

Teignbridge District Council

Strategic Asset Plan: 2024 - 2029

Draft

June 2024

Vision: We will manage assets to support the strategic delivery of District services and priorities improving the sustainable economic, social and environmental wellbeing of our communities now and for the future

Council Priorities

1. A **carbon** neutral district
2. Better quality and affordable **housing**
3. Good wages and **jobs** for all
4. Active and sustainable **travel** choices
5. Encouraging our **young** people to stay
6. A **healthier** population living in resilient communities
7. A clean, green and safe **environment**
8. An **open council**

Policy Context

- The Council Strategy. Key themes are **Community; Environment; Housing** and **Jobs**.
- The Financial Plan contains **Medium Term Financial Plan (MTFP)** and the **Financial Viability Process**.
- The **Capital Strategy** provides the focus of capital investment

Council Services

- Real Estate should **support service delivery**. TDC range of statutory and non-statutory functions
- Assets, Democratic Services; Council Tax; Parking; Housing; Planning; Recycling and Waste; Legal Support Services; Business Rates; Sports and Leisure; Estuaries and Coasts; Environmental Health and Wellbeing; Drainage and Flooding; Licencing; Benefits and Support.

Strategic Objectives

- 1a. To develop a more **efficient** property portfolio, increasingly more fit for purpose and aligned with the council's strategic and operational objectives
- 1b. To produce revenue **savings** and reduce property ownership costs and liabilities through a programme of asset rationalisation
- 1c. To **optimise** the realisation of asset values through planned capital receipts and the maximisation of rental income
2. To effectively **contribute** to the district's sustainable growth, and to its social and environmental wellbeing
3. To **improve** service delivery by providing fit for purpose assets which support corporate and service strategies

Approach to Real Estate

- Be managed **corporately** to support the Council's services and achieving its strategy.
- Be run **commercially** to reinvest returns back in to the Council's services and real estate.
- Continually improve its **Environmental** performance to reduce our impact on the environment.
- Benefit the **Community**, residents and visitors of the District.

Strategy

Overview of the Estate

- The estate is varied and large reflecting the equivalent size of **749 football pitches** and **24 Forde Houses**
- There are **327 buildings** (95,877 sq m) and **1,015 parcels of land** (534.56 hectares)
- **379 titles** belonging to Teignbridge District Council confirmed with the Land Registry

Strategy

- Subdivide the real estate in to **portfolios** to be treated differently. There will be three categories
- **Strategic** (Community, Environment, Housing and Jobs)
- **Commercial**
- **Service Delivery** (Infrastructure and Operational)

Financials

- Stabilised gross **Revenue** broadly £2.6M per annum estates and £4.0M car parks total circa £6.60M
- Gross **costs** (excluding recoverables, staffing / overheads and major projects) c. £3.0M
- **Largest** cost items are Utilities, Cleaning (WCs 52%) and Ground Maintenance (Open Space 50%)

Measuring Performance

- The shift towards data capture and data driven decision making will support a suite of **performance indicators**
- These PIs will automatically feed through to a performance **dashboard**
- To cover **essentials** within Facilities Management, Repairs and Maintenance, Compliance, Estates and Projects

Decision Making

- Have full consideration to environmental impact and equality impacts in asset related decision making to use assets to reduce our impact on the environment and to bridge the gap on inequality and accessibility.

Action Plan

Priorities

1. Reduce costs

- A. Focus on capturing all **recoverable** costs (service charge, utilities, insurance)
- B. **Dispose** of assets that cost to own and provide no identifiable ownership purpose
- C. Shift towards a **planned preventative** approach to maintenance

2. Grow Income

- A. Improve **data**, record keeping, monitoring and reporting
- B. Improve **completion times** for rent reviews and lease renewals
- C. Explore additional, efficient and profitable, **revenue generating** opportunities

3. Support Community and deliver housing

Rebalance the portfolio so that fewer **community assets** can be better supported where need is demonstrated and justified. Use our real estate to support the delivery of **housing** in accordance with our housing strategy.

