

## **CABINET – 12TH APRIL 2018**

### **Report of the Head of Finance & Property Services**

**Lead Member: Councillor Tom Barkley**

#### **Part A**

#### **ITEM 9 ASSET MANAGEMENT STRATEGY 2018/19 TO 2020/21**

##### Purpose of Report

To bring forward the Asset Management Strategy for consideration and approval by Cabinet. The strategy is designed to assist Members and Officers when considering decisions around land and property in support of delivery of the Council's objectives.

##### Recommendation

That the Asset Management Strategy as set out in an Appendix to this report is approved by Cabinet.

##### Reason

To provide an overview of our land and property estate and a base for Asset Management principles practices within the Council which support the Council's wider strategic aims.

##### Policy Justification and Previous Decisions

The Asset Management Strategy is one of the Council's core strategies and helps the Council identify its priorities and set targets for what we plan to achieve. It provides a framework for the Council to develop and prioritise its future asset management activities.

This strategy will be available for scrutiny by the Overview Scrutiny Group at its meeting on 9 April 2018.

##### Report Implications

###### *Financial Implications*

There are no direct financial implications arising from this strategy.

*Risk Management*

There are no direct risks associated with the decision Cabinet is asked to make.

Key Decision: Yes

Background Papers: None

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## Part B

### Background

The previous Asset Management Strategy covered the period from 2013/14 to 2017/18. The current document runs from 2018/19 to 2020/21. As part of the development of this Asset Management Strategy a half day workshop was held to which SMT, the Leader, Lead Members for Finance and Property and Planning and Regeneration and Heads of Service were invited. Comments and contributions to this consultation workshop have been incorporated into the Strategy document.

The Strategy is the over-arching document which provides an overview of our land and property estate and describes the principles we will adopt to achieve the Council's wider strategic objectives. It is designed to assist both Elected Members and officers when considering what to do with land and property in support of delivery of the Council's objectives.

Within the strategy document is a section considering our strategic aims in relation to asset management going forward and this forms the basis of actions we will undertake in support of the strategy. The aims are set out on page 13 of the strategy document and include;

- Undertaking a review of our existing estate with the aim of optimising the contribution our property assets make to the Council's Strategic and Service objectives
- Investigating the potential for improving and expanding our investment portfolio ensuring that any income generating property portfolio provides an appropriate balance of risk and delivers not only a secure income that is both stable and sustainable but also supports economic regeneration and job creation.
- Investigating acquiring strategic property sites to enable future development not only to generate income but also to act as a catalyst for inward investment, regeneration, economic development and potentially addressing housing shortfall
- Working actively with partners such as the University and other public sector bodies on initiatives including 'One Public Estate'
- We will develop and update as necessary our Acquisitions, Disposals and Maintenance policies and approaches

The strategy also addresses priority asset management issues for the Council on page 15 including the introduction of a Corporate Landlord model and supporting the development of the Council's investment strategy.

The final section of the document on pages 16 and 17 describes the governance and monitoring processes for asset management going forward.

Overall this document has a different look and feel to the previous Strategy. This reflects the changing environment within which both asset management and the Council as a whole operate. As well as setting out the current asset portfolio within the Council, it recognises the good work that has taken place to date within asset management, demonstrates that asset management is linked to many other corporate strategies and takes a forward look at strategic aims and issues that need to be addressed.

### Appendix

The Asset Management Strategy is set out in the Appendix to this report.



# Charnwood

## Property Asset Management Strategy 2018-2021



# Charnwood Borough Council

## Property Asset Management Strategy

### 2018 – 2021

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## Foreword

We are facing very challenging times in Local Government with falling budgets and increasing demand for services. Never has there been a greater need to improve operational efficiency and financial performance of our land and property assets. We need to ensure that only those assets which support Corporate Priorities are retained and that they are effectively managed and remain fit for service needs. Any non-operational property needs to deliver an acceptable income together with other social economic benefits such as job creation or economic regeneration.

This Asset Management Strategy provides an overview of our land and property estate and describes the asset management principles that we will adopt to achieve the Council's wider strategic objectives. It provides a framework for the Council to develop and prioritise its Asset Management activity going forward.

It is designed to assist both Elected Members and officers when considering what to do with land and property in support of delivery of the Council's objectives and pledges to the community.

This Asset Management Strategy should be considered in conjunction with the Asset Management Policy and the Asset Management Action Plan, which are all used to prioritise and co-ordinate the management, maintenance and review of the Property Portfolio, help inform future financial planning and ensure the objectives of this strategy are met.

### **Our Corporate Vision for Property Asset Management is:**

*'To make the most of our land, buildings and other assets for the benefit of the Borough of Charnwood now and into the future'*

## The Vision

This Asset Management Strategy sets out what we intend to do to ensure property assets support corporate priorities, increases the Council's financial resources and delivers value for money.



The Council owns or operates some 243 land & property assets which have a combined asset value in excess of £54m



The Council spent just over £1m on running and maintaining its land & property assets in the financial year 2016-17

Charnwood Borough Council manages a significant property portfolio which is a valuable resource for delivering a wide range of services.

Many of our residents use our facilities and those managed by our partners on a regular basis, whether it is our customer contact points, parks and leisure facilities, car parks, industrial and/or business buildings.

These assets are fundamental to the economic, social and environmental well-being of Charnwood. They help shape the character of our communities and influence the quality of life for local people.

Asset management provides a structured process to ensure value for money from property in serving the needs of the Council and the community it supports.

Property assets are expensive, both in terms of their capital value and their 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.

The key to ensuring property assets deliver what is required by our residents is by ensuring the use and management of assets is linked to the Council's Corporate Values and Priorities together with its key Corporate and Services Strategies, Policies and Plans.

We are committed to managing our assets in a way that provides Best Value to the people of Charnwood on a sustainable basis, supporting the delivery of services in the right place and in the appropriate environment. Our asset challenge process will ensure that we regularly review each asset to ensure we only keep the land and property we need.

We will embed a culture of innovation that continues to deliver new ways of working and service delivery and provide the efficiencies required whilst protecting the value of the retained estate for future generations. This strategy is endorsed

by both the Council's Cabinet and Senior Management Team and it is the responsibility of all Council employees to ensure its implementation.

