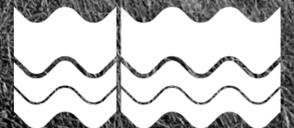


Strategic Asset Plan

2020 - 2025

East Sussex
County Council



Foreword

As Lead Member for Resources I am acutely aware of the way we use our property and its impact on the environment. As a council we have declared a climate change emergency with the aim of becoming carbon neutral before 2050 whilst continuing to do our best to support growth, regeneration, and deploying our assets for the benefit of the people of East Sussex.

Our ONE Council ambition remains strong. To achieve better accessibility to, and delivery of, frontline services we have some exciting opportunities available, particularly across some of our main operational buildings, that will enable us to review places and spaces where we want and need to be.

Progress towards implementing a corporate landlord model continues in a measured way taking account of reducing budgets and changing work styles and practices. We will use our resources wisely through our strategic commissioning policies and working closely with our partners in the Districts, Boroughs and the wider public estate.



Councillor Nick Bennett

Deputy Leader and Lead Member for Resources

On a general note, as this Strategic Asset Plan demonstrates, we continue to challenge our own processes and assumptions to drive the best outcomes for our property estate. I welcome this new Strategic Asset Plan and commend you to endorse it.



Introduction

Local Authorities across the UK hold large property portfolios (assets made up of buildings and land) which have been acquired, gifted or inherited over many years.

East Sussex County Council is no different, owning or operating over 9,000 plots of land (including highways) and over 470 building assets. This totals at a gross internal floor area of around 717,000m² the same as about 100 football pitches.

To achieve our goals we want to use all our resources effectively and efficiently as possible and this includes our land and buildings. The council has adopted a new Strategic Asset Plan which comprises three separate parts as follows:

- An Asset Management Policy
- An Asset Management Strategy
- An Asset Management Action Plan

These are intended to be live documents to be refreshed over time. Accordingly, readers are advised to ensure that they have the most up to date versions and separate parts are always read together to ensure the correct context is understood.

The benefit of adopting such a structure is that policy areas and objectives are more likely to remain constant for several years at the Portfolio level, whereas individual asset level management strategies are likely to have a shorter life.

Supporting these two documents is an Action Plan. This is a 'living document' and will change most frequently as projects are delivered.

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Asset Management Policy

2020 - 2025

Asset Management Objectives

The council has published eight asset management policies dealing with the way in which it manages its property assets (acquisitions, leasing, compliance, maintenance, sustainable buildings, disposals, community asset transfer and carbon). In addition this section establishes clear principles by which we will manage our land and buildings. It will remain in place for the next five years and be reviewed annually to ensure it remains relevant to what we are trying to achieve.

1

To plan and manage property as a corporate resource for the benefit of the people of the County of East Sussex:

- Driving sustainable economic growth
- Keeping vulnerable people safe
- Helping people help themselves
- Making best use of resources

2

To provide the right places and spaces for the council to deliver its services aligned to operating principles:

- Strategic commissioning
- One Council: working as a single organisation
 - Strong partnerships

3

To manage and maintain property effectively, efficiently and sustainably, optimising financial return and commercial opportunities from the rationalisation and disposal of land and buildings

4

To use land and buildings to stimulate development and growth, support local business needs and encourage new business investment in the area

5

To promote partnership and joint working particularly where it will provide benefits for service delivery and enable efficiencies

Our Assets

Our Assets are our forward-looking programme, forming part of the overarching transformational programme structure.

The key drivers for the programme are set out here:

- **Closing the buildings that we don't need** – operating efficiently within the office buildings that we need and disposing of the buildings we don't
- **Addressing the essential maintenance needs of our remaining buildings** – repairing mechanical and electrical (M&E) systems and prolonging their operational lifespan; addressing critical structural issues
- **Complying with statutory regulations** – ensuring that actions are taken to ensure that buildings are compliant with statutory obligations for Fire, Legionella and Asbestos
- **Optimising income** – protecting existing income streams from assets and investing in buildings where additional income can be generated
- **Delivering Climate Change agendas and Using less energy** – improving energy efficiency in our offices and other buildings and reducing running costs
- **Enabling more efficient team-working** – working more flexibly within our buildings, through promotion of agile working, and providing modern fit-for-purpose workplaces
- **One Public Estate** – enable Public Sector providers to collaborate on strategic planning and management of their land and buildings as a collective resource
- **Serving our customers more efficiently** – focusing on what our customers need, using accessible and inclusive facilities to serve them

Actions and Behaviours

In developing these objectives there are actions and behaviours that we need to adopt relating to our land and buildings. These are set out under each objective in no particular order of priority. It is accepted that there will be occasions where some elements may appear to be in conflict. The key challenge for the Council is to ensure that we maintain an appropriate balance between all of these elements as decisions around land and buildings are made.

