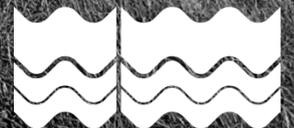


Strategic Asset Plan

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 regeneration, deploying our assets in the most advantageous way to support growth for the benefit of the people of East Sussex.

Our ONE Council ambition remains strong. To achieve better accessibility to services, we take account of our staff and customers needs and we have exciting opportunities due to lease expiries coming up on some of our main operational buildings to review the places and spaces where we want to be.

Progress towards implementing the 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 continuing with our strategic commissioning policies and working closely with our partners in the Districts and 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, 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 this 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 the parts are always read together to ensure that the correct context is understood.

The benefit of adopting such a structure is that many areas, relating to our approach to asset management, are likely to remain constant for several years (such as our Asset Management Policy). In addition, the strategy is unlikely to change frequently but is likely to have a shorter life than our overall land and property policy objectives.

Supporting these two documents is an Action Plan. This 'living document' and will change more frequently as projects are delivered to manage our asset management programmes of work.

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Asset Management Policy

2020 - 2025

Asset Management Objectives

The Council has published eight asset management policies dealing with the way that it manages its property assets (acquisitions, leasing, compliance, maintenance, sustainable buildings, disposals, community asset transfer and carbon). In addition this section establishes the clear principles under which we will manage our assets base. It will remain in place for the next five years but be reviewed annually to ensure it is still 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, using land and buildings to support the Council's priorities:

- 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, together with supporting local business needs and encouraging new business to the area

5

To promote partnership joint working where it will provide benefits for service delivery and in securing 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 we don't need** – operating efficiently within the office buildings that we need and disposing of the buildings we don't require based on Business and Service led strategic changes
- **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 (such as the Civic Centre Car Park) and investing in buildings where additional income can be generated
- **Acknowledging Climate Change 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** – enabling 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 want and need, using better accessible and inclusive facilities to serve them

Actions and Behaviours

In developing our Asset Management objectives, there are certain actions and behaviours that we need to adopt relating to our land and buildings. These are set out below, but not in any particular order of priority. It is accepted that there will be occasions where some of these 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 should be considered a corporate resource and therefore Property will offer guidance with decision-making on service provision matters
- We will ensure effective balance between corporate and service priorities, showing an understanding of our frontline services
- We will work to ensure that property information is accurate, current 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 services 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 work to ensure that property is secure, safe to use and fulfilling current statutory requirements
- We will work with Districts, Boroughs and other community organisations to optimise the use of assets where most beneficial
- We will ensure that equalities are 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 recycling



OBJECTIVE 4

To use land and buildings to stimulate development and growth, together with supporting local business needs and encouraging new business to 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 the 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 partners based on understanding their target operating model
- We will work closely with Districts and Boroughs to drive savings and find efficiencies by working together to share opportunities

Asset Management Strategy

2020-2025





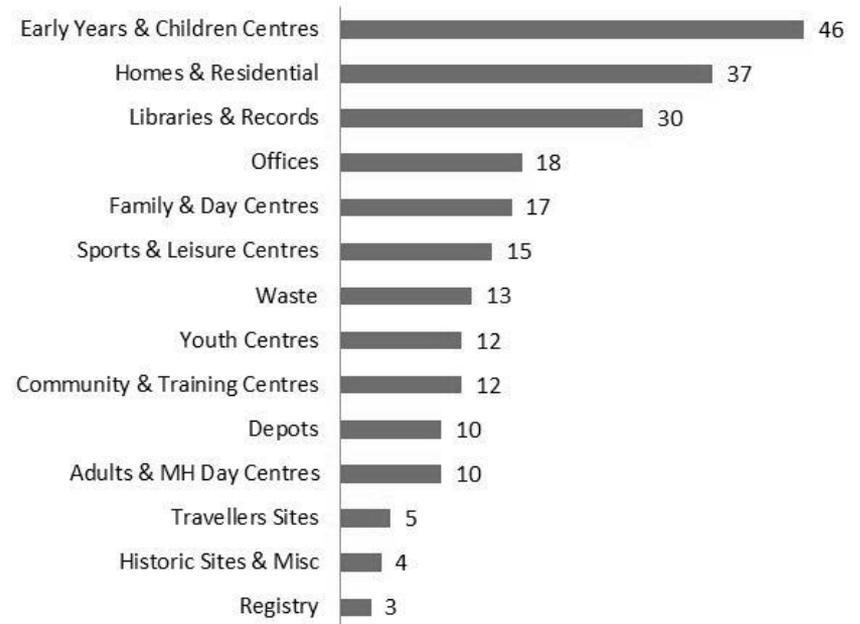
Our Land and Buildings

The Council portfolio comprises a wide range of assets within our current portfolio. It comprises offices, day centres, care facilities, public conveniences, leisure facilities, depots, schools, assets leased to community organisations and even some used to generate a commercial income.