Foreword

Councillor David Palethorpe

Portfolio Holder for Estates, Assets, Parking and Economic Development

“This new Strategic Asset Plan document has been produced following officer and member workshops and has been devised to provide direction and clarity in the way we manage our land and buildings.

This Strategic document covers the whole of the District and its intention is to ensure we manage our assets for the benefit of all the residents across the District of Teignbridge.”



Policy 2024-2029

Introduction.....	5
Key issues.....	6
Policy Context.....	9
Vision.....	14
Actions and Behaviours.....	15
Informing our approach.....	17

Strategy 2024-2027

Introduction.....	19
Real Estate Portfolio – overview.....	20
Maintaining Our Assets.....	40
Acquisitions.....	47
Disposals.....	48
Council Finances.....	50
Ten Year Strategy and Modern 25.....	53
Corporate Landlord Approach.....	54
Governance Arrangements.....	56
Asset Management Risks.....	57
Measuring Performance.....	58
Our Approach.....	60
Review of Assets.....	65
Asset Challenge and Review.....	66
Working with Partners / Organisations..	68
Engaging with Communities.....	70
Implementing Change.....	72

Action Plan 2024-2025

Introduction.....	73
Strategic.....	74
Operational.....	77
Service.....	81

Appendix 1

Asset Proforma.....	83
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The objectives and priorities of Teignbridge District Council are set out within the Corporate Plan referred to as the Teignbridge District Council Ten Year Strategy 2020-2030 “The Council Strategy”.

The aim of this Strategic Asset Plan is to align and leverage real estate in order to help deliver relevant elements of the Council Strategy either directly, or indirectly by assisting delivery of other service plans.

Teignbridge District Council’s Strategic Asset Plan 2024 to 2028 is based on an Asset Management Framework which is made up of three elements:

1. Asset Management **Policy**
2. Asset Management **Strategy**
3. Asset Management **Action Plan**

Whilst connected and inter-related, the Strategic Asset Plan is designed to be organic and each part intended to last over different timescales and also capable of being updated at different times in order to remain relevant. For example, the Policy is likely to remain in place for a five year period, whereas the Action Plan is intended to be reviewed and updated annually.

It is therefore important that the reader ensures they are viewing current versions of all three parts of this Strategic Plan.

Part 1

Asset Management Policy

2024-2029



Introduction

The Asset Management Policy Identifies objectives and priorities within the Council Strategy to which asset management can make a positive contribution.

The timescale for the adoption of the Policy is five years, 2024 to 2029, but reviewed annually.

Firstly the policy document provides a brief overview of the key issues and challenges faced by Teignbridge as a District.

Secondly it sets out the organisational context of the authority which has been designed to address and improve the District's issues. This focuses on the Council's other strategies and policies that feed in to the Corporate Strategy and which our approach to real estate can impact.

Finally, set out is five overriding principles which determine our approach to real estate and, if adhered to, have been designed to ensure the manner in which TDC uses its land and buildings positively contributes to achieving the Council Strategy.

New policy or review of previous documents

This is a new policy which will supersede the previous Asset Management Plan 2018 to 2023 (adopted December 2018).

The Council understands the fundamental part Real Estate plays in enabling the delivery of a variety of other corporate, policy and service line strategic objectives. Active asset management therefore has a vital part to play in the Council's ability to deliver first-class front-line services. This has been demonstrated by measurable past successes and we would therefore like to build on the previous plans by implementing a new policy.

We will also continue to strive to meet the aspirations of the District to use assets to meet the needs of the Local Community, deliver commercial returns and promote joint asset working with other Bodies via the One Public Estate Scheme.

Key issues particular to Teignbridge and the District Council

Fundamental to achieving the Council's longer term goals and objectives is how we utilise our land and buildings. This requires guidance and a charter of overriding principles that can be used to inform decision making. To achieve this the Policy document identifies and defines core principles by which we will commit and adhere to.

Finally, this first document outlines the Corporate Policies and Wider Service level aims and objectives that can be supported by real estate and its functions.