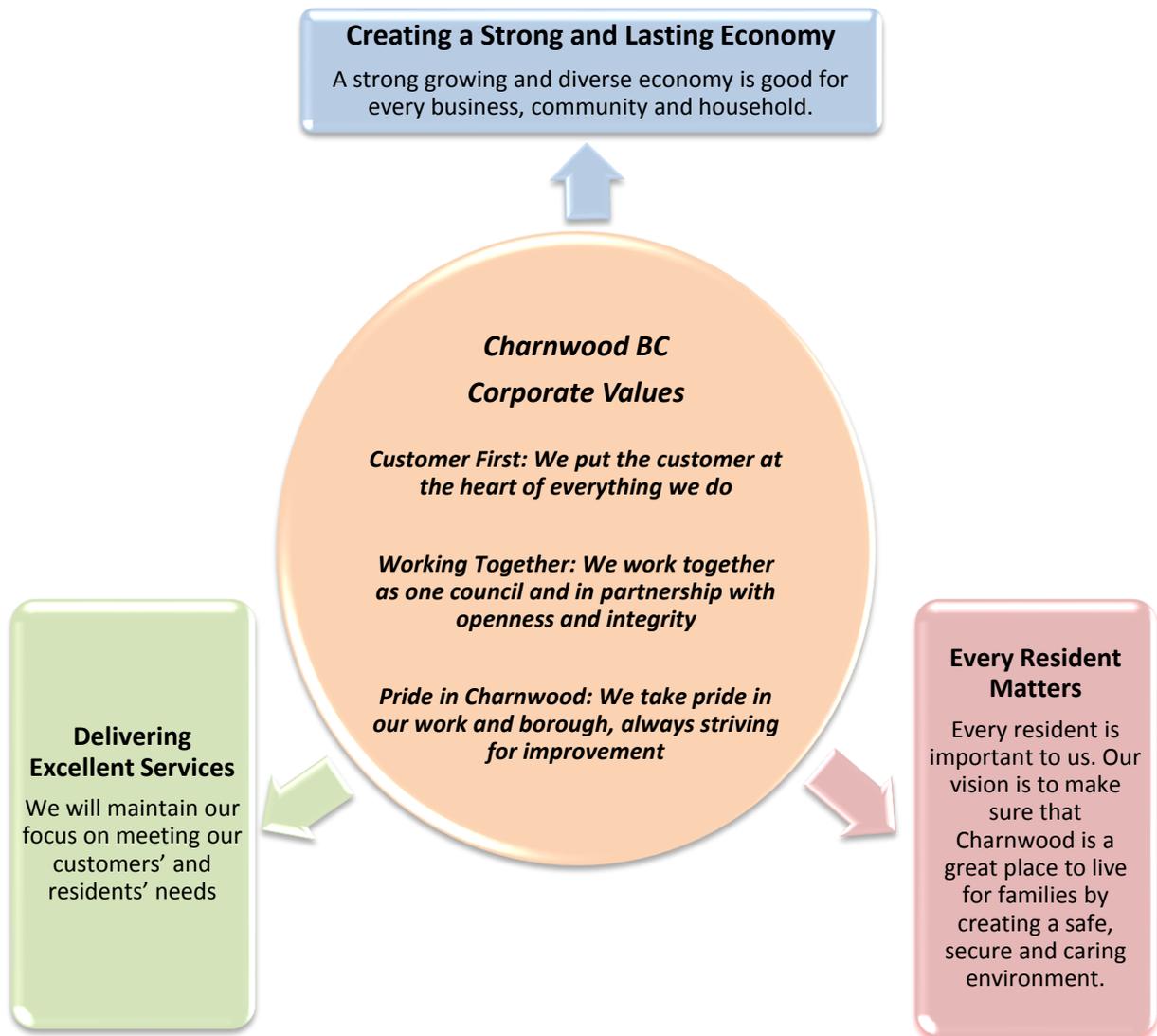
## **The Council's Corporate Priorities and Values**

The Council's Corporate Priorities and Values are identified in our Corporate Plan which sets out our ambition to make the Borough a better place to live, work and visit.

This Corporate Plan was shaped by the views expressed in our residents' survey, supported by solid economic evidence and the ambition of the Council.

These priorities together with the Council's Corporate Values are the foundation of our Asset Management Strategy.

## Corporate Priorities and Values



## Links to other Corporate Strategies

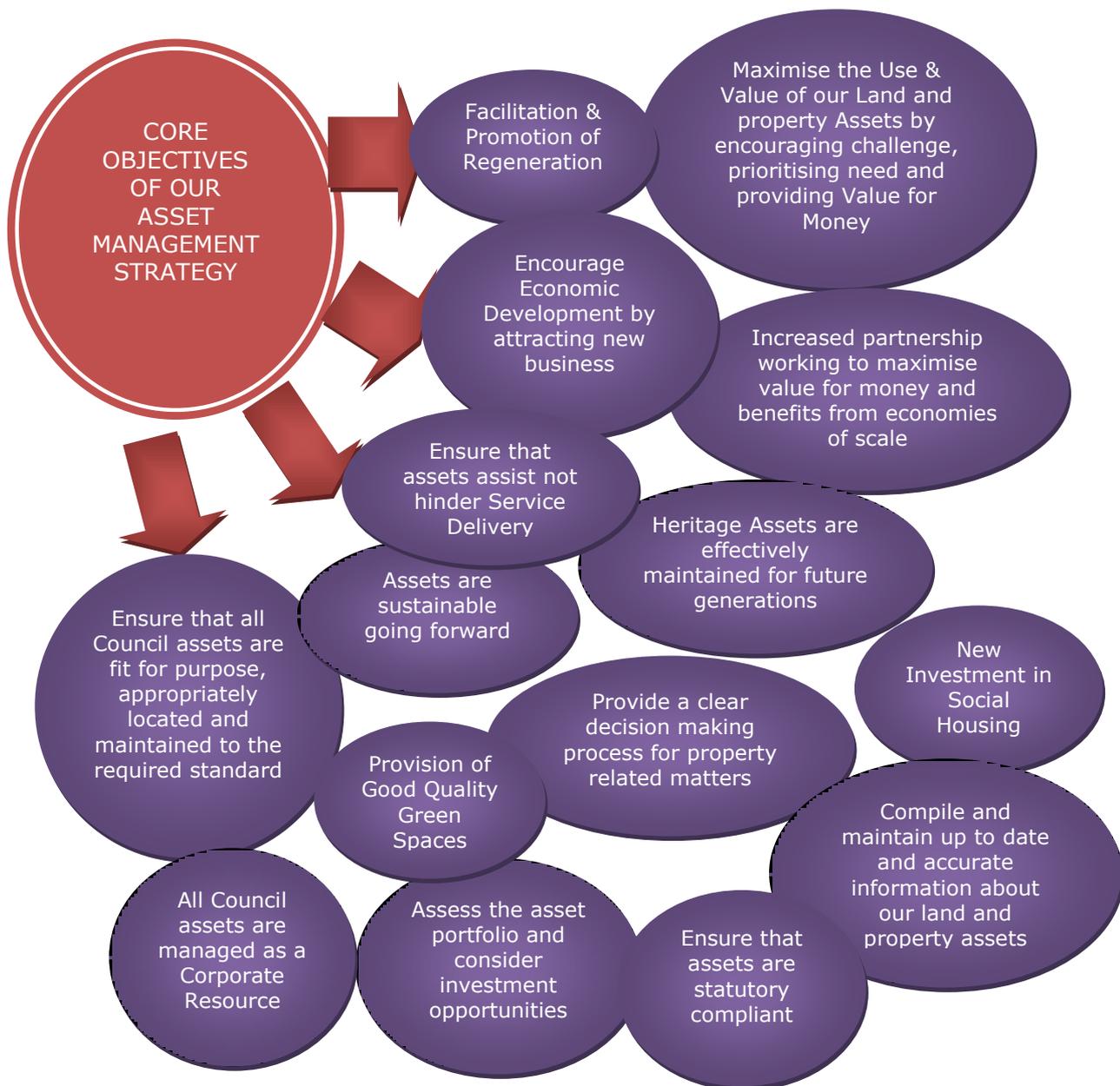
Asset Management Planning does not occur in isolation. This strategy is linked to and will contribute to the delivery of a number of other corporate and service strategies & policies as detailed in the diagram below.



The Council's vision is to work corporately and with partners to 'make Charnwood an excellent location to live, work and visit'.

The Council's assets are the framework within which service delivery takes place. They have a significant, and growing, value and represent a means to drive investment and resources despite the current pressures on public finances. The Strategic Asset Management Plan is at the heart of delivering the Council's corporate vision and plan and its policies and programmes going forward.

## Asset Management Strategic Objectives



To achieve these objectives effectively all service departments and partners must be actively involved in the asset management process. We must maintain a robust database of relevant information so that gaps are identified between the current property asset base and that which is needed to effectively and efficiently support the business of the Council and, where appropriate, act as a catalyst for transformation.

The Strategy, together with budget planning, will also support the Council's Corporate Plan so that we balance resources with our basic needs and where possible support our ambition going forward.