The diagram opposite provides an overview of our 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 support local communities. These 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 over 9,000 land and building assets, with a current total book value of over £800 million. This is the amount that is included within the authority's accounts and, whilst is not the exact amount that we would receive if we sold all of our assets, it demonstrates what a considerable resource our land and buildings are, 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 use or unnecessary.

All assets have a value and if they are no longer required we may sell them with a view to maximising regeneration and GVA.

As the way we deliver services changes, our assets also need to 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 regulations on its assets in relation to Asbestos, Accessibility, Fixed Wiring, Legionella, Workplace and Fire Regulation compliance. To ensure that the asset portfolio is compliant with statutory requirements, regular inspection, review and certification of property is undertaken.

The Council continues to extend the corporate landlord model in both the maintenance and day-to-day running of its buildings to maximise value for money and minimise the 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 operational priorities of those services in occupation.

Additionally, our asset review process ensures that the future of those buildings not providing best value are reviewed appropriately before financial decisions are made on them. The Capital Board provides governance and assurance that money is spent appropriately in the right places.



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. While in many cases budgets still remain connected to the service providers, we work closely with them to ensure that funds are spent in the most appropriate manner.

Our energy team for example have generated over £110,000 of savings for East Sussex and its associated partners, by ensuring correct billing and by promoting energy efficiency.

Despite these 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 / 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.

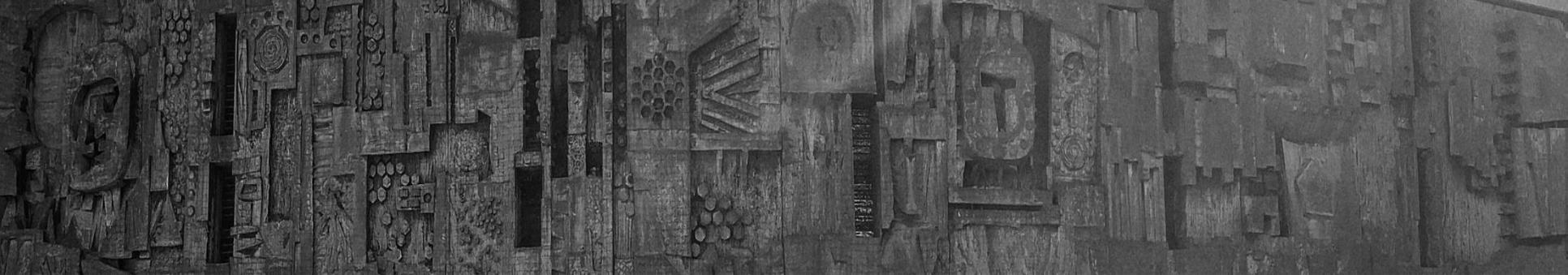
The Council operates a disposal programme, identifying asset rationalisation and releasing surplus assets in line with the objective to maximise economic and regeneration benefits and through joint working with partners.



Regeneration and Development

The Council plays a prominent role as facilitator of regeneration and development in East Sussex. Current major property investments, within the medium term, include:

- £20m Growing Places Fund (GPF) capital loan funding from 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,
 - Glovers House and
 - Pacific House
- 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) and Swallow Business Park (£1.4m), with the latter two having unlocked respectively £6m and £11m of private investment. And 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.
- Eastbourne's new Beacon Shopping Centre



Our Corporate Landlord Approach

The way we manage our assets is important. We continue to review how our land and buildings are managed as a corporate resource, that the right stakeholders are involved, and that decisions are made in the context of the Council's 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 and disposal of land and buildings. This involves asset planning, reviews, feasibility and option appraisal work to support the needs of all service areas, their current and evolving operating models but most importantly, making decisions based on overall 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