The Council Strategy sets out the Council's priorities which are categorised in to eight key objectives:

1. A carbon neutral district
2. Better quality and affordable housing
3. Good wages and jobs for all
4. Active and sustainable travel choices
5. Encouraging our young people to stay
6. A healthier population living in resilient communities
7. A clean, green and safe environment
8. An open council

The Council Strategy is being reviewed with an aim for a new Strategy to be adopted later in 2024. This Strategic Asset Plan will be reviewed to ensure it remains appropriate once the new Strategy has been published.

Key issues particular to Teignbridge and the District Council. continued

Climate Emergency

Declared a Climate Emergency: On 18 April 2019 Full Council declared a 'Climate Emergency' and committed Teignbridge District Council to reach net carbon neutrality by 2025.

TDC has played a leading role in tackling climate change for some time, with lots of work completed and on-going in the Council Strategy's 'Zero Heroes' project.

Since declaring the Environment and Climate Emergency, TDC has revisited these plans to create a [Carbon Action Plan Part 1](#) covering our in-house operations setting out a series of actions to tackle emissions produced as a consequence of the services that we deliver as a local authority. This was adopted by Full Council in July 2022 and will be reviewed on a continual basis as projects are delivered and new opportunities arise. It is vital that Asset based decision making aligns with this plan where projects prove viable.

TDC is working with communities and businesses to create the second part of our [Carbon Action Plan Part 2](#) covering what needs to happen at District level working towards our net zero goal for Teignbridge. This plan will be launched in 2024.

"By declaring a Climate Emergency, we have made a clear commitment and have set a target to reduce our carbon emissions from the estate and operations of TDC." Carbon Plan June 2022

TDC is part of the Devon Climate Emergency Response Group which brings together 20 public and private sector organisations in Devon supporting urgent action on the climate emergency and coordinating the production of the Devon Carbon Plan.

Key issues particular to Teignbridge and the District Council. continued

The key Challenges faced by Teignbridge include:

- An Ageing Population
- Low wage economy
- Increasing Financial Pressures
- Increasing the number of affordable homes within Teignbridge

The key Challenges faced by the District Council include:

- Uncertainty around government funding
- Rising inflation and infrastructure costs
- Budget deficits requiring use of finite reserves
- Difficulty recruiting and retaining staff
- Improving service delivery with less resource

Fundamental to overcoming these challenges and achieving the council's medium to longer term financial and corporate goals and objectives is how we utilise our land and buildings.