OBJECTIVE 1

To plan and manage property as a corporate resource for the benefit of the people of East Sussex

- Recognition that property is a key component within corporate business strategies and impacts on outcomes for employees, services, communities and business opportunities
- We will ensure effective balance between corporate and service priorities, aligned to a core understanding of our frontline service needs
- We will work to ensure that property information is accurate, current, accessible and comprehensive
- Capital Projects will be managed efficiently and effectively, and prioritised to support the Council's priorities

OBJECTIVE 2

To provide the right places and spaces for the Council to deliver its services aligned to operating principles (strategic commissioning, One Council and strong partnerships)

- We will work with service to ensure that property is suitable and sufficient for service delivery
- We will work to ensure that property is flexible and planned to respond to future need
- We will ensure that property is secure, safe to use and fulfils our statutory requirements
- We will continue to work with Districts, Boroughs, public sector partners and third sector organisations to optimise the use of assets where most beneficial
- We will ensure that equalities are fully considered in the development of our asset plans, engaging and consulting with communities



OBJECTIVE 3

To manage and maintain property effectively, efficiently and sustainably, together with optimising financial return and commercial opportunities from the rationalisation and disposal of land and buildings

- We will ensure property is suitably managed and maintained within budget constraints
- We will challenge the current use of assets and identify co-location opportunities, to include partners, resulting in rationalisation and disposal of our land and buildings where appropriate
- We will seek efficiencies in occupancy and utilisation and continue to introduce new ways of working
- We will challenge the cost of property activities to drive performance improvement
- We will seek to optimise financial return and commercial opportunities
- We will ensure that property is as sustainable as possible in design, construction, operation and maintenance
- We will reduce energy and water consumption, and CO2 emissions, using renewable energy where appropriate, to achieve carbon neutrality by 2050
- We will minimise waste through reduction, recycling and re-use.



OBJECTIVE 4

To use land and buildings to stimulate development and growth, support local business needs and encourage new business investment in the area

- We will use key assets to stimulate and support regeneration and inward investment
- We will utilise available funding for income generation and to create local employment and training opportunities
- We will manage our commercial portfolio effectively, balancing regeneration needs, job creation and income generation
- We will work with our Districts and Boroughs to identify a future supply of land suitable for housing and employment needs

OBJECTIVE 5

To promote joint working where it will provide benefit for service delivery and in securing efficiencies

- We will work with other agencies to promote co-location and joint service delivery
- We will work to support the integration of health and social care agendas
- We will work closely with our wider public sector partners through our SPACES partnership to deliver the benefits of One Public Estate agendas to drive savings and secure economies of scale.

Asset Management Strategy

2020-2025





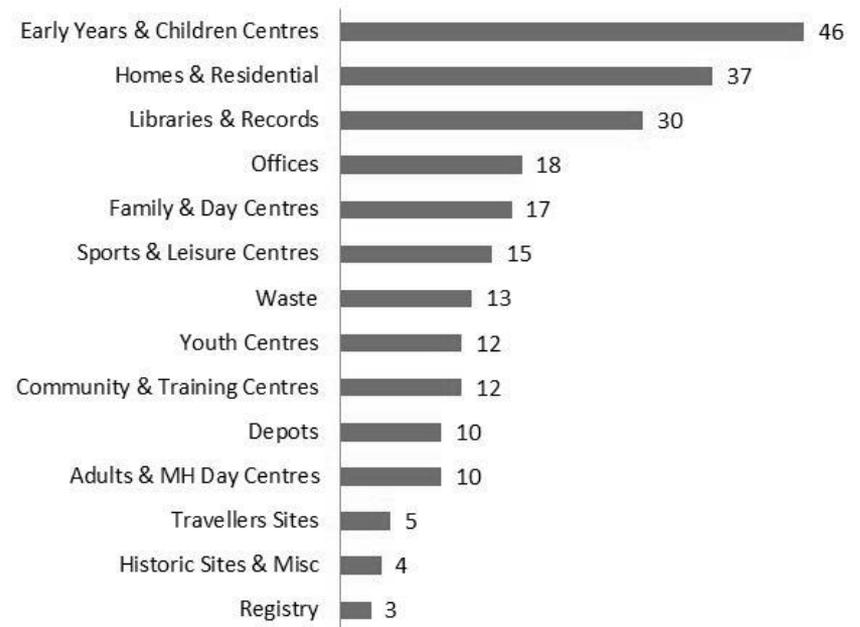
Our Land and Buildings

The County Council portfolio comprises a wide range of assets - offices, schools, day centres, care facilities, libraries, depots and assets leased to community organisations - as well as investments held to generate a commercial income.