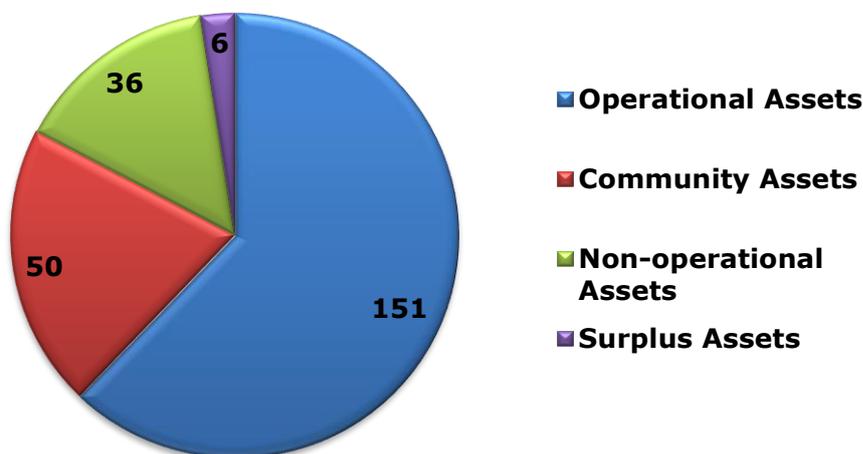
## Our Assets

In addition to our Council Housing Stock and associated shops and garages which are subject to their own Asset Management processes, the Council's property portfolio comprises a diverse range of 243 property and land assets with an approximate book value of £54 million.

These include:

- Operational assets used for the delivery of Council services, such as administration buildings, car parks, public conveniences, parks and open space.
- A small portfolio of non-operational assets, held for job creation & economic regeneration whilst also providing rental income e.g. industrial and business units
- Assets that are classified as 'community assets e.g. Parks, Cemeteries
- A small number that are deemed to be surplus to Council requirements

### Asset Breakdown by Type



### Asset Breakdown by Value\*

<b>Operational property assets</b>	<b>£46.527m</b>
<b>Community assets</b>	<b>£3.188m</b>
<b>Non-operational property assets</b>	<b>£3.734m</b>
<b>Surplus property</b>	<b>£0.915m</b>
<b>Total value</b>	<b>£54.364m</b>

\*Valuation of Fixed Assets as per Statement of Accounts 2016/17

A full list of assets is attached as **Appendix 1**

These assets can also generally be classified into one of the following operational/service categories:

- Operational Office Accommodation
- Community Buildings
- Parks & Open Space
- Allotments
- Heritage Buildings
- Crematorium & Cemeteries
- Public Conveniences
- Playing Fields & Pavilions
- Leisure Centres
- Car Parks
- Depots
- Industrial Units & Business Centres
- Surplus

Each of these categories has, or will have specific strategies and/or policies which will support the individual service provision/function and also inform this corporate Asset Management Strategy going forward.

We need to ensure that these assets are best placed to support the corporate objectives of the Council. To do this we need to review whether they achieve their objectives not only simply from a service perspective but also from an economic, social, environmental and financial perspective.

**Questions we need to ask:**

*Are our assets supporting the role they are held for?*

*Are individual assets still needed?*

*Could the asset be used more effectively or differently?*

*Are any non-operational/investment assets providing a satisfactory rate of return?*

*Do we need to acquire any additional assets to support our vision?*

Addressing the above questions will help enable us to begin categorising our land & property assets as either being suitable for 'Retain' or 'Release' See **Appendix 2**

It is also vital that we maintain a robust management system to ensure our properties are maintained to a good standard and remain 'fit for purpose' and that an appropriate budget is established to support the required level of maintenance expenditure going forward.

A programmed review of the condition of all the Council's building and land assets is and will continue to be undertaken going forward and each asset allocated one of the following four condition categories:

- A Good** - Assets in good condition with no significant maintenance/development issues.
- B Satisfactory** - Assets that are in a sound condition, currently fit for purpose and requiring minimal repair works.
- C Poor** - Assets in a poor condition with significant maintenance issues.
- D Bad** - Assets in need of significant investment within the short term.

Having completed the review, repairs and maintenance works that might be necessary have and will be prioritised in accordance with the following criteria:

**Priority 1** – Urgent work that will prevent immediate closure of premises; and/or address an immediate high risk to the health and safety of occupants; and/or remedy a serious breach of legislation.

**Priority 2** – Essential work required within 2 years that will prevent serious deterioration of the fabric or services; and/or address a medium risk to health and safety of occupants; and/or remedy a less serious breach of legislation.

**Priority 3** – Necessary work required within 3 - 5 years that will prevent deterioration of the fabric or services; and/or address a low risk to the health and safety of occupants; and/or remedy a minor breach of legislation

The condition review for 2018/19 has been completed which has identified a total of **£714,527 Priority 1 and 2** works. This needs to be developed into a prioritised annual maintenance and capital improvement programme as part of the implementation of the Corporate Landlord model.

This repairs and maintenance programme will then be reviewed by the Asset Management Group and approved funding sought and targeted at Priority 1 and 2 works on buildings that are likely to be required for service delivery by the Council in the medium to longer term.

## Looking back over the Last 3 years

What have we achieved?

- We have reviewed our property function and as a result developed this Asset Management Strategy
- We have raised £229k in Capital receipts from the disposal of surplus land and property
- There has been a steady increase in rental levels achieved from our commercial estate and whilst there has been a recent drop in occupancy levels this is mainly due to successful businesses outgrowing the units we have to offer and moving on to larger premises elsewhere in the district
- We have overseen the relocation of the Job Centre into the Southfields Office. This has reduced the Council's running costs and produces a significant rental income
- The relocation of Housing Maintenance from the Limehurst Avenue Depot into the ICS Building has reduced overhead costs for the Council as well as releasing a site for disposal
- We have undertaken a programme of energy efficiency measures including heating system replacements at the Town Hall, Charnwood Museum and Woodgate Chambers which, together with the installation of a number of LED lighting systems, has so far seen us achieve annual revenue savings in excess of £15k.
- Significant maintenance works have been carried out to a number of surface car parks to bring them up to standard and to attract increase visitors numbers
- We have overseen the development proposals for the Messenger Close site which will see it developed into industrial compounds for which we have achieved 90% pre-let

## Our Strategic Aims Going Forward

- We will develop a culture that recognises that property assets are a key corporate resource and introduce and operate a Corporate Landlord model that encompasses all assets and all operational and strategic property related decisions.
- We will ensure that staff and elected members have the necessary strategic and operational skills and knowledge together with the appropriate information to enable them to deliver this asset management strategy.
- We will undertake a review of our existing estate with the aim of optimising the contribution our property assets make to the Council's Strategic and Service objectives
- We will investigate the potential for improving and expanding our investment portfolio ensuring that any income generating property portfolio provides an appropriate balance of risk and delivers not only a secure income that is both stable and sustainable but also supports economic regeneration and job creation.
- We will investigate acquiring strategic property sites to enable future development not only to generate income but also to act as a catalyst for inward investment, regeneration, economic development and potentially addressing housing shortfall
- We will work actively with partners such as the University and other public sector bodies on initiatives including 'One Public Estate'
- We will develop and update as necessary our Acquisitions, Disposals and Maintenance policies and approaches
- We will review the need/requirement to develop a Community Asset Transfer Strategy/Policy.
- As well as supporting the delivery of our Corporate priorities, asset management must respond to organisational initiatives and priorities, the most important of which are:
  - Developing and strengthening organisation and management arrangements that support the operation of robust Property and Asset Management processes including organisation design, governance, policies, data and performance management.
  - Accelerating new ways of working and office rationalisation.
  - Investing in data and performance management.
  - Enhancing strategic asset planning and utilisation of the local authority asset base.
- We will develop and maintain an **Asset Management Action Plan** which will provide clear, allocated and measurable actions that will be implemented over the short to medium term, as part of delivering this Asset Management Strategy.

Theme	Action	Priority	Completed	In Progress	Intended
Optimise the Portfolio	Develop asset challenge process	High		✓	
	Categorise assets through challenge (define as retain or release)	High		✓	
	Review investment portfolio	Medium			✓
Prioritise Investment	Develop a Property Investment Strategy	Medium			✓
	Develop a framework for determining Investment Priorities	Medium			✓
Office Accommodation	Update Office Accommodation Strategy	High		✓	
	Explore further potential for shared asset use	Medium		✓	
	Implement a Corporate Accommodation Strategy	Medium			✓
Develop good Asset Management Practice	Develop/Update Property Policies & Procedures	High			✓
	Collate property Policies & Procedures into a single document	Low			✓
	Audit property data systems & information	Medium			✓
	Fully implement Corporate Landlord Model	High		✓	
	Undertake Condition Surveys	High	✓		
	Develop a Maintenance Strategy for the portfolio	Medium			✓

**Appendix 3** shows our current Asset Management position measured against best practise principles for Strategic Asset Management and provides us with an improvement framework.