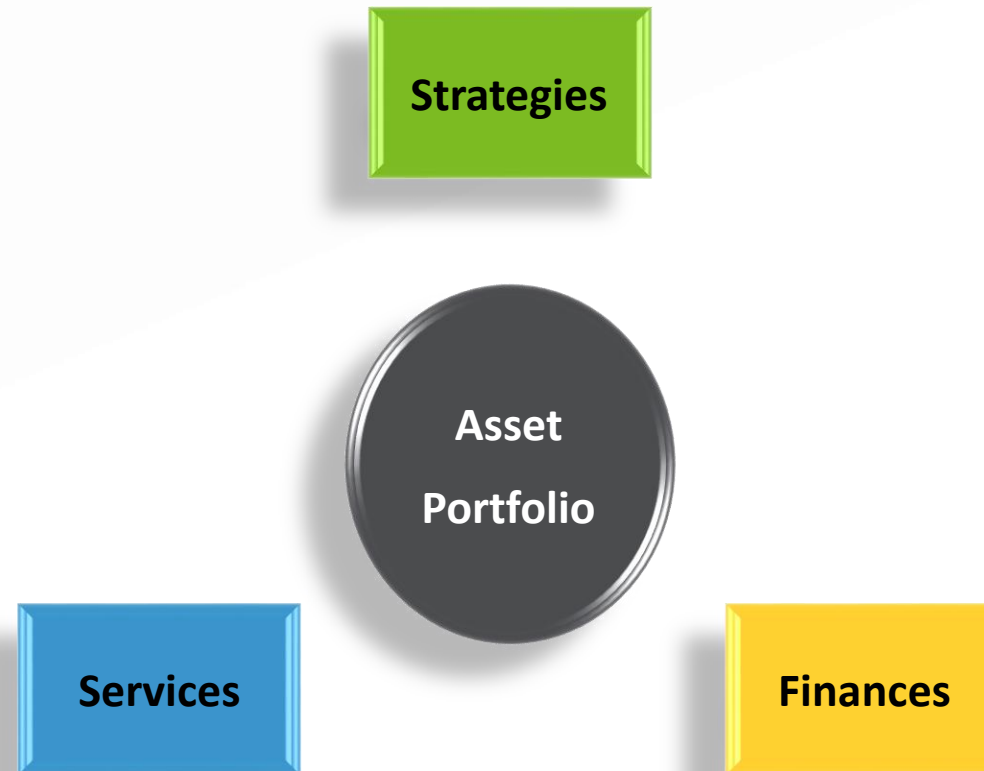
Organisational context of the policy

Ultimately the Council's land and buildings should directly or indirectly support the delivery of the services it provides.

However, it is critical to recognise the wider inter-relationship property has with the Council's key strategies and policies, finances and service delivery.

Understanding how real estate supports these areas is critical to the alignment and management of strategic ambitions, financial requirements and service delivery - enabling effective asset management.

An awareness of this will allow TDC to ensure its property holdings have a clearly identified purpose of ownership.



Organisational context of the policy - Strategies

The Council's current Policy and Strategy Framework that sit around the central Council Strategy and therefore form the context for this Strategic Asset Plan's Policy include:

New Council Strategy

The Council Strategy is currently under review, and corporate objectives and targets are an emerging picture, particularly with the direction of a new administration.

It is, however, anticipated that key themes important to the District will continue to be relevant in the revised strategy and include:

- **Community**
- **Environment**
- **Housing**
- **Jobs**



Council Strategy
2020-2030
(under review)



Medium Term
Financial Plan –
Capital & Revenue



Local Plan
2013-2033
(under review)