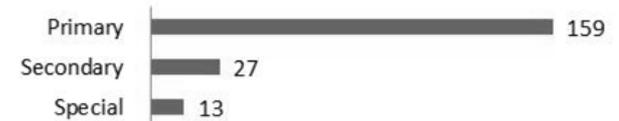
The diagram opposite provides an overview of our current property estate by asset type, providing a total number for each type of asset.

The reasons for holding these assets will vary and, as a result, we may need to measure their performance and service delivery in different ways. Performance of each asset must therefore be linked to the strategic purpose for holding it. Assets deliver a mixture of front line services, indirect service provision, and in supporting local communities. Assets must have a purpose and we constantly need to be challenging this.

No & Type of Operational Sites - Non-Schools



No & Type of Establishments - Schools





The Council's property portfolio extends to some 9,000 land parcels, and over 425 building assets, with a current balance sheet value of around £800 million. This is the amount that is included within the Councils' accounts and, whilst it is not the amount that we could receive if we sold all our assets, it demonstrates the considerable resource held with our land and buildings, and why they need to be carefully managed.

Without careful management, there is potential to waste money by keeping buildings that are not fit for purpose or unnecessary.

All assets have a market value and, if they are no longer required for their current purpose, we may sell them with a view to securing best value through the market or planning process, or hold the land for further investment, service, or redevelopment benefit.

As the way delivery of services change, our asset base also needs to adapt and change. We may need to invest in new assets to ensure we provide services fit for the future.

The Council has a duty to manage the risk and assess the impact of statutory regulation on its assets in relation to Asbestos, Accessibility, Fixed Wiring, Legionella and Fire Regulation compliance. To ensure that the asset portfolio is compliant with statutory requirements, regular inspection and review of property is undertaken.

The Council continues to extend its corporate landlord model in the maintenance and day-to-day running of our buildings to maximise value for money and minimise risk of non-compliance. These processes also ensure that capital works are prioritised appropriately, based on evidence from building condition surveys, and in alignment with the operational priorities of those services in occupation.

Our asset review process ensures that under performing, inefficient or uneconomic buildings are reviewed appropriately before financial or other decisions are made on them. Our Capital Board provides governance and assurance that money is spent appropriately.



Our Money

East Sussex County Council has experienced significant funding reductions and we need to make careful choices in where we prioritise the money we spend. We work closely with Services to ensure that property related funds are spent in the most appropriate manner.

Our energy team, who manage accounts for other public sector bodies, have generated considerable savings by ensuring best value is secured in energy contracts, correct billing and by promoting and delivering energy efficiency schemes.

Despite financial challenges, the Council is committed to supporting the County's economic growth, and encouraging job creation and investment through its capital programme. New development plays an important part in this and it is crucial to note that the council's capital investment attracts further inward investment. This helps the local economy to grow and thrive so that every pound invested by the authority generates a local economic and social benefit well in excess of this initial investment.

The maintenance budget is used to ensure that Council property is fit for purpose and meets current and future service needs.

Any improvements or enhancements must meet set criteria, aligned to the Chartered Institute of Public Finance and Accountancy (CIPFA) guidance of capitalisation of expenditure, extending the usable life of the asset and increasing the extent to which the asset can be used.

Commercial lease renewals and rent reviews are undertaken to maximise the income to the council from the portfolio and protect the Council's interest.