## **Priority Asset Management Issues**

We have identified the following priority issues going forward:

1. **Introduction of a Corporate Landlord model** - the way we manage our assets is important. We need to ensure that all our land and buildings are managed as a corporate resource, the right stakeholders are involved, and decisions are made in the context of the Council's corporate priorities and objectives.

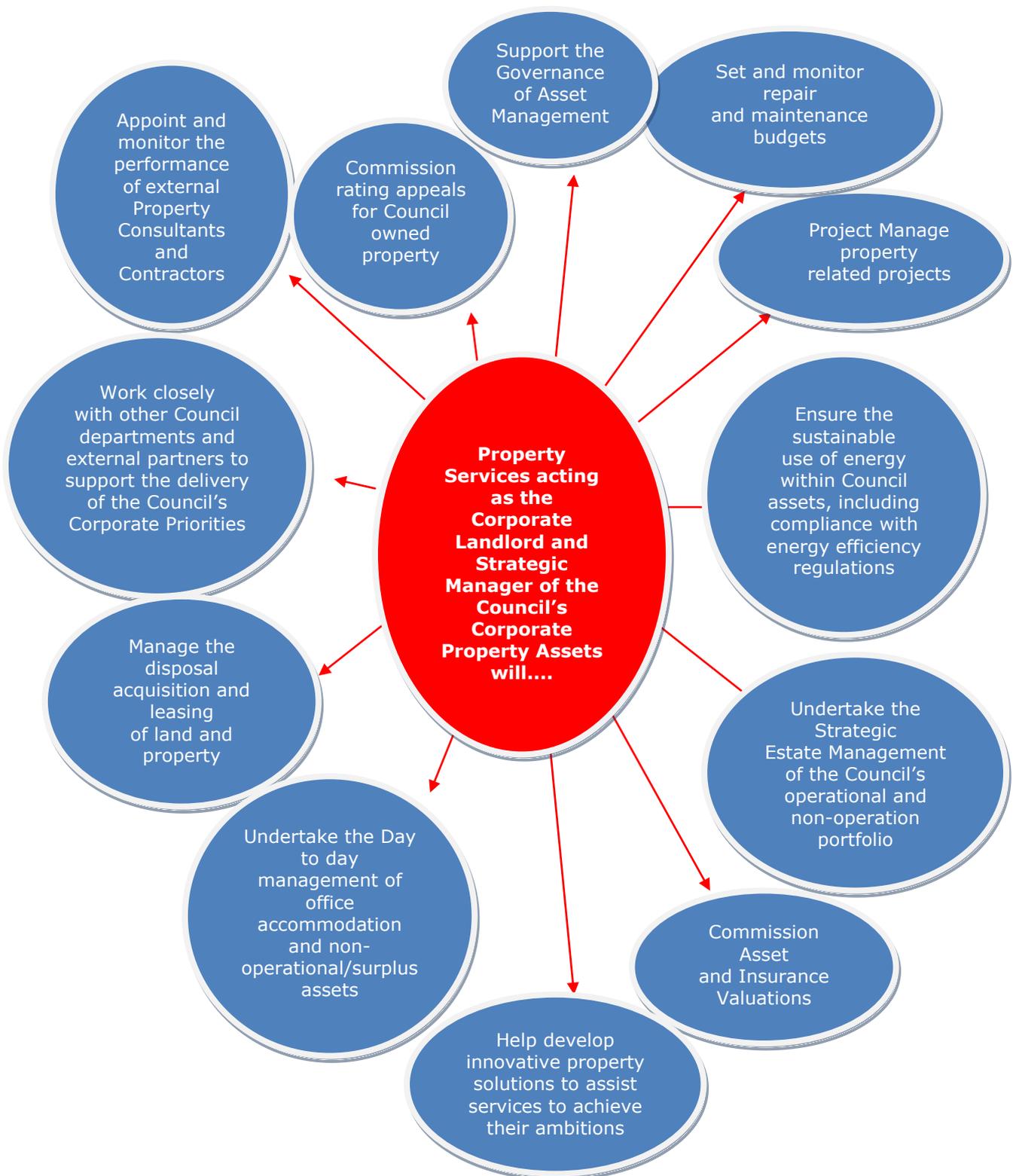
The concept of a Corporate Landlord approach is that the responsibility for all land and property management and maintenance is transferred from service areas into the corporate centre – this includes the transfer of all associated property related budgets. The service area therefore becomes a corporate tenant and their priority is to plan and deliver their service to the best of their ability. The Corporate Landlord's function, which will be undertaken by Property Services, will be to ensure all services are adequately accommodated and to maintain and manage the land and property assets.

The Corporate Landlord's responsibility extends further to the acquisition, development and disposal of land and property. The Corporate Landlord is therefore responsible for asset planning, review, feasibility and options appraisal taking into account the needs of all service areas but most importantly, making decisions based on overall corporate priorities.

2. **Supporting the development of the Council's Investment Strategy** – In addition to supporting the Council in developing an Investment Strategy for the future we will also undertake a review of our existing non-operational portfolio to measure performance and ascertain whether individual assets support their intended purpose i.e. supporting employment and/or economic regeneration as well as potentially producing an income
3. **Supporting the Council's options to build/purchase additional housing** – both in support of the HRA and as part of the Council's developing investment strategy
4. **Supporting the Town Centre Master Plans** - improve the public realm and encourage investment in Loughborough town centre and support where possible the Shepshed Masterplan and Delivery Framework
5. **Supporting the Council's Economic Development Strategy** - Review the Council's ability to use assets and resources for the direct delivery, or enabling of, employment land and premises, facilities for SMEs and regeneration that drives economic growth.
6. **Continuing to support the Council's Carbon Management Plan** – align maintenance, asset management and capital investment with the Council's Carbon reduction targets wherever possible and ensure that our assets are cost effective/efficient. Continue to investigate 'invest to save' opportunities and report these to both the Capital Programme Team and the Carbon Management Board.

## How will we Manage our Assets

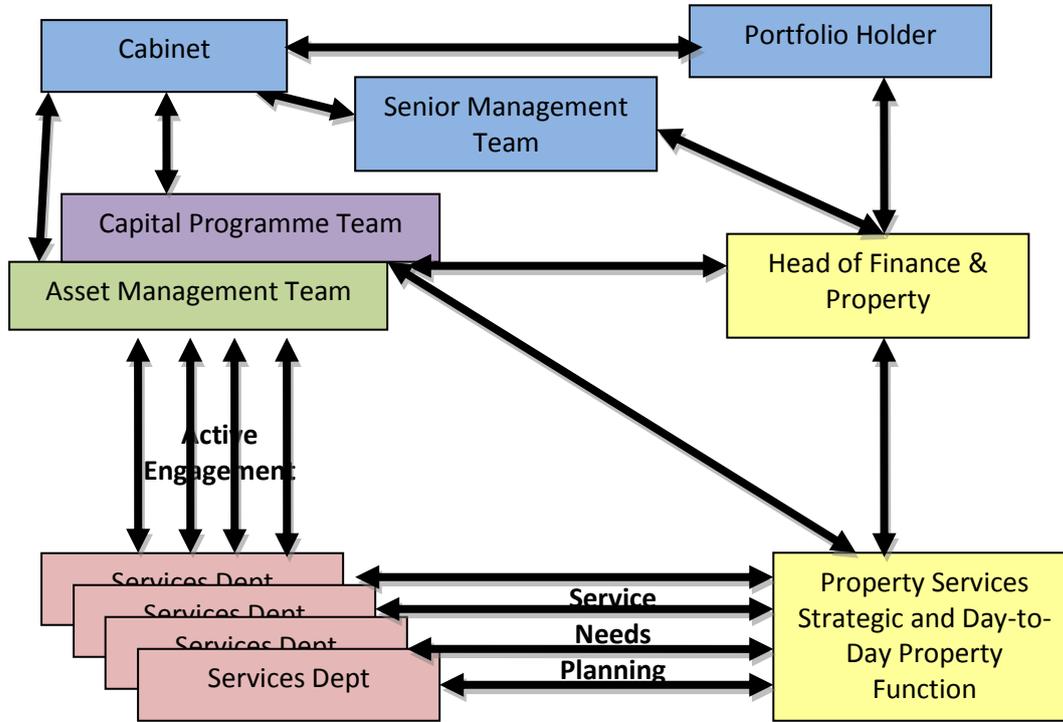
The Property Team, with a new enhanced strategic management resource acting as the Corporate Landlord, will work together with Housing, Legal, Finance, Green Spaces and Parks to undertake efficient and effect asset management.