Economic
Development Plan



**Asset Management
Framework**



Housing &
Homelessness
Strategies



Green Infrastructure
Strategy



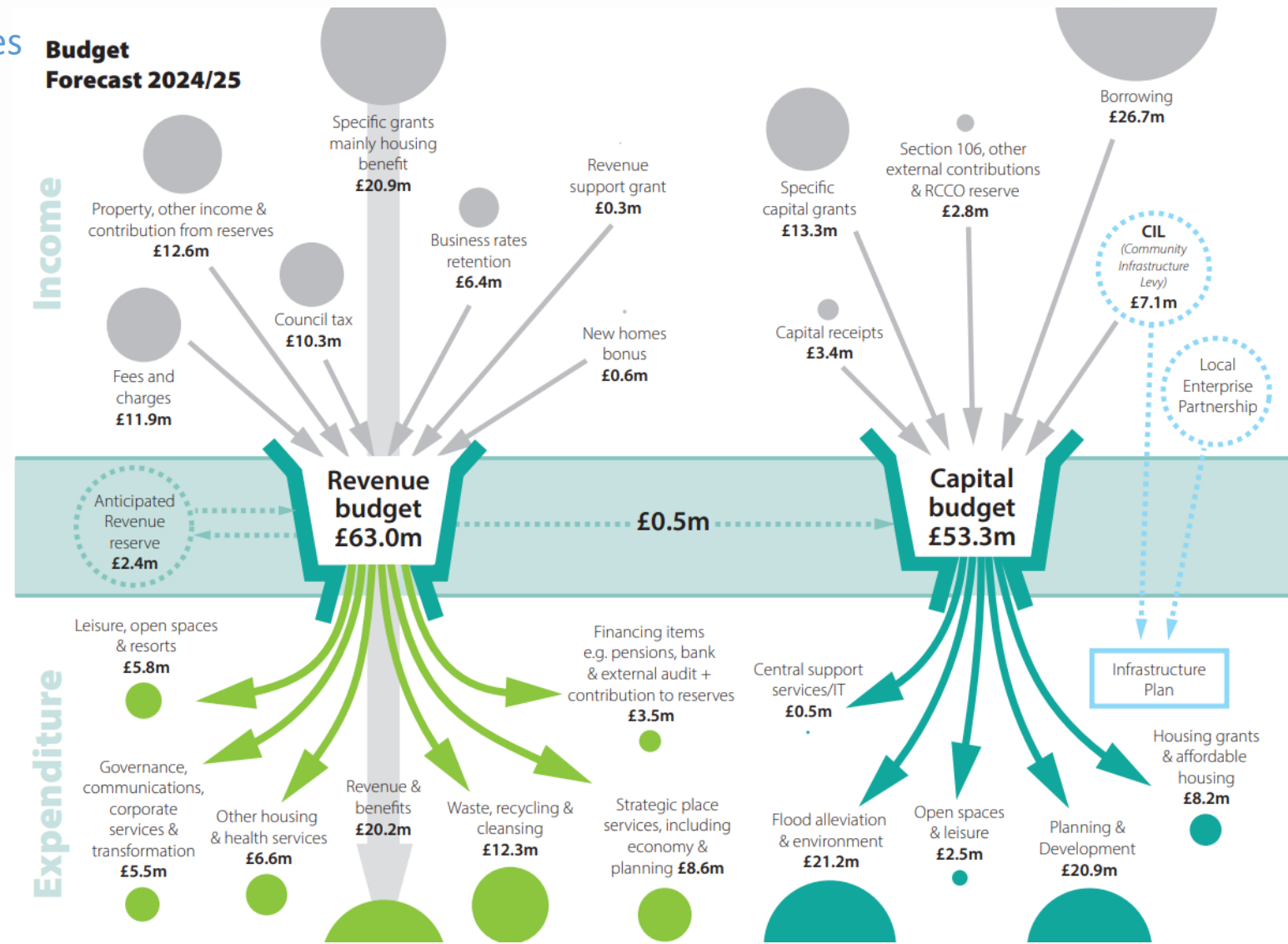
Annual Service
Business Plans

The asset management approach should fundamentally support and contribute to the administration's strategic ambitions. However, there must also be an acknowledgment and understanding of the relationship between the approach to managing the asset portfolio and the sustainability of both service delivery and the council's financial position.

Organisational context of the policy – Finances

- The asset management plan needs to align with the Councils Capital Programme and medium term financial planning.
- It also reflects the changes in the Councils revenue budget and how this impacts the management of the commercial asset base.
- Not achieving the Medium-Term Financial Plan targets will increase the risk of a Section 114 Notice becoming necessary.
- The Council's finances and its inter-relationship with its assets from revenue, capital receipts to budgeting for maintenance and capital projects is set out in the Strategy section of the document.

Teignbridge District Council's Capital Strategy provides an overview of how the Council plans and delivers its capital expenditure, capital financing, treasury management and investment activities. It shows how these activities are carried out with the aim of fulfilling the priorities set out in key strategic documents such as the ten year council strategy and local plan. It is a key document for the Council and forms part of the annual budget papers.



Organisational context of the policy – Finances Continued

As part of its budget papers, the Council produces a **Financial Plan**. This is divided into two parts – the **Medium Term Financial Plan (MTFP)** and the **Financial Viability Process (FVP)**.

1. The Medium Term Financial Plan provides a financial model and forecast of the cost of providing services over a rolling five year period.

In addition to considering the revenue implications and the General Fund balance, the MTFP also reviews the affordability of the Council's capital investment programme, matching forecast funding against planned capital spending over a five year horizon. Current, significant financial pressures to consider are high inflation rates, interest rates, high energy and food costs and a possible future recession. The MTFP seeks to address these financial challenges while facilitating the Council's strategic aspirations, such as affordable housing and carbon reduction.

2. The Financial Viability Process shows how the Council will attempt to balance its finances over the coming years to continue to provide service for its residents and customers. A key part of this is a process of reviewing service plans to achieve financial sustainability and viability.