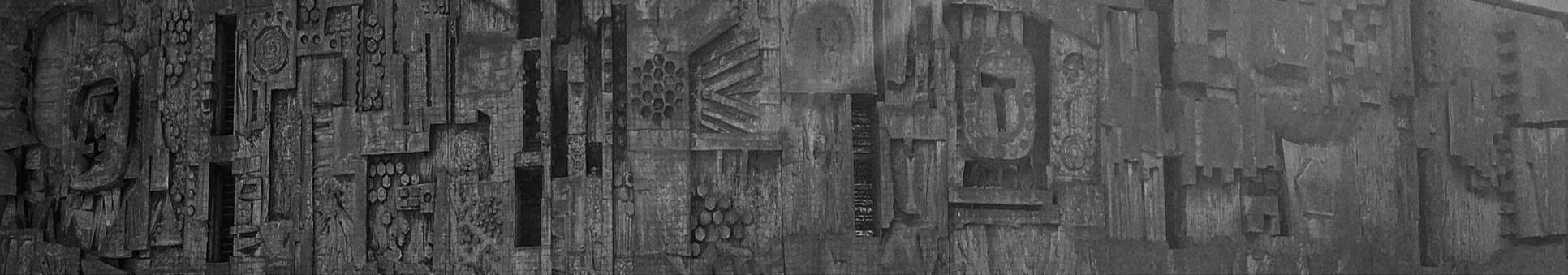
The Council operates a disposal programme, identifying assets for sale or rationalisation, and releasing surplus assets in line with the objective to secure best value and maximise economic and regeneration benefits, often through joint working with partners.



Regeneration and Development

The Council plays a prominent role as facilitator of regeneration and development activities across East Sussex. Examples include:

- £20m Growing Places Fund (GPF) loan funding from the South East Local Economic Partnership (SELEP) secured for various property and infrastructure developments across the county, with 3 new workspace developments delivered through Sea Change Sussex
 - Havelock Place/Priory Quarter, Hastings
 - Bexhill Enterprise North Business Park
 - Pacific House, Eastbourne
- Local Growth Fund (LGF) capital grant funding from SELEP towards the development of commercial property, including:
 - High Weald House (£7m)
 - Newhaven Eastside South Business Park (£1.6m)
 - Swallow Business Park (£1.4m)
 - The latter two unlocked respectively £6m and £11m of private investment.
 - In March 2019 additional LGF monies were secured for both Bexhill Enterprise North Business Park (£1.9m) and Sidney Little Business Park (Hastings) of £500k - again unlocking respectively a further £19m and £2m private investment.



Our Corporate Landlord Approach

The way we manage our assets is important. We continue to review how our land and buildings are managed as corporate resources, that the right stakeholders are involved, and decisions are made in the context of the Councils' priorities and objectives.

The concept of a Corporate Landlord Approach is that the ownership of an asset and the responsibility for its management and maintenance is transferred from service areas into the corporate centre. The service area then becomes a corporate tenant and their priority is to plan and deliver their service to the best of their ability.

The Corporate Landlord's responsibility extends to the acquisition, development, management and disposal of land and buildings, including asset planning, review, feasibility and option appraisals for the needs of all service areas, but most importantly, making decisions based on corporate priorities.

The Council continues to extend its implementation of the corporate landlord model in the following areas:

- Statutory Compliance of Buildings
- Energy Management
- Management and Commissioning of Repairs and Maintenance
- Facilities Management (in relation to cleaning, catering, security, caretaking and area facilities officers)
- Estates and Valuation Services
- Strategic Asset Management Planning
- Management of the Council's Investment Property