## Governance, Monitoring and Performance

This asset management strategy needs the right skills, resources and scrutiny behind it.

### Governance Structure



### Political Governance

Asset management sits within the remit the Portfolio Holder for Finance & Property who will receive regular updates on progress in delivering this strategy. The Leader and Cabinet will also receive regular updates and reports on progress in delivering this strategy together with updates and reports on all property matters in line with the Council's constitution and levels of delegated authority.

### Officer Governance

The Head of Finance & Property Services and the Property Services Team will be responsible for the Capital Programme, Strategic Asset Management and the day to day operational issues of running our property portfolio.

The Head of Finance & Property Services will continue to ensure that both the Asset Management Team & Capital Programme Team support the Council's corporate aims and objectives.

The Head of Finance & Property Services will provide the Strategic Director for Corporate Services with regular updates on progress on property issues which need to be addressed at Senior Management Team.

## **Monitoring and Performance**

One of the key actions of this strategy going forward will be to establish clear management information criteria and standards which will enable us to judge the performance of our assets. In some areas such as energy consumption these are already well defined and established but other areas such as occupancy, suitability are less well evidenced.

The aim is not to measure everything, but to capture elements of a few high level performance measures. The key question must always be "How will the data be used in management terms"? There is little point in collecting data for its own sake as it can be very demanding on officer time.

These Performance Measures should be clear simple signals of performance such as gross property running costs, occupational density; etc. which can be utilised to produce a simple performance dashboard.

## Appendix 1

### Schedule of Land & Property Assets

#### Operational Land & Buildings

COUNCIL OFFICES, SOUTHFIELD ROAD  
MEADOW LANE INDUSTRIAL SITE  
CHAINBRIDGE INDUSTRIAL SITE  
GORSE COVERT COMMUNITY CENTRE  
CHURCH SITE, WARWICK WAY  
HOMEFIELD LANE ROTHLEY  
THE ARK BUSINESS CENTRE  
OAK BUSINESS CENTRE  
THE ROTHLEY CENTRE  
RAINBOWS CHILDREN'S HOSPICE  
BURDER STREET, LOUGH - LAND  
ICS COUNCIL OFFICES, SOUTHFIELD ROAD  
GF GARAGES - 1-17 EMPRESS RD & 4 BROWNING RD  
WOODGATE CHAMBERS  
LAND AT HOMEFIELD LANE ROTHLEY  
MEADOW LANE/GORDON ROAD INDUSTRIAL UNITS  
CHAINBRIDGE INDUSTRIAL UNIT  
GORSE COVERT COMMUNITY CENTRE  
THE ARK BUSINESS CENTRE  
OAK BUSINESS CENTRE  
THE ROTHLEY CENTRE  
ICS COUNCIL OFFICES, SOUTHFIELD ROAD  
GF GARAGES - 1 TO 17 EMPRESS RD  
WOODGATE CHAMBERS  
GRANBY STREET CAR PARK  
BEEHIVE LANE - CAR PARK  
THE NOOK, ANSTEY - CAR PARK  
LEICESTER RD, MOUNTSORREL - CAR PARK  
STATION ROAD, QUORN - CAR PARK  
MELTON ROAD, SYSTON - CAR PARK  
KING STREET, SILEBY - CAR PARK  
CHAPEL STREET, SYSTON - CAR PARK  
BROWNS LANE, LOUGHBOROUGH - CAR PARK  
GLADSTONE STREET, LOUGHBOROUGH - CAR PARK  
SOUTHFIELD ROAD CAR PARK

GRANBY STREET - CAR PARK  
BEEHIVE LANE - CAR PARK  
THE NOOK, ANSTEY - CAR PARK  
LEICESTER RD, MOUNTSORREL - CAR PARK  
STATION ROAD, QUORN - CAR PARK  
MELTON ROAD, SYSTON - CAR PARK  
KING STREET, SILEBY - CAR PARK  
CHAPEL STREET, SYSTON - CAR PARK  
BROWNS LANE, LOUGHBOROUGH - CAR PARK  
GLADSTONE STREET, LOUGHBOROUGH - CAR PARK  
SOUTHFIELD ROAD ( Ext ) , LOUGHBOROUGH - CAR PARK  
HIGH STREET BARROW CAR PARK  
DERBY RD SPORTS GROUND - GROUNDSMENS HOUSES  
DERBY RD SPORTS GROUND - SPORTS PAVILLION  
DERBY RD SPORTS GROUND - PARKS DEPOT  
DERBY RD SPORTS GROUND - STORE  
DERBY RD SPORTS GROUND - RUGBY CLUBHOUSE  
DERBY RD GROUND - CRICKET PAVILLION  
NANPANTAN SPORTS GROUND - PARKS DEPOT  
NANPANTAN SPORTS GROUND - PAVILLIONS & PITCHES  
SHELTHORPE GOLF COURSE - OFFICE & TOILETS  
CREMATORIUM  
IVESHEAD LANE, SHEPSHED - AGRICULTURAL LAND  
LOUGHBOROUGH CEMETERY CHAPEL AND GROUNDS  
SHELTHORPE GOLF COURSE, POPLAR ROAD  
DERBY ROAD - SPORTS GROUND PLAYING FIELD  
PARK ROAD, SPORTS GROUND  
LODGE FARM  
DERBY ROAD PLAYING FIELDS - PUBLIC CONVENIENCE  
PARK ROAD, SPORTS GROUND - CRICKET PAVILION  
PARK ROAD, SPORTS GROUND - BOWLS

PAVILION  
 BOTTLEACRE LANE - MULTI-USE GAMES  
 AREA  
 QUEENS PARK - MESS ROOM  
 QUEENS PARK - TOOL SHED  
 QUEENS PARK - BOWLS PAVILION  
 QUEENS PARK - PUBLIC CONVENIENCE  
 THE OUTWOODS - PUBLIC  
 CONVENIENCE  
 PARK ROAD, SPORTS GROUND - DANCE  
 HALL  
 PARK ROAD SPORTS GROUND -  
 ATTENDANTS OFFICE  
 NANPANTAN SPORTS GROUND - TENNIS  
 PAVILLION  
 NANPANTAN SPORTS GROUND - BOWLS  
 PAVILLION  
 NANPANTAN SPORTS GROUND - NAVY  
 (CRICKET) PAVILLION  
 QUEENS PARK BANDSTAND  
 SOUTHFIELD PARK, SOUTHFIELD ROAD  
 NANPANTAN SPORTS GRND -  
 BASKETBALL & TENNIS COURT  
 NANPANTAN SPORTS GROUND - CAR  
 PARK  
 NANPANTAN SPORTS GRND - PUBLIC  
 CONVENIENCE  
 CHARNWOOD WATER - PUBLIC  
 CONVENIENC  
 CHARNWOOD WATER - PUBLIC  
 CONVENIENCE  
 THE OUTWOODS COTTAGE  
 DERBY RD SPORTS GROUND -  
 GROUNDSMENS HOUSES  
 DERBY RD SPORTS GROUND - SPORTS  
 PAVILLION  
 DERBY RD SPORTS GROUND - PARKS  
 DEPOT  
 DERBY RD SPORTS GROUND - STORE  
 DERBY ROAD SPORTS GROUND - RUGBY  
 CLUBHOUSE  
 DERBY RD GROUND - CRICKET  
 PAVILLION  
 NANPANTAN SPORTS GROUND - PARKS  
 DEPOT  
 NANPANTAN SPORT GRND PAVILION -  
 FOOTBALL/CRICKET  
 NANPANTAN SPORTS GROUND - PUBLIC  
 CONVENIENCE  
 SHELTHORPE GOLF COURSE - OFFICE &  
 TOILETS  
 CREMATORIUM  
 LOUGHBOROUGH CEMETERY CHAPEL