The **Capital Strategy** shows how the Council intends to focus its capital investment to further its strategic objectives, including investment in infrastructure, housing and reducing the impacts of climate change. It provides the framework which will allow the Council to achieve its vision of shaping Teignbridge as a place which is economically resilient, delivering good quality services while addressing the funding challenges.

Organisational context of the policy - Services

<p>Assets (Estates, Repairs & Maintenance, Major Projects) - Managing property and regenerations projects.</p>	<p>Democratic Services - Elections. Councillors Services. Committee Meetings</p>	<p>Council Tax - Payments. Reductions (support). Changes. Challenges.</p>
<p>Parking - Running off street car parking services including Enforcement. Parking permits. Parking order. Devon County Council services on-street parking.</p>	<p>Housing - Preventing homelessness. Maintaining housing standards And assisting people to stay independent in their homes. TDC's housing stock was transferred to Teign Housing by Large Scale Voluntary Transfer (LSVT) in the early 2000s. Ownership includes hostels and recent acquisitions Of dwellings to support refugees.</p>	<p>Planning - Applications and Appeals. Local Plans and Policy. Local Land Charges. Heritage Assets. Biodiversity. Trees and Landscape. Enforcement. Neighbourhood Planning. Custom and self build. Devon Building Control. Street names and numbers.</p>
<p>Recycling and Waste - Collections. Garden Waste. Special. Commercial Waste.</p>	<p>Legal Support Services (internal) - Internal legal support services.</p>	<p>Business Rates - Payments. General Guidance. Relief and exemptions. Reporting changes.</p>
<p>Sports and Leisure - Managing Facilities (golf, leisure centres, Boat storage, football pitches, tennis courts, BMX and skate parks, Lido.); Events; Beaches (inc. huts); Parks and open spaces; Weddings (Old Forde House).</p>	<p>Estuaries and Coasts - Supports the South West Regional Coastal Monitoring Programme; Teign Estuary and Coastal Partnership; South Devon and Dorset Coastal Authorities Group; South West Coastal Group</p>	<p>Environmental Health and Wellbeing - Food safety. Health and Safety. Noise and Nuisance. Pests. Flytipping and graffiti. Dogs. Climate Changes. Health and Wellbeing. Licensing and Registrations. Enforcement.</p>
<p>Drainage and flooding - Drains, sewers, gullies, land drainage, sandbag collections, flooding.</p>	<p>Licensing - Alcohol and entertainment. Taxis and private hire. Charity collections. Street Trading. Pavement licenses. Animal licences. Gambling and lotteries. Camping, caravans and park homes. Tattooing, piercing.</p>	<p>Benefits and Support - Housing Benefit. Universal credit and Council tax support.</p>

Teignbridge District Council is not a Highways, Education or Health Authority



Informing Our Approach - Vision

“We will manage assets to support the strategic delivery of district services and priorities improving the sustainable economic, social and environmental wellbeing of our communities now and for the future”

This vision can be translated into a set of five strategic objectives in three main categories:

1. To develop a more **efficient** property portfolio, increasingly more fit for purpose and aligned with the council’s strategic and operational objectives (a)
 - To produce revenue **savings** and reduce property ownership costs and liabilities through a programme of asset rationalisation (b)
 - To **optimise** the realisation of asset values through planned capital receipts and the maximisation of rental income (c)
2. To effectively **contribute** to the district’s sustainable economic growth, and to its social and environmental wellbeing
3. To **improve** service delivery by providing fit for purpose assets which support corporate and service strategies

Informing Our Approach – Actions and Behaviours

Combining our vision and principles to define our actions and behaviours

1a. To develop a more **efficient** property portfolio, increasingly more fit for purpose and aligned with the Council's strategic and operational objectives

- Corporate level decision making on real estate matters
- Real estate budgets are managed corporately and prioritised appropriately
- Assets are used to support Council services efficiently and appropriately
- Systems and procedures to ensure data capture is accurate and up to date
- Capital Projects will ensure value for money and will be prioritised to support Corporate objectives
- Operate and use our buildings in an efficient manner (utilisation)
- Work with other services and third party groups / organisations to Optimise the efficiency of use of our assets

1c. To **optimise** the realisation of asset values through planned capital receipts and the maximisation of rental income.