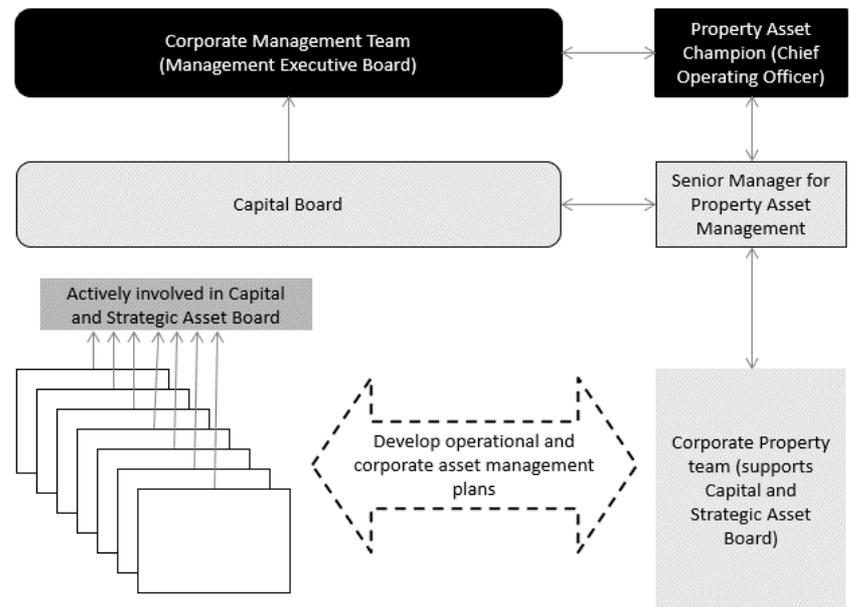
Members' Involvement

We consult and keep our Members informed of property matters that may impact on their local area. It is recognised that Members add considerable value to these discussions because of their knowledge of the areas and the communities they represent. This ensures that our property strategies reflect the needs of the local populations to whom we provide services.

Our Governance Arrangements

There is a governance structure in place providing direction and transparency of the management of the council's estate as outlined by the diagram. The corporate property team provides the day to day expertise and support and manages key parts of the council's property estate (e.g. corporate offices).

The services produce their own service delivery plans which include some property provision. Collectively these feed in to the Capital Board chaired by the Chief Operating Officer. This board sets strategy for the Council's assets and receives reports on performance and key projects, ensuring progress is maintained and resources are made available or managed appropriately. The Board also decides on priorities where resource is stretched. Finally the Board's activities and decisions are reported to CMT at a corporate level.



Measuring our Performance

To measure our assets effectively we need to know how they are performing. We use a number of Key Performance Measures to report on the performance of certain aspects of the estate such as the running costs per sq. m for the corporate office estate.

We are replacing the current asset management system and as part of that project are refreshing the performance reporting.

These extended measures will include:

- Running costs for different types of building
- Energy costs and efficiencies
- Backlog maintenance
- Helpdesk volumes (of calls/requests)
- Time taken to carry out repairs
- Outstanding repairs by priority
- Planned vs Reactive spend
- Management costs

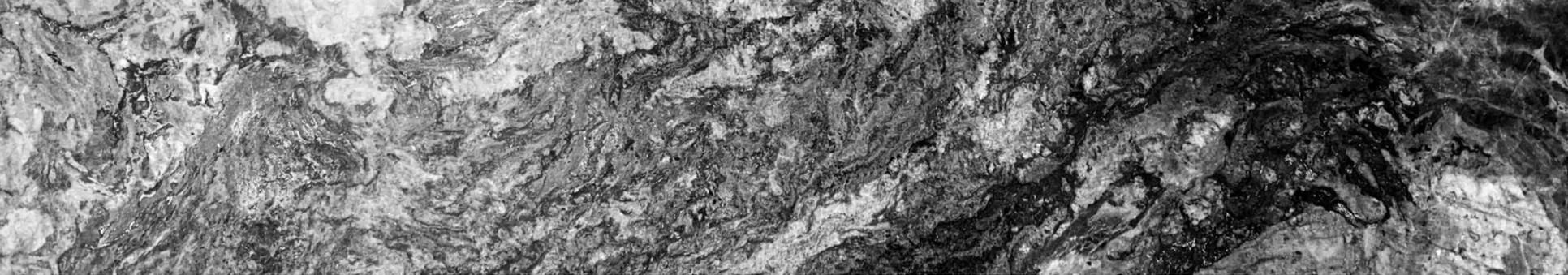


Challenging our Assets

We will be reviewing all of our assets, across our portfolios, on a continuous rolling programme. This ensures that only those service assets that are needed are retained, and our budgeted programmes for maintenance and investment secure best value. The ultimate aim of Asset Reviews is to reduce costs, identify assets that should be retained for use and/or available for wider service or investment benefit , as well as identifying those that are surplus to requirements.

Each asset is otherwise assessed using a step-by-step challenge and review process, ensuring that every asset has been fundamentally tested against a common set of criteria.

