safety at Work etc. Act 1974
- Managing Health & Safety at Work Regulation 1999
- The Regulatory Reform (Fire Safety) Order 2005
- The Building Regulations 2000 (as amended)
- The Control of Substances Hazardous to Health COSHH Regulations 2002 & Amendment 2003
- The Control of Asbestos Regulation 2012
- The Health and Safety Executive Approved Code of Practice (ACoP) Guidance on Legionnaires Disease, the Control of Bacteria in Water Systems L8.

This task has become increasingly complex in recent years because of:

- An increasing burden of legislative and regulatory duties falling on building occupiers
- Delegation of relevant budgets and responsibilities to individual divisions or establishments or building managers, but with ultimate accountability still seen as resting with the corporate body of the council
- The consequences of delegation which has brought about a significant reduction in resources retained centrally to develop and monitor compliance with relevant standards
- Loss of critical mass and control in delivery of property related services through outsourcing, budget reductions and fragmentation of resources
- Complex governance arrangements because of shared services and partnering arrangements that do not fit easily with traditional landlord and tenant definitions.

To meet this challenge the aim is to ensure that all council-owned properties have risk assessments for statutory compliance, and where relevant an identified program of recommended remedial works is agreed and resourced.

The technical information obtained from this exercise will enable better asset investment decision making going forward and assist with ensuring that the council's asset base is statutorily compliant.

(ii) Third party management of assets

The council's portfolio of assets includes sites that are directly managed by a third party. Where an external organisation has operational control of premises it is essential that the council understands and addresses only the residual financial, legal, and reputational risks that remain.

(iii) Equalities

We will ensure that all actions undertaken through the SAMP support the council's Equality, Diversity and Inclusion policy. In the delivery of projects, we will ensure that Equality Impact Assessments are carried out.

(iv) Energy Performance Certificates (EPC) for Commercial Assets

From April 2018, legislation makes it unlawful to let commercial properties with an EPC Rating of F or G i.e. the lowest 2 grades of energy efficiency.

However, it should be noted that government ambitions are to have all buildings to a Band B by 2030 and therefore there may be an incremental pressure to reach this over the period of this plan.

We are carrying out a piece of work to assess the implications of this and the likely cost of

improvements required to improve EPC ratings.

3.3. Strategic Approach to Assets

3.3.1. Asset Information

Robust, accurate and up to date information is at the heart of effective decision making on assets. An ideal position is to have an information management systems and processes to:

- Maintain a complete and accurate property asset register
- Support the continuous management and maintenance of the property asset base
- Enable the council to satisfy statutory and other reporting and compliance requirements
- Enable the implementation of performance across the asset portfolio
- Enable accuracy and timeliness in property assets reviews, appraisal, decision-making and planning
- Provide a single corporate resource for managing assets.

The current systems do not have this functionality and a long-term aspiration is to address this.

Expenditure is not currently identified as building/property specific for all assets, so it is difficult to get a full and accurate picture of the costs of an asset. This will be built into our new Enterprise Resource Planning (ERP) finance system.

3.3.2. Capacity and Functions

(i) Reorganisation of our approach to asset management

Best practice is that “Corporate Property” should be responsible for all strategic asset strategy and asset planning, engaging with the corporate centre and services and seen as a corporate resource.

The council has a long-term aspiration to move to a centralised corporate landlord function to create the capacity and expertise to prioritise resources, manage risks and obtain greater value from the council’s estate. This will allow access to better assess, and the creation of, timely and accurate management information.

Creating a centralised corporate landlord function will involve development and delivery of this SAMP, corporate landlord responsibility, strategic budgeting involving capital prioritisation and centralised control of maintenance budgets, procurement strategy and delivery of property services, property standards particularly accommodation space standards, data management (particularly systems, maintenance and collection of information), asset challenge and review, professional advice and leadership.

We do not currently have resources to progress this but any implementation would need to take account of organisational capacity, reducing budgets and changing work styles and practices.

(ii) Maintenance and repairs of Operational Assets

The responsibilities for maintenance and repairs are currently divided between Property and Commercial Assets and operational or building managers. The devolution of maintenance and repair budgets means that there is no clear picture as to the true cost of the council’s operational estate in revenue terms. Best practice is 20% reactive maintenance, 80% planned maintenance but we cannot currently measure what our split is.

(iii) Condition Surveys of Operational Assets

We don’t currently have condition surveys. These would enable the council to understand the

Strategic Asset Management Plan 2024-2028

overall liability associated with the operational non-housing estate and to identify a financial provision and strategic plan to resolve any identified issues.