- Seek Market Rents across our estate and measure the deviation compared to contracted rent
- Quantify, review and justify rent concessions to establish the 'cost'
- Increase exposure to inflation linked rents to protect against "going backwards"
- Diversify revenue to prevent an over-reliance on car parking receipts

1b. To produce revenue **savings** and reduce property ownership costs and Liabilities through a programme of asset rationalisation

- Process of challenge and review to identify under-utilised or under performing assets
- Challenge low performance buildings to inform improve or dispose decision making
- Alternative use / repurposing assessments to be undertaken
- Appropriate asset level plans to be implemented to improve where necessary, or disposal decisions made where existing holdings are not aligned to our established principles
- Portfolio review to identify and rank assets with poor energy performance
- Acquisitions to pass a 'purpose and risk' test, to include liquidity assessment
- Challenge each asset and consider improve or dispose for underperforming assets
- Review and monitor operating expenses on at asset and portfolio level and implement a Deliverable plan to reduce costs

Informing Our Approach – Actions and Behaviours

2. To effectively **contribute** to the District’s sustainable economic growth and to its social and environmental Wellbeing

- Be a catalyst to enable wider sustainable economic growth and development across the District
- Provide a proportion of real estate to help start up businesses / entrepreneurs adopting a “Grow together” mentality. Ideally retaining those tenants along their business growth curve by providing follow-on accommodation and sharing in their success.
- Prioritise innovations in clean energy and enabling future industries and connected tertiary education facilities to establish in the District.
- Seek ways to improve the ‘experiential’ offer of our towns to increase visitor numbers and dwell time.
- Environment first principle for Capital Projects.
- Carbon lifecycle / embodied carbon to be measured and taken in to account in repair and Maintenance, demolish, replace decisions
- Always explore initiatives to encourage our tenants to use our buildings optimally eg Green Leases, cycle facilities, low carbon technologies, EV charging points, non fossil fuels
- Safeguard the nature and accessibility of our natural real estate
- Encourage leisure activities by providing modern, affordable facilities
- Encourage and facilitate sustainable travel to our land and buildings
- Quality of life to be at the heart of our decision making
- Embrace the natural environment and seek ways to positively interact

3. To **improve** service delivery by providing fit for purpose assets which support corporate and **Service strategies**

- Prioritise compliance across our current real estate holdings to ensure Property is suitable and safe to use
- Continuous review of statutory compliance
- Engagement at corporate level for prioritising Capital Projects
- Effective and deliverable Planned Preventative Maintenance (PPM) Programme in place and budgeted for
- Embrace One Public Estate policies and initiatives
- Review ability to adapt to and monetise flexible / remote working
- Regular review and challenge of Council services’ utilisation of space
- Forward plan for future requirements within Council Services and third party organisations
- Accommodation review process to be put in place to ensure optimisation of existing asset base

Informing Our Approach

This vision, five strategic objectives and our defined actions and behaviours will be delivered by adopting the following approach:



Part 2

Asset Management Strategy

2024-2027



Introduction

The Asset Management Strategy is designed to be effective for three years - 2024 to 2027 – before review to ensure TDC’s estate fully supports the Council Strategy by aligning with the Mission and Principles of the Asset Management Policy. The strategy:

- Provides an **overview** of the **asset portfolio** of the Council, its scale and value of careful asset management.
- Outlines the **governance arrangements**, including the decision-making and engagement structures
- Explains the Council’s **corporate landlord** approach.
- Describes how each **policy objective** will be **delivered**.
- Sets out the approach to undertaking a **portfolio review** applying a process of systematic ‘**asset challenge and review**’ based around the sub-portfolio principles.
- Highlights any significant **asset management risks** to the authority requiring inclusion in the corporate risk register and appropriate prioritisation. Appropriate mitigating actions are included. Risks include regulatory compliance, condition inspections, structural issues, skill shortages in addition to external risks such as the environment, flooding, construction cost inflation, Property Markets and the local, national and global economies – all of which might impact delivery capacity and / or capability.