Strategic Purpose	Opportunities and Risks	Performance Appraisal	Option Appraisal	Pre-Implementation Consultation	Outcome
<ul style="list-style-type: none"> Why do we own this asset? 	<ul style="list-style-type: none"> What are the opportunities for this asset? 	<ul style="list-style-type: none"> What financial/ non-financial outcomes are delivered? 	<ul style="list-style-type: none"> Balance of performance, opportunities and risks 	<ul style="list-style-type: none"> Internal stakeholders 	<ul style="list-style-type: none"> Retained within portfolio
<ul style="list-style-type: none"> Who is accountable for its performance ? 	<ul style="list-style-type: none"> What are the barriers and constraints? 	<ul style="list-style-type: none"> Can the non-financial outcomes be measured (or qualitative)? 	<ul style="list-style-type: none"> Options available? 	<ul style="list-style-type: none"> External stakeholders 	<ul style="list-style-type: none"> Replaced
<ul style="list-style-type: none"> Is this financial/non-financial? 	<ul style="list-style-type: none"> Do we understand the risks? 	<ul style="list-style-type: none"> What are the management costs? 	<ul style="list-style-type: none"> What are the relative costs and benefits of these options? 	<ul style="list-style-type: none"> Partners Members 	<ul style="list-style-type: none"> Remodel Re-use
<ul style="list-style-type: none"> How do we know it is fulfilling its purpose? 	<ul style="list-style-type: none"> Is risk transfer an opportunity? 	<ul style="list-style-type: none"> Any other invisible costs? 	<ul style="list-style-type: none"> Do any options carry added risk? 		<ul style="list-style-type: none"> Dispose (sell/transfer)



Maintaining our Assets

Maintenance and statutory liabilities cost an ever-increasing amount, with our annual spend of around £15 million. It is vitally important that we look after our assets. Our overall strategy is to ensure that our finite maintenance resources are prioritised toward appropriate buildings where the money is needed most. We identify these priorities by conducting a rolling programme of condition surveys which aim to identify maintenance requirements over a period of 10 years, with aspirations to complete lifecycle condition surveys on selected assets to cover a period of 25 years. This will enable a better-informed decision-making approach and maximise efficiencies by planning spend over a longer time horizon.

Our four key aims for Building Maintenance are:

- To ensure buildings are safe and secure for the people who use them
- To allocate funding to projects that will achieve the maximum positive impact
- To achieve an efficient balance between planned and reactive maintenance work
- Achieving maximum efficiencies in the way we procure building maintenance work



Working with Partners

Local authorities and other public sector agencies face a period of unprecedented financial challenge. In order to meet these challenges, and to maintain and improve core public services, it is essential that all agencies work together. Opportunities for sharing of resources will remain key topics moving forward - whether physical assets or property services, whether joint commissioning and procurement of services, or through joint investment activities. These opportunities underpin the principles of us securing best value, economies of scale and ensuring we maximise benefits from our combined buying power. In addition, by working strategically with our partners, we can ensure we learn from our common experience and share best practice.

Strategic Property Asset Collaboration in East Sussex (SPACES) is a 10 year property collaboration programme (2013-23) consisting of a wide range of public and voluntary sector partners working together to achieve a shared vision.

It aims to reduce costs and generate capital receipts by seeking opportunities to co-locate and collaborate through property sharing and alignment of services.

The County Council has seconded a Programme Manager, to enable and support the co-ordination of activities and initiatives. SPACES targets to be achieved, between the partner organisations, are:

- £10 million reduction in revenue cost of property assets
- Reduction in carbon emissions by 10,000 tonnes
- £30 million in capital receipts through the disposal of property



Engaging with our Communities

Local people are often best placed to manage community facilities in their area. They already make extensive use of these assets and their local knowledge and hands-on management often result in lower overheads and better value-for-money. Community organisations also use volunteers and take great pride in their local area.

We have a number of our properties leased or licenced to small enterprises and community groups, as well as voluntary and community organisations. We continue to facilitate use of some property assets for local groups on short term arrangements when supported by an appropriate level of due diligence on their proposed use, and where the occupation does not conflict with wider asset plans.

The Council supports this Meanwhile Use of assets for community benefit to both unlock and use the resilience, and commitment, of local communities to help people help themselves.

Meanwhile Use can help avoid vacant property costs such as empty business rates, maintenance and ensuring insurance policy compliance. Vacant properties offer little to local economies and present a risk through vandalism.

Whatever the mechanism, we are fully committed to using our assets to form and support partnerships with community organisations, to create stronger, more cohesive and more sustainable communities.

Supporting our Service Areas

In support of service areas across the Council and external partners, the strategy will enable and facilitate service transformation by maximising the use of assets across the Public Sector. Examples of these include:

Health and Social Care: The linking of Health and Social Care has resulted in the council and Public Sector partners examining how these services are accessed and delivered, alongside the effectiveness of different facilities. We are looking at a more modern approach, providing us with opportunities to re-assess the use and occupation of associated property in alignment to asset rationalisation.