Condition surveys can also be used to inform decisions on capital and revenue expenditure on assets, their classification, and their disposal.

The Chartered Institute of Public Finance & Accountancy (CIPFA) have a model where building condition is characterised as A (Good) B (Satisfactory) C (Poor) D (Bad).

Costs are prioritised as 1 (urgent works), 2 (essential works within years 1 and 2) or 3 (desirable works required within years 3 to 5). The total of priority 1 to 3 works for each operational building provides us with a total Required Maintenance figure for the following five years. This prioritised assessment of Required Maintenance should in principle inform both the revenue and capital budget setting process.

The aim is to ensure that the most urgent works are identified, with the greatest priority being given to those elements in the worst condition in the most strategically important buildings. The council faces a huge backlog in Required Maintenance and in a fiscally constrained environment we need to ensure the best use of resources, provide value for money and ensure that funding is properly prioritised.

The strategy should be to opt for B3 (i.e. satisfactory condition / desirable works required within years 3 to 5) as the target status for strategic properties with investment being targeted accordingly. Those non-strategic properties falling within C2 and D2 should be targeted for disposal and minimum interim expenditure.

It is a priority to agree a condition survey approach, identify budget and prioritise the assets to be considered.

(iv) Backlog Clearance

With the current spending constraints on repairs and maintenance, we are building up a backlog of repair and maintenance. This will need to be managed carefully when the constraints are lifted.

(v) Service and Utility Contracts

All service and utility contracts for operational assets should be reviewed to ensure that they continue to provide value for money.

3.4 Reviewing and rationalising the operational estate

The operational estate needs to be reviewed to understand whether there are assets which could be rationalised to reduce future maintenance, repair, and operating costs. The proceeds from the disposal of the sites released as a result could be employed to invest in the remaining estate to ensure it is in an acceptable condition. Apart from these capital investment benefits a rationalised estate would also reduce risk and help deliver revenue budget savings. The focus must be on addressing the housing crisis.

When reclassifying our assets, we can also review their designations as operational or non-operational. The intention is for operational assets to be grouped together and then reviewed in tranches (see section (ii) Property evaluations/asset challenge below).

Whilst considering the options for asset acquisition, retention or disposal, consideration will be given to neighbouring parcels of land or property owned or controlled by other public sector bodies (i.e., ESCC, Fire service, Police, Health etc) with a view to maximising the marriage value of the sum of the parts for the benefit of the owning authorities. There can be commercial

Strategic Asset Management Plan 2024-2028

advantage in assessing the combination of land and property held in public ownership.

(i) Operational Property

In terms of the specific performance of our Operational Properties there are two questions against which we will judge future performance:

“Have we the right property, in the right place, at the right price?” To judge this the following criteria will be used:

- The service needed to be delivered
- The geographic, demographic, and social need for the service to be delivered
- Alternative facilities currently provided (or planned) in the locality
- Suitability of current provision
- Usage of current provision
- Costs to the council, in non-property terms
- The need for, benefits and costs of alternative provision

“How efficiently do our buildings run and how well are we managing them?” To judge this we will use the following criteria:

- Current and likely future property running costs
- Maintenance backlog
- Management costs
- Opportunity cost of site

(ii) Property evaluations/asset challenge

In terms of the property evaluations there are four questions against which we will judge future performance:

“Is holding the property the most appropriate way of using capital and revenue to maximise benefits to the council (and in turn the Community)?”

“Does the property have an appropriate balance between risk, income and potential future capital and/or revenue growth?”

“How does the property perform (benchmark) against other similar property?”

“Are we maximising our income and minimising our expenditure, in terms of good estates management?”

The property will be reviewed from these perspectives and decisions made on their future accordingly.

In addition to condition and maintenance data, other factors need to be considered such as location, utilisation, operating costs, fitness for purpose, accessibility, capacity, contribution to current service delivery and the property’s ability to support future service delivery.

A building in poor condition may still represent a suitable building to the service department, so a decision made based on either condition or suitability in isolation may not necessarily be correct. It may sometimes be beneficial to undertake a more in-depth condition survey before key estate rationalisation decisions are made.

(iii) Disposals

The disposal of land and property by a council is a complex matter and must comply with a range of statutory controls and the council’s own internal processes and procedures. The overriding general principle is that best consideration must be achieved although this doesn’t have to be

entirely monetary based, and may contain elements of social, economic, and environmental benefit see further details below.

Section 123 Local Government Act 1972 (the 1972 Act) [Local Government Act 1972 \(legislation.gov.uk\)](#) provides the council with the power to dispose of land held by them in any manner that they wish; the restriction on this being that, except with consent from the Secretary of State, the council shall not dispose of land (otherwise than by way of a short tenancy), for consideration less than the best that can reasonably be obtained.