SHELTHORPE GOLF COURSE, POPLAR  
 ROAD  
 DERBY ROAD - SPORTS  
 GROUND/PLAYING FIELD  
 LODGE FARM  
 DERBY ROAD PLAYING FIELDS - PUBLIC  
 CONVENIENCE  
 PARK ROAD, SPORTS GROUND - BOWLS  
 PAVILION  
 BOTTLEACRE LANE LOUGH MULTI-USE  
 GAMES AREA  
 QUEENS PARK - MESS ROOM  
 QUEENS PARK - TOOL SHED  
 QUEENS PARK - BOWLS PAVILION  
 QUEENS PARK - PUBLIC CONVENIENCE  
 THE OUTWOODS - PUBLIC  
 CONVENIENCES  
 PARK ROAD, SPORTS GROUND - DANCE  
 HALL  
 PARK ROAD SPORTS GROUND -  
 ATTENDANTS OFFICE  
 NANPANTAN SPORTS GROUND - TENNIS  
 PAVILLION  
 NANPANTAN SPORTS GROUND - BOWLS  
 PAVILLION  
 NANPANTAN SPORTS GROUND - NAVY  
 (CRICKET) PAVILLION  
 QUEENS PARK BANDSTAND  
 NANPANTAN SPORTS GROUND-BASKET  
 BALL/TENNIS COURT  
 NANPANTAN SPORTS GROUND - CAR  
 PARK  
 NANPANTAN SPORTS GRND - PUBLIC  
 CONVENIENCE  
 CHARNWOOD WATER - PUBLIC  
 CONVENIENC  
 TOWN HALL - THEATRE  
 MARKET BUILDINGS, NELSON'S YARD  
 LOUGHBOROUGH LEISURE CENTRE  
 SOUTH CHARNWOOD LEISURE CENTRE  
 WOODHOUSE EAVES - PUBLIC  
 CONVENIENCE  
 NELSON YARD, LOUGHBOROUGH -  
 PUBLIC CONVENIENCE  
 MELTON ROAD, SYSTON - PUBLIC  
 CONVENIENCE  
 KING STREET, SILEBY - PUBLIC  
 CONVENIENCE  
 HALLCROFT, SHEPSHED - PUBLIC  
 CONVENIENCE  
 THE NOOK, ANSTEY - PUBLIC  
 CONVENIENCE  
 STONEHILL AVENUE, BIRSTALL - PUBLIC  
 CONVENIENCE

CHARNWOOD MUSEUM  
 BIGGIN STREET - PUBLIC CONVENIENCE  
 SOAR VALLEY CENTRE - ALL WEATHER  
 SPORTS PITCH  
 SOAR VALLEY LEISURE CENTRE  
 TOWN HALL THEATRE  
 MARKET BUILDINGS  
 LOUGHBOROUGH LEISURE CENTRE  
 SOUTH CHARNWOOD LEISURE CENTRE  
 WOODHOUSE EAVES - PUBLIC  
 CONVENIENCE  
 NELSON YARD, LOUGHBOROUGH -  
 PUBLIC CONVENIENCE  
 MELTON ROAD, SYSTON - PUBLIC  
 CONVENIENCE  
 KING STREET, SILEBY - PUBLIC  
 CONVENIENCE  
 HALLCROFT, SHEPSHED - PUBLIC  
 CONVENIENCE  
 THE NOOK, ANSTEY - PUBLIC  
 CONVENIENCE  
 STONEHILL AVENUE, BIRSTALL - PUBLIC  
 CONVENIENCE  
 MARKET YARD - LAND ADJACENT TO  
 CORP YARD  
 CHARNWOOD MUSEUM  
 BIGGIN STREET - PUBLIC CONVENIENCE  
 SOAR VALLEY CENTRE - ALL WEATHER  
 SPORTS PITCH  
 SOAR VALLEY LEISURE CENTRE  
 THE HUT, HERMITAGE RD/OLD ASHBY  
 RD  
 THE HUT, HERMITAGE RD/OLD ASHBY  
 RD

### **Community**

HALSTEAD ROAD MOUNTSORREL  
 SIDINGS PARK, LOUGHBOROUGH  
 ROTHLEY LODGE WILDLIFE AREA  
 HALLAM FIELDS, BIRSTALL - BALANCING  
 POND  
 QUEENS PARK  
 CHARNWOOD WATER  
 THE OUTWOODS  
 ALAN MOSS ROAD, LOUGH - ALLOTMENT  
 BEACON ROAD, LOUGH - ALLOTMENT  
 CASTLEDINE STREET EXTENSION,  
 LOUGH - ALLOTMENT  
 GREAT CENTRAL ROAD, LOUGH -  
 ALLOTMENT

INGLE PINGLE, LOUGH - ALLOTMENT  
 LODGE FARM, LOUGH - ALLOTMENT  
 MEADOW AVENUE, LOUGH - ALLOTMENT  
 MOUNTFIELDS, LOUGH - ALLOTMENT  
 PARK FARM, HAZEL ROAD, LOUGH -  
 ALLOTMENT  
 ST PHILLIPS ROAD, BURTON ON THE  
 WOLDS - LAND  
 ALLOTMENT IMPROVEMENT SCHEME  
 QUEENS PARK - GREEN FLAG  
 MOSCOW LANE, SHEPSHED - OPEN  
 SPACE  
 HADDON WAY, LOUGHBOROUGH - OPEN  
 SPACE  
 ROTHLEY LODGE FARM, ROTHLEY -  
 OPEN SPACE  
 ROTHLEY GRANGE, MOUNTSORREL -  
 OPEN SPACE  
 BALANCING LAGOON/POND - BARKBY  
 ROAD SYSTON  
 PARK GRANGE LOUGH - OPEN SPACE &  
 CHILD PLAY AREA  
 LAND NORTH & SOUTH OF MAXWELL  
 DRIVE - OPEN SPACE  
 PEAR TREE VIEW LOUGH - OPEN SPACE  
 SHORTCLIFFE COMMUNITY PARK  
 SANDRINGHAM DRIVE LOUGHBOROUGH  
 - OPEN SPACE  
 LAND SOUTH OF BARKBY ROAD SYSTON  
 - OPEN SPACE  
 MOUNTSORREL CASTLE PARK  
 LAND AT ALLANDALE ROAD -OPEN  
 SPACE  
 LAND NORTH OF GLEBE WAY, SYSTON -  
 OPEN SPACE  
 FORMER RECTORY, STEEPLE ROW,  
 LOUGH - OPEN SPACE  
 LAND SOUTH BARKBY ROAD SYSTON -  
 OPEN SPACE  
 LAND AT BARKBY LANE, SYSTON - OPEN  
 SPACE  
 LAND AT ALLENDALE ROAD, LOUGH -  
 OPEN SPACE  
 LAND SWALLOW DRIVE, SYSTON - OPEN  
 SPACE  
 SHORTCLIFFE COMMUNITY PARK  
 CARILLON TOWER  
 CARILLON TOWER SITE  
 OLD RECTORY SITE  
 GREAT CENTRAL RAILWAY  
 GOODS YARD CLOSE LOUGHBOROUGH -  
 OPEN SPACE  
 OFF MEETING STREET, QUORN - OPEN