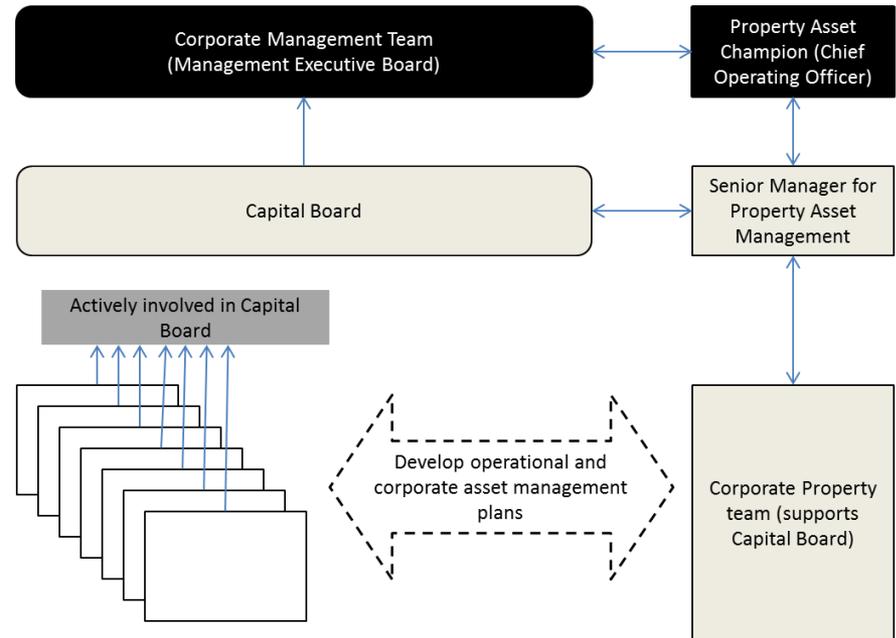
We consult and keep our Members informed of property matters that may impact on their local area. It is recognised that Members add considerable value to these discussions because of their knowledge of the areas and the communities they represent. This ensures that our property strategies reflect the 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 Business and service delivery plans which include or require 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, receives reports on performance and key projects, and ensures progress is maintained and that resources are made available or prioritized appropriately. Finally the Board's activities and decisions are reported to CMT at a corporate level.

Developing key links across service areas to inform property projects remains key



Measuring our Performance

To measure our assets effectively we need to know how they are performing. We use a number of Key Performance Indicators to report on Targets and the performance of certain aspects of the estate - such as the running costs for the corporate office estate, carbon reduction etc.

The Council is replacing its current property asset management system, and as part of that project seeking to refresh not only the performance reporting capability but enabling a wider offer and experience for Customers and enhanced communications.

These extended reports will support our ability to enhance and challenge :

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



Challenging our Assets

Asset Review is an embedded process, which means that we seek review all of our asset portfolio on a continuous rolling programme, aligned to information from core Services. This ensures that only those assets that are needed are retained. The ultimate aim of Asset Reviews is to reduce cost, optimise utilisation, and identify assets that could be retained for use and/or available for alternate investment. Those assets identified as surplus to requirements can be disposed of.

To do this, each asset is assessed using a step-by-step challenge and review process, ensuring 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? 	<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 	<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 super risk? 		<ul style="list-style-type: none"> • Dispose (sell/transfer)



Maintaining our Assets

Maintenance and statutory liabilities are ever-increasing, with an annual spend of around £15 million. Our overall strategy is to ensure that the Council's limited maintenance resources are prioritised to appropriate buildings, where the money is needed most.

We identify these priorities by conducting a rolling programme of condition surveys which aims to understand 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 work enables a better-informed decision-making approach to maximise efficiencies - by planning over a longer time horizon, instead of reacting to emergencies as they happen.

Our four key aims for Building Maintenance are:

- To ensure our 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 and deliver building maintenance work



Working with Partners

Local authorities and other public sector agencies continue to face unprecedented financial challenge. In order to meet these challenges, and both maintain and improve core public services, it is essential that agencies work together to share assets and property services, and leverage work to procure services and capital investment through combined buying power. In addition, working strategically with partners ensures 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 sits squarely within the “One Public Estate” agenda .

It aims to leverage and add value through a shared approach to asset management, to reduce costs, generate capital receipts by seeking opportunities to co-locate and collaborate whilst supporting locality based and economic activity through property sharing and service alignment.