It has been recognised that there may be circumstances where local authorities consider it appropriate to dispose of land or property at an under-value, and general consent has been granted in the Local Government Act 1972; General Disposal Consent 2003. The general consent applies where the disposal of any interest in land is considered by the local authority to help secure the promotion or improvement of the social or environmental well-being of its area. Where applicable, local authorities should have regard to their community strategy, and the under-value of the disposal cannot exceed £2,000,000.

A Disposal Policy will be developed and published as Appendix 3 as a priority.

(iv) Community Asset Transfers

The council considers disposals of property to community groups (“community asset transfers”) if there is, on balance, an advantage to the council’s policy objectives in doing so and there is a genuine business case from the community group to do so. That is, the council would need to have confidence in the ability of the community group to sustain both the building and their own operations by which the policy benefit is achieved. The council will carefully consider the most appropriate type of disposal; this will depend on the nature and experience of each group and all other relevant factors.

A Community Asset Transfer Policy will be developed and published as Appendix 4 as a matter of urgency.

(v) Acquisition of assets

The council acquires assets from time to time in pursuit of its objectives. Assets are either purchased to enable the council to fulfil a duty, or the area could be required to fulfil a council objective or to generate a long-term income or improve services or future opportunities. Our focus will be on addressing the housing and financial crisis.

Given the costs and risks involved in holding assets, in taking any decision to acquire assets the council considers whether it is necessary to own the property concerned, or whether some other arrangement would perform the function more appropriately. The scale and nature of consideration is proportionate to the value and scale of the proposed acquisition. Other options include, for example, ‘option’ agreements giving the Council the power to acquire land on fixed terms later, or acquisition of rights less than freehold ownership, such as a lease or license to share occupation. However, these also have risks and costs, so each case is considered on its merits.

Where the acquisition of a particular property asset has been identified as required to fulfil the council’s duties or objectives the council formulates a strategy for acquisition depending on the particular circumstances of the case. This often includes direct negotiations; the Council will generally wish to avoid a contest being established which increases the price paid. Where practicable use of compulsory purchase powers is avoided but these can be used where necessary, including to prevent a ‘ransom’ position developing, whereby one or a small number of property owners are able to extract a higher-than-normal market price because of a scheme the council is undertaking for the general good. All compulsory purchase order’s will be expected to be funded by a third party through an indemnity agreement.

Where an asset becomes available for purchase that might be of assistance to the fulfilment of council’s duties or objectives the opportunities, costs and risks of a purchase are considered. In

some cases, taking such opportunities can significantly reduce future costs and difficulties in securing needed or beneficial land. However, both the immediate cost of purchase and the subsequent costs of (or income stream from) ownership are also weighed in reaching a decision, as is the risk that the land may not ultimately be required at all. Sufficient due diligence must be carried out.

3.5. Reducing expenditure and increasing income

The MTFS states that the council's current planned level of capital expenditure means that some asset sales would be required to reduce the future borrowing costs of interest and MRP (Minimum Revenue Provision) required for any external borrowing costs. To fund the programme The SAMP provides a framework for determining which of the council's assets are suitable for disposal to fund new investments that will ensure that its property portfolio is fit for purpose. Over the course of this MTFS the SAMP will enable the identification of assets that can be disposed of without any detriment to service delivery, and yet improve the overall value for money represented by the council's assets. The affordability of the Capital Programme has assumed a certain level of capital receipts being generated, as these can be subject to change following public consultation and the Capital Programme will therefore continue to be reviewed and monitored.

The council continues to face severe budget pressures and is therefore forced to consider a range of radical options to reduce the cost of maintaining, repairing, and operating its property portfolio. This includes adopting a commercial approach and in particular recognising the significant cost of retaining under-performing assets (in the hope of a future use) in terms of insurance, maintenance, security, health and safety and officer time.

The council therefore needs to dispose of those parts of its estate that have become surplus to requirements to generate management and maintenance savings and to achieve capital receipts to invest in its core assets.

4. Governance

The Chief Executive has overall responsibility for all property asset management matters within the council.

The Property and Commercial Assets Manager is responsible for:

- Performing the lead professional role in corporate asset management
- Advising the council on development, management, acquisition, and disposal of assets
- Examining opportunities for greater revenue generation from land and property assets
- Ensuring efficient day to day management of the asset portfolio
- Managing the Estates and Building Surveyor teams
- Negotiate leases and other property transactions on behalf of the council
- To manage a repairs and maintenance programme of the council's assets.