SPACE  
LINEAR PARK AT GRANGE PARK SOUTH-  
OPENS SPACE  
LAND ADJ TICKOW LANE, SHEPSHED -  
OPENS SPACE  
LAND NW SIDE OF SPRINGFIELD RD  
SILEBY - OPEN SPACE  
LAND - SANDRINGHAM DRIVE, LOUGH -  
OPEN SPACE  
LAND AT CRICKET LANE, LOUGH - OPEN  
SPACE

### **Investment Assets**

BISHOP MEADOW - FARM BUSINESS  
TENANCY  
26/27 MARKET PL. & 1/2 BAXTERGATE -  
SHOPS  
DERBY RD INDUST EST - PLOT 5 - J C  
METAL WORKS LTD  
MORLEY STREET - MAGNET JOINERY  
SITE  
TOWN HALL CHAMBERS  
BROWNS LANE, INDOOR BOWLS  
CENTRE  
ALLSOPPS LANE, LOUGHBOROUGH  
LOUGHBOROUGH INDUSTRIAL ESTATE  
LAND  
CEMETERY ROAD, SILEBY (FORMER  
DEPOT)  
BEECHES ROAD, SEA CADETS,  
LOUGHBOROUGH - LAND  
MORLEY STREET SITE, PRECI SPARK  
THE HUNTERS MOON, POPLAR ROAD  
BIGGIN STREET/WARNERS LANE - SUE  
RYDER SHOP SITE  
THORPE ACRE ROAD, LOUGH - LAND  
BAKEWELL ROAD, JEWSON'S LTD SITE  
SUMMERPOOL ROAD, LOUG - LAND  
SOUTHFIELD ROAD ANNEXE SITE  
26/27 MARKET PL & 1/2 BAXTERGATE -  
SUBLEASE SHOPS  
BISHOP MEADOW RD - INDUSTRIAL  
UNIT - POLYPIPE LTD  
TOWN HALL CHAMBERS  
BROWNS LANE, INDOOR BOWLS  
CENTRE  
BEECHES ROAD CLUB HOUSE, SEA  
CADETS  
MORLEY STREET, PRECI SPARK OFFICES  
THE HUNTERS MOON, POPLAR ROAD  
BIGGIN STREET/WARNERS LANE - SUE  
RYDER SHOP

CORNER LISLE ST/EDWARD ST, LOUGH  
- LAND  
NEW STREET, LOUGHBOROUGH - LAND  
LAND ADJ TO BISHOP MEADOW LOCK  
FOREST COURT, FOREST ROAD - CAR  
PARK  
NANPANTAN SPORTS GROUND - ADJ  
AGRICULTURAL LAND  
DERBY RD SPORTS GROUND - GOLF  
DRIVING RANGE  
DERBY ROAD - DISHLEY,  
LOUGHBOROUGH - AGRICULTURAL  
LAND  
LOUGHBOROUGH ROAD, HATHERN -  
AGRICULTURAL LAND  
156 FOREST ROAD, LOUGHBOROUGH  
CHARNWOOD GOLF & LEISURE CENTRE  
156 FOREST ROAD, LOUGHBOROUGH

### **Surplus**

BURGESS PREMISES  
LIMEHURST DEPOT  
LAND AT GRANITE WAY, MOUNTSORREL  
PUBLIC CONVENIENCE SOUTHFIELD  
PARK  
PUBLIC CONVENIENCE MAIN STREET,  
NEWTOWN LINFORD  
THE OUTWOODS COTTAGE

## Appendix 2

<b>Retain</b>	Continued Maintenance	The asset is required, in reasonable condition, in a good location, suitable for its existing use and with limited alternative use value. Emphasis is on preventative maintenance.
	Better Utilisation	The asset is needed, well located, in good condition and with limited alternative use value but is not performing well in terms of its utilisation. Action should be on intensifying use including shared use with other organisations.
	Significant Investment	The asset is required for the service and is well located but is not on a good condition or not fit for purpose. Costs of replacement are high and so emphasis should be to refurbishment.
<b>Release</b>	Short-term Development Opportunity	The asset is not suitable for its current use or is in a poor condition or not well located but represents a development opportunity and a capital receipt from disposal.
	Medium-term Development Opportunity	Redundant or underutilised assets that are suitable for redevelopment. To bring them forward for development will require a planning development framework for the site and could require site assembly or partnership with adjoining owners.
	Long-term Development Opportunity	As above but the building's development potential is longer rather than short-term. Focus may therefore be on continued use in the short term pending release.
	Re-provide	The service has a need for the asset but the current one is either not fit for purpose, poorly located or in a poor condition. The current property should be released and alternative provision provided.
	Consider for Asset Transfer	The asset provides an indirect benefit to the community and is consistent with Council's policy on Community Asset Transfer.

## Appendix 3

### Current Position Measured Against Asset Management Best Practice Recommendations

'Best Practice' Recommendations	Current Position	Intended Further Action if any
<b>Roles &amp; Responsibilities</b>		
The Council has a designated corporate property function	The Council has a Property Services Team which is under review with regard to a Corporate Landlord role and Strategic Asset Management	Corporate Landlord model to be introduced and a Strategic Asset Management resource to be appointed in 2018
There is a Senior Officer designated as a Corporate Property Officer	The Strategic Director Corporate Services has overall responsibility for the property function with day-to-day responsibility delegated to the Head of Finance & Property	
Corporate Property Officer reports to a strategic group	Head of Finance & Property via the Strategic Director reports to the Strategic Management Team and Cabinet in addition she Chairs an Asset Management Group and a Capital Programme Team	The reporting lines for the property function need to be reviewed particularly with regard to formal reporting to the Senior Management Team.
Cross-service forum established on property matters	The Council has a Capital Programme Team and an Asset Management Group	The remit, links and reporting lines of these groups needs to be reviewed
Property occupiers / users role defined	Whilst the role of property occupiers (services or external tenants) is generally understood these have not been explicitly defined and documented	Roles and responsibilities will need to be clearly defined as part of the introduction of the Corporate Landlord model
Group to oversee development of asset management practice & AMS	The Council has an Asset Management Group	The remit of the Asset Management Group needs to be reviewed

Cabinet member lead on property matters	The Portfolio Holder takes an active role with regard to property matters and is regularly briefed by the Head of Finance & Property	The Portfolio Holder should continue to receive regular briefings
<b>Decision Making &amp; Consultation</b>		
Clearly defined processes for decision making on all property matters	Processes for decision making on property matters are being developed	There would be merit in documenting property procedures across key activities into a 'procedures manual'
Consultation processes on the AMS	This asset management strategy has been developed through consultation with Strategic Directors and Service Heads. The strategy reflects a collaborative view of the policy and resource context and the strategic direction for asset management	The consultation processes needs to be extended through to the implementation of the strategy and its subsequent update. There will be member engagement on the strategy and this could be extended to all interested stakeholders
Views of services, users & occupiers sought	As above	As above
Public consultation on property matters	There is no direct public consultation on general asset management matters, but public forums on major site specific proposals or projects. The AMS reflects consultation undertaken by the Council on the Corporate Plan and for individual service areas	As above
Member reporting	There is member reporting on all property matters in line with the Council's constitution and levels of delegated authority.	Processes need to continue as now