Youth Offending Team and Looked After Children Service: Relocation of the services from their existing premises into appropriate locations to release valuable assets for disposal.

Community Associations – engagement: Engagement with Community Associations to support them in maintaining provision of activities at council-owned Community Centres. Dialogue has been maintained with Community Associations and we are looking at providing appropriate lease arrangements, certainty of occupation and restructuring council charges to Community Associations to address some of the issues raised.





Asset Management Action Plans 2020-2025

A. Strategic

B. Operational

C. Service Improvement

STRATEGIC					Key Milestones		
Action Reference Number	Action Description	Key Asset Management Strategy Objective	SMART Objective	2019-20	2020-21	2021-22	Accountability
A1	Review of investment Strategy - including Acquisitions, Investments and Disinvestments	To manage and maintain property effectively, efficiently and sustainably, together with optimising financial return and commercial opportunities	By 31 March 2020 have in place an Investment Strategy to identify commercial opportunities and prioritisation of resources	Engage with Investment specialists to develop Investment Strategy for the future management of assets			Interim Chief Property lead Capital and Investment Board
A2	Review and development of Corporate office strategy for core office buildings	To provide the right places and spaces to deliver services aligned to operating principles: Strategic Commissioning; One Council; Strong Partnerships	By 31 st December 2019 to have agreed strategy (by CMT) for corporate office estate for period 2020-2025	Engage with consultant to develop options appraisal for core buildings and alternative provision Begin market search for alternative premises in Hastings	Identify alternative property in Hastings, model impacts for proposed Eastbourne and Hastings options Begin negotiations with landlords in E'bourne and Hastings	Achieve cabinet sign off to the delivery of new corporate offices	Corporate property Capital and Investment Board
A3	Review and improve Community Asset Transfer Strategy (CAT)	To plan and manage property as a corporate resource for the benefit of the people of the ES	By 31 March 2020 modernise the current CAT strategy	Review the existing CAT strategy (in consultation with community organisations) to streamline and improve the process			Capital and Investment Board

STRATEGIC					Key Milestones		
Action Reference Number	Action Description	Key Asset Management Strategy Objective	SMART Objective	2019-20	2020-21	2021-22	Accountability
A4	Disposals Strategy and Programme Management	To plan and manage property as a corporate resource for the benefit of the people of the ES	By 31 March 2020 implement and embed a strategy to provide a consistent approach to disposal of assets	Develop a fit-for-purpose Disposals Strategy, implementing the performance and programme management arrangements to support it			Interim Chief Property lead Capital and Investment Board
A5	Property Asset Management System	To manage and maintain property effectively, efficiently and sustainably, together with optimising financial return and commercial opportunities	To have identified a preferred supplier for new PAMS and signed contracts by 31 March 2020	To manage to set up implementation and data transfer.	Embed new processes in property team and other users e.g. schools and contractors	Switch off current Atrium system and rely solely on new PAMS	Corporate Property S151 Officer
A6	Review of performance regime (links to PAMS)	To manage and maintain property effectively, efficiently and sustainably, together with optimising financial return and commercial opportunities	By 31 March 2020 agree a suite of asset performance metrics for presentation to Capital and Strategic Asset Board	To agree new suite of asset performance metrics	Implement performance reporting on quarterly basis to Capital and Strategic Asset Board		Corporate Property Capital and Investment Board
A7	Review contribution of assets to the Regeneration Agenda	To use land and buildings to stimulate development and growth, together with supporting local business needs and encouraging new business to the area	By 31 January 2020 formalise engagement with Regeneration Service in identifying how assets can influence and be a catalyst for change	Formulate a route for dialogue and collaboration with Regeneration Service			Corporate Property Regeneration Service