The Cabinet Member with the responsibility for assets is the Finance, Assets, Risk and ICT Portfolio Holder.

ASSET MANAGEMENT OBJECTIVES

Compliance and risk		Work Strands
	Statutory compliance	Fire safety Asbestos policy and management plan Water hygiene plan Equality Act 2010 access to buildings and services Energy Performance Certificates Staff and public safety Third party management of assets See Compliance monitoring in council buildings England CIPFA
A strategic approach to assets		
	Management data	Asset Management System Regular building condition survey regime
	Capacity and functions	Create 'corporate landlord' function Centralisation of maintenance, repair and operating budgets Backlog clearance
	Estate Management	Classification of Assets Maintain & improve condition of retained assets Review planned maintenance programme
Reviewing and rationalising the estate		
	Asset optimisation	Review non-core assets with a view to disposal, CAT or redevelopment Identify development opportunities Core assets up to a CIPFA B2 condition rating Create disposals and acquisitions policy
	FM	Realignment of contracts Integration of functions
	Sustainable and efficient	Managing assets in sustainable manner Energy surveys Energy generation opportunities
Reducing expenditure and increasing income		
	A better balanced portfolio	Development of underutilised assets Review retained assets and establish a Community Assets Transfer programme
	Increased income	Rent review of all assets and programme of lease renewals Review retained assets & challenge income Proactive income collection and debt recovery Review fees, charges and utility costs
	Increase capital resource	Dispose of unclassified property

Appendix 1 Asset Management Principles

<p>Co-location and working with Partners</p>	<p>We are committed to improving customers and users experience of the services delivered from its properties by joining up, where possible, with other public and third sector provision. Such provision will also provide greater efficiency from the property.</p> <p>In providing new facilities or changing existing provision, co-location opportunities will be considered and sole use only adopted if it provides a better business solution or timing means co-location is not feasible.</p>
<p>Council Property as a catalyst for promoting inward investment and job creation</p>	<p>We will, where appropriate, bring forward land for housing and regeneration from the property portfolio.</p>
<p>Heritage and Environment</p>	<p>In managing and reviewing its property portfolio the council will be mindful of the historic and/or environmental significance of the relevant properties, protecting their status within their environment wherever possible.</p>
<p>Maintenance and Repair</p>	<p>Where properties are to be retained the council is committed to reducing and eradicating the backlog of maintenance and repair through a well-structured Planned Maintenance programme and repairs programme.</p>
<p>Procurement</p>	<p>We will continue to ensure future procurement is undertaken in accordance with the council's procurement procedures, maintaining detailed and accurate records of each procurement undertaken.</p>
<p>Property Review</p>	<p>The council will consider its property portfolio comprehensively, gradually reviewing its property holdings.</p>

Appendix 2 Performance Indicators

Performance Indicator (PI)	Link to Objectives	Associated risks	Link to Council Priorities
Capital receipts achieved		Inability for schemes/sites to achieve planning permissions and sales to allow maximum return	Corporate Plan, MTFS, Capital Strategy
Revenue income from lettings	Rationalisation of Council Assets Review retained assets & challenge income Maintain & improve condition of retained assets	Lettings not achieved through lack of interest (possibly from poor condition of sites) Letting agreements not completed in a timely manner resulting in months of lost income	Corporate Plan, MTFS, Capital Strategy
Revenue income (other)	Review retained assets & challenge income	Not enough staffing resource to achieve targeted level of income	Corporate Plan, MTFS, Capital Strategy
Cost of void periods	Rationalisation of Council Assets Review retained assets to identify opportunities to transfer assets to community Maintain & improve condition of retained assets	Insufficient level of take up in lettings for rental assets Inability to dispose of sites no longer able to support revenue income	Corporate Plan, MTFS, Capital Strategy
Water usage	Managing assets in sustainable manner Maintain & improve condition of retained assets Rationalisation of Council assets	Inability to reduce water usage due to age/condition of site and prohibitive costs to undertake alterations	Corporate Plan, MTFS, Capital Strategy
Energy usage	Managing assets in sustainable manner Maintain & improve condition of retained assets Rationalisation of Council assets	Inability to reduce energy usage due to age/condition of site and prohibitive costs to undertake alterations	Corporate Plan, MTFS, Capital Strategy
Maintenance expenditure		Ability to gain/retain level of maintenance budget required to protect and improve the condition of assets to the required standard to maximise income, efficient running etc.	MTFS, Capital Strategy, Climate Change Strategy

Strategic Asset Management Plan 2017-2021

Appendix 3 Disposal Policy

See separate document. To follow.

Appendix 4 Community Asset Policy

See separate document. To follow.