<b>Identifying Property Needs</b>		
Defined aims & objectives for asset management	This Asset Management Policy & Strategy defines explicitly the Council's 'high-level' on-going management objectives for its property portfolio. These were generally understood across the organisation but have been restated through this new strategy in order to provide further clarity	It is the translation of these objectives into specific actions that will ensure effective asset management
Strategic vision and goals	This document provides a medium term vision (3 Years) for the management of the Council's property portfolio and articulated a set of on-going management objectives	The overall vision needs to be kept under review and updated from time to time
Current Corporate Asset Management Plan	This document provides an updated Corporate AMS for the Council and sets a broad direction for asset management in the medium term	The AMS will need to be kept under review and refreshed annually
Corporate AMS linked to corporate objectives	The Corporate AMP provides an analysis of the strategic operating environment for asset management and sets a broad direction in response to this and the Council's key corporate priorities	As above
Asset management integrated with service planning	As above the Corporate AMS will reflect key service priorities and responds to these	As above
Key areas for change (in the portfolio) defined	The key areas for change in the portfolio and its associated	As above

	management as defined through the Corporate AMS; although specific property assets are not necessarily identified	
Commercial portfolio needs identified	There is a requirement to identify an investment plan for the commercial portfolio that balances the need to retain and maximise income, offset liabilities together with the disposal of underperforming assets	This strategy identifies the need for a review of the existing portfolio and the development of an investment strategy going forward
<b>Capital Programme Management</b>		
Option appraisal / prioritisation / whole life costing	Currently undertaken by the Capital Programme Team	Current arrangements require further development
Outcome targets for capital spend	This is managed by the Capital Programme Team who monitor expenditure against targets	
Process for identifying projects	The Council has a needs based assessment for capital investment	This assessment process should be subject to continual review to ensure it is fit for purpose
Projects assessed using an agreed methodology	The Council has a needs based assessment for capital investment	This assessment process should be subject to continual review to ensure it is fit for purpose
Authority-wide group to oversee programme	The Council has a Capital Programme Team to oversee capital bids and the capital programme. This comprises senior officers and Chaired by the Head of Finance & Property Services	The Team will review its remit and method of working as it proceeds and refine its approach as required and how it integrates with the Asset Management Group going forward

Process for post-project evaluation	Post project evaluation is undertaken on large capital schemes as part of project management processes with a fixed agenda. Post-project evaluation is not routinely undertaken on smaller schemes	The development of a post-project evaluation methodology and checklist as part of a consolidated property procedures model – this process needs to be proportionate to the size and scope of the project
Projects completed on time & to budget	All Capital Projects are monitored by the Capital Programme Team to ensure that they are completed on time and particularly within budget to avoid previous instances of budget creep and delay on commitment. Any changes/issues are reported to Cabinet	This process to be subject to review to ensure it is fit for purpose, achieves its aims and objectives and is sufficiently resourced
<b>Managing Properties in Use</b>		
Maintenance backlog known & reported to members	An estimate of the overall scale of backlog maintenance of the portfolio is known based upon up to date condition surveys	As part of the introduction of a Corporate Landlord model this data needs to be used to develop a corporate maintenance strategy and a prioritisation programme of maintenance on an annual basis
Periodic assessment of building condition	Condition Surveys currently undertaken annually	This is generally viewed as excessive, every 3 years would be sufficient with a desktop update undertaken annually to reflect works done etc
Maintenance spend prioritised	Prioritisation is currently the responsibility of individual services	Maintenance strategy needs to be developed together with the centralisation of budgets as part of the Corporate Landlord model
Running cost performance known	Each building in the portfolio is treated as a cost centre within the Council's finance system for re-charging purposes. It is possible therefore to identify property running costs at an individual asset level	This performance data needs to be monitored as part of the performance management of the portfolio

Statutory obligations met	The Council meets all its statutory obligations with respect to H & S; asbestos safety glazing, legionella & DDA compliance. Such statutory obligations are generally progressed as priority matters	Property Services as part of its Corporate Landlord role needs to ensure that centralised record are maintained to ensure that all Statutory obligations are met
Targets set for running costs	Energy efficiency and carbon emission targets are set for the Council as a whole	Specific targets may need to be set at an individual property level
Suitability of buildings assessed	Fitness for purpose assessments have not been undertaken recently for operational buildings other than as part of specific review or project work	This should be developed within Service Plans
Satisfaction with buildings measured	Satisfaction with buildings is not measured directly through the property management function	As above
<b>Review of Need, Cost &amp; Utilisation</b>		
3 – 5 year profile of capital receipts	Projections of potential capital receipts are reported to the Asset Management Group & Capital Programme Team included in the annual budget statement	
Systematic review programme	The Council does not as yet have an organised review process in place	Process needs to be developed and implemented
Criteria to challenge retention	As above the Council does not have a challenge process in place	As above

Incentives to release properties	The main incentive to release assets is financial either to create a capital receipt or to off-set revenue expenditure in the short to medium term.	
Identification of under-utilisation	Under-use is identified through informal knowledge associated with the day to day management of individual buildings	Review process needs to be developed
Specific organisational focus on property review	The Council is establishing a framework for the assessment of assets and it is recognised that assets are a core component of service delivery and part of the transformational and savings agenda	
Disposals processes monitored	Disposals are monitored by the Capital Programme Team	
Shared use of buildings promoted	There has been some success in the shared use of assets particularly within the Council offices	The Council recognises with increased pressure on budgets and changes in the wider policy environment to support collaborative working that greater consideration needs to be given to promoting shared use of buildings
<b>Data Management</b>		
Inventory & core data available	The Council currently maintains the majority of property data in spreadsheets which tends to result in fragmentation of data. There is a GIS system to show the Council's ownership (Terrier)	How and where data is stored and maintained needs to be reviewed

Statement of data needs & priorities	There is a good understanding of the data needs required for asset management although this has not been explicitly documented.	Data management processes need to be reviewed
Processes to ensure data quality	As a consequence of resource constraints there are limited processes to check the quality of property data	
Organisational focus for data management	There is a specific organisation focus for information within the Property Team	
Non-core data available (cost, suitability etc.)	Non-core data such as running cost data, 'fitness for purpose' is not always readily available	Need to review how and where property data is maintained
Information easily available to users	The fragmented nature of the property information means that it is sometimes difficult to easily analyse property data	As above
Property IT systems periodically reviewed	The Council is aware of deficiencies in its current property database	Need to review requirements for a property management system
<b>Partnership Working</b>		
Integrated approach to assets with other agencies	The emphasis to date has generally been on managing the Council's own portfolio but there has been significant success in sharing accommodation within the Council Offices	The Council is increasingly embracing opportunities for collaborative asset management and asset sharing and regularly meets with other public sector agencies, including government departments, to consider asset management issues.
Policy on community asset transfer	As yet there is no specific policy on community asset transfer	The Council should consider the development of a simple strategy/policy to ensure that it can comply with Localism agenda and Right to Bid & Right to Buy legislation as well as Community Asset Transfer issues

<b>Performance Management</b>		
Portfolio performance reported to members	There is no comprehensive report across the whole portfolio on performance measures	We will be investigating the development of a simple 'performance scorecard' that could be utilised to monitor and report on property performance
Comparisons made with others	The Council is part of the CIPFA benchmarking network	
Agree targets for pPis	We do not currently have any agreed pPis targets for property	Individual simple targets need to be set and agreed by the Asset Management Group

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## Appendix 4

### Schedule of Associated/Supporting Documents

Document	Existing & Current	To Be Updated	Required
Charnwood Corporate Plan 2016-2020	✓		
Charnwood Draft Economic Development Strategy 2018-20	✓		
Charnwood Housing Strategy 2015-2020	✓		
Charnwood Open Spaces Strategy 2013 – 2028	✓		
Charnwood Regeneration Strategy 2012	✓		
Charnwood Draft Capital Plan 2018-19 to 2020-21	✓		
Loughborough Town Centre Masterplan 2017	✓		
Charnwood Business Plan 2017-18	✓		
Shepshed Masterplan and Delivery Framework 2013	✓		
Draft Charnwood Playing Field/Pitch Strategy		✓	
Charnwood Property Maintenance Strategy			✓
Charnwood Corporate Landlord Model - Roles & Responsibilities			✓
Charnwood Land and Property Disposal and Acquisition Policy		✓	
Charnwood Car Parking Impact Assessment 2016	✓		
Charnwood Carbon Management Plan 2015-2020	✓		