OPERATIONAL					Key Milestones		
Action Reference Number	Action Description	Key Asset Management Strategy Objective	SMART Objective	2019-20	2020-21	2021-22	Accountability
B1	Assets Data and information systems integration	To manage and maintain property effectively, efficiently and sustainably, together with optimising financial return and commercial opportunities	By 30 June 2020 new PAMS will be fully operational, enabling access to live asset performance data		Complete the data cleanse and validation of SAM assets data Implement full reporting capability	Embed performance reports in quarterly reporting to Capital and Strategic Asset Board	Corporate Property Capital and Investment Board
B2	Schools Capital Programme	To manage and maintain property effectively, efficiently and sustainably, together with optimising financial return and commercial opportunities	By 31 March 2020 identify schemes, commission works and manage delivery of prioritised statutory and maintenance requirements for Schools	Manage and report on 2019/20 Schools Capital Programme Prepare capital funding requests for 2020/21 programme	Manage and report on 2020/21 Schools Capital Programme Prepare capital funding requests for 2021/22 programme	Manage and report on 2021/22 Schools Capital Programme Prepare capital funding requests for 2022/23 programme (subject to academy conversion)	Corporate Property Capital and Investment Board S151 Officer
B3	Statutory Compliance function (Fire, Asbestos, Legionella, Contract Management)	To manage and maintain property effectively, efficiently and sustainably, together with optimising financial return and commercial opportunities	By 31 March 2020 assure compliance with all building related statutory regulations	Recruitment of a dedicated Fire Safety Officer in the Corporate Property Service structure Ensure new PAMS incorporates all asset compliance data into a single source	Quarterly/Monthly Statutory Compliance report with exceptions alert		Corporate Property Capital and Investment Board Legal team

OPERATIONAL					Key Milestones		
Action Reference Number	Action Description	Key Asset Management Strategy Objective	SMART Objective	2019-20	2020-21	2021-22	Accountability
B4	Commercial Estate Management	To manage and maintain property effectively, efficiently and sustainably, together with optimising financial return and commercial opportunities	By 31 March 2021 maximise occupancy and income through timely lease renewals, rent reviews, Service Charges and management of debt, alongside a review of assets leased-in.	Review leases (including service charges) and rent reviews due in 2019/20. Work with tenants and Debt Management to reduce debt levels. Commence quarterly performance reporting of the Commercial Portfolio	Review leases, s/c and rent reviews due in 2020/2. Identify investment and disinvestment to maximise income and reduce cost	Review leases (including service charges) and rent reviews due in 2021/22	Corporate Property Capital and Investment Board
B5	Asset Lifecycle Condition	To plan and manage property as a corporate resource for the benefit of the people of ES	By 31 March 2021 complete Asset Lifecycle Condition Surveys for the retained corporate asset portfolio to enable targeted investment	Identify the priority buildings that would benefit from Asset Lifecycle Condition Survey Ascertain costs and identify funding	To continue further prioritisation of lifecycle condition surveys		Corporate Property
B6	Review of property helpdesk process	To manage and maintain property effectively, efficiently and sustainably, optimising financial return and commercial opportunities	By 31 March 2022 to review helpdesk processes	Ensure revised processes agreed and implemented and used by internal and external contractor	Mandate new processes for all users of helpdesk		
B7	Service Leadership Teams engagement	To plan and manage property as a corporate resource for the benefit of the people ES	By 31 March 2020 to embed engagement process through quarterly meetings with corporate property	Move towards transfer of budgets for core property services e.g. statutory compliance testing	Complete transfer of all property budgets		Corporate property S151 Officer
B8	Budget review	To manage and maintain property effectively, efficiently and sustainably, optimising financial return and commercial opportunities	By 30 th June 2020 to have completed a review of budgets for property across the council	To produce a plan for the disaggregation of property budgets and reallocation to central property budget(s)	Complete transfer of all property budgets		Corporate property S151 Officer

SERVICE IMPROVEMENT					Key Milestones		
Action Reference Number	Action Description	Key Asset Management Strategy Objective	SMART Objective	2019-20	2020-21	2021-22	Accountability
C1	Corporate Office moves	To provide the right places and spaces for the council to deliver its services	By March 2020 to produce plan of proposed office moves with budget and resource allocations agreed through Capital and Strategic Asset Board	To implement agreed moves as part of a managed project	To have full plan agreed and communicated to stakeholders	To implement all office moves against the plan	Corporate Property Capital and Strategic Asset Board
C2	Corporate landlord advice to service departments	To plan and manage property as a corporate resource for the benefit of the people of ES	By March 2021 to implement monthly action report with recommendations for properties in service departments	Transfer of budgets for statutory compliance	Further budget transfer		Corporate Property S151 Officer
C2	Regeneration support	To use land and buildings to stimulate development growth, together with supporting local business needs and encouraging new business	My March 2020 to have completed joint engagement sessions with District, Borough and other public estate	To agree programme of potential projects for regeneration and joint working	To implement phase 1 projects around joint occupation of premises	To implement phase 2 projects around joint occupation of premises	Corporate Property Regeneration 29