The County Council has seconded a Programme Manager, to enable 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
- £30 million in capital receipts through the disposal of property
- Reduction in carbon emissions by 10,000 tonnes



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 results in lower overheads and better value-for-money. Community organisations also use volunteers and take great pride in their local area.

We have more than 200 properties leased or licenced to voluntary and community organisations, often at reduced or minimal rents, or preferential terms. We have also transferred buildings to local organisations who run them successfully for the benefit of their local communities. These arrangements range from short-term licences to long leases, and this process is known as 'Community Asset Transfer' (CAT).

The Council supports the principle for “meanwhile use” of assets for community benefit to unlock and use the resilience and commitment of local communities to help people help themselves.

Meanwhile uses can assist us to reduce management of risk, and costs, across any vacant, or under utilized property. In addition they can support maintenance issues and assist to ensure compliance with insurance policy matters. In addition, 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 long-term partnerships with suitable 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 with 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 centres. Dialogue has been maintained with Community Associations and we are looking at providing more flexible lease arrangements, certainty of occupation and restructuring Council charges, where we can, 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 implement a strategy to provide a consistent approach to disposal of assets	Develop Investment principles and Strategy for the future of identified assets (concluded)	To take forward Option appraisals on identified assets		Head of Property
			By 31 March 2021 to take forward identified commercial opportunities				Capital 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 July 2020 to have CMT approval on strategic actions for the corporate office estate for period 2020-2025	Engage with consultant to develop options appraisal for core buildings and alternative provision	Achieve Cabinet sign off to the delivery of new corporate offices and undertake key stakeholder workshops	Procure and programme for implementing approved office strategy	Corporate property
				CMT report delivered (concluded)	Begin negotiations with landlords in E'bourne and Hastings		Capital 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	Embed CAT within investment strategy		Capital 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 East Sussex	Implement and embed a strategy to provide a consistent approach to disposal of assets and deliver annual receipt targets by each 31 March	Develop a fit-for-purpose Disposals Strategy, implementing the performance and programme management arrangements to support it	Develop a corporate wide review of Directorate and Service plans		Head of Property Capital 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 29 September 2020	Develop business case and seek sign off by CMT	Identify preferred supplier and engage on implementation on programme and 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 July 2020 agree a suite of asset performance metrics for presentation to Capital Board	To agree new suite of asset performance metrics	Implement performance reporting on quarterly basis to Capital Board		Corporate Property Capital Board

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 September 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 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 Board S151 Officer
B3	Statutory Compliance function (cyclical maintenance, Fire, Asbestos, Legionella)	To manage and maintain property effectively, efficiently and sustainably, together with optimising financial return and commercial opportunities	By 31 June 2020 ensure compliance with all building related statutory regulations and prepare planned programme of works	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 to support planned programme (aligned to B5)	Quarterly and Monthly Statutory Compliance Programme report with exceptions alert		Corporate Property Capital 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 (incl 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 Board
B5	Asset Lifecycle Condition	To plan and manage property as a corporate resource for the benefit of the people of East Sussex	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 2020 to review helpdesk processes with PAMS and MBOS programmes	Ensure revised processes agreed and implemented and used by internal and external contractor	Implement new platform and mandate new processes for all users of helpdesk		Corporate Property MBOSI Board
B7	Service Leadership Teams engagement	To plan and manage property as a corporate resource for the benefit of the people East Sussex	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	Establish protocols and service level agreements to support implementation toward corporate landlord model and align to B8	Complete transfer of all property budgets	Corporate property S151 Officer

OPERATIONAL (CONT)					Key Milestones		
Action Reference Number	Action Description	Key Asset Management Strategy Objective	SMART Objective	2019-20	2020-21	2021-22	Accountability
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		
C1	Corporate Office moves	To provide the right places and spaces for the Council to deliver its services	By June 2020 to produce plan of proposed office moves with budget and resource allocations agreed through Capital Board	Process for agreeing to implement moves as part of a managed project	To have full plan agreed and communicated to stakeholders	To implement office moves against the plan	Corporate Property Capital 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	Support service requests aligned to B7 reviews		Corporate Property S151 Officer
C3	Economic Development support	To use land and buildings to stimulate development growth, together with supporting local business needs and encouraging new business	By 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 Economic Development 31