1. **SUMMARY**

The *Strategic Asset Management Plan (SAMP)* is a detailed companion document to the *Property Transformation Strategy* and establishes the Council’s approach to the management of its property portfolio. A core priority for the Property and Asset Management team continues to be to strengthen the link between the management of the Council’s property portfolio and the delivery of its core business and service outcomes.

1.1 The SAMP sets out the Council’s process for assessing the operational and financial contribution that property makes as a corporate resource. The SAMP and our process underpinning it determines how each property asset aligns with the overall priorities of the Council, supports service delivery and property acquisition strategy.

2. **RECOMMENDATIONS**

2.1 Cabinet is recommended to:

2.1.1 Approve and adopt the enclosed Strategic Asset management Plan; and
2.1.2 To delegate authority to the Commercial Director – Property and Delivery to finalise and publish the document and to action the recommendations contained in the SAMP.

3. PROPOSALS

3.1 Property Transformation Strategy & Strategic Asset Management Plan (SAMP)

The published Property Transformation Strategy which was adopted by the Council in December 2018 sets out the principles of how the use of Council Property Assets can support and contribute to the business outcomes of the council.

![Diagram of Strategic Asset Management Plan (SAMP)](image)

The aim of this SAMP is to build upon the principles set out within the Property Transformation Strategy (PTS) and to establish a plan for the use of the Council’s Property Assets in order to contribute to the delivery of its business outcomes; channelled through our five guiding principles as defined within the Council’s Creating Futures corporate strategy:

- **Our unique strengths:** building on what’s best about our borough
¥ Return on investment: always getting maximum value from our resources
¥ People focussed: providing 21st century services that meet people’s needs
¥ New relationships: building deeper relationships with our partners and a new relationship with our community
¥ New ways of working: creating an agile council that is more digitally driven and more commercially minded

The SAMP has been developed through a collaborative process with service leads and has established a process for working with our key internal stakeholders, to challenge why each asset is held and to define and provide for the longer term corporate need. The SAMP sets out the agreed outcomes with internal stakeholders and how best to achieve the Council’s strategic priorities.

Our aims

When assessing why we hold our assets we will consider not only financial gains but also the asset’s contribution to long-term socio-economic benefits. We aim to take a portfolio approach and consider our assets collectively, looking at how they can be used interdependently to create a lasting legacy for the benefit of the community. We will maintain, enhance and continually challenge our existing portfolio. Our Investment Strategy sits alongside this SAMP to address not only the assets that we currently own, but our intentions for making strategic acquisitions to support our programmes for return on investment and commercialisation.

The Venn diagram in figure 1 demonstrates the synergy between three core priorities for the Property and Asset Management team
- **Delivery of core operational needs** – maintenance and management of the current operational estate in order to effectively deliver services.

- **Commercialisation** – to explore innovative ways to reduce operating costs and generate income, and to for commercialisation through service delivery.

- **Return on Investment** – to invest in assets that have a clear objective for achieving financial returns, as well as social and economic benefits

The SAMP is intended to be updated every year following the Asset Planning Process set out in the SAMP.

In producing the SAMP, a clear process encompassing the ‘Asset Challenge’ methodology was adopted. The three-staged cycle consists of: Assess, Plan and Implement. Although this SAMP is a five-year plan, the asset planning process will be carried out on an annual basis and implementation timeframes based on individual project programmes.

3.2 This SAMP sets out the Council’s process for assessing the operational and financial contribution that property makes as a corporate resource. The SAMP and our process underpinning it determines how each property asset aligns with the overall priorities of the Council, supports service delivery and business outcomes. The SAMP sits alongside other service strategies and Council-wide programmes including the Investment Strategy, which is a key element.
4. **OPTIONS & ALTERNATIVES CONSIDERED**

4.1 A ‘Do Nothing’ approach was not an option, which if adopted, would have resulted in the Council failing in its ability to deliver its priorities and its support for service delivery into the community and business outcomes.

5. **SUSTAINABLE COMMUNITY STRATEGY PRIORITIES (AND OTHER NATIONAL OR LOCAL POLICIES OR STRATEGIES)**

The SAMP will assist the Council in delivering its key strategies and priorities. The SAMP is there to establish a plan for the use of the Council's Property Assets in order to contribute to the delivery of its business outcomes; channelled through our five guiding principles as defined within the Council’s Creating Futures corporate strategy:

6. **CONSULTATION**

6.1 Separate departmental consultation on the draft Strategic Asset Management Plan (SAMP) and Property Investment plan has been completed and the issued plan reflects comments and feedback received

7. **IMPLICATIONS**

7.1 **Finance, Value for Money and Risk**

The optimization of property use and investments will provide improved financial outcomes for the Council as well as demonstrating value for money balance with investment risk.

7.2 **Legal**

7.2.1 There is no statutory requirement for the Council to have a Strategic Asset Management Plan. Therefore, there are no specific legal implications

7.3 **Equalities and Diversity**

7.3.1 EA Screener completed - impact none.

7.4 **Sustainability (including climate change, health, crime and disorder)**

7.4.1 Any redevelopments arising from this Strategy will comply with modern planning and building regulations standards which will result in more energy efficient buildings with reduced carbon emissions

Within the proposed Corporate Buildings Energy Policy and Strategy work the aims of this will be to include and capture financial savings and achievement of carbon savings in the corporate estate and the use of the Council's ring fenced Salix energy efficiency fund

7.5 **Council Infrastructure**
7.5.1 The resources required to implement and manage the SAMP and its implementation plan are included the recent restructure of the property and housing Directorate – now called Economic Growth and Housing Delivery Directorate

7.6 Brexit

7.6.1 There are no Brexit implications associated with the contents of this report.

BACKGROUND INFORMATION (as defined by Local Government (Access to Information) Act 1985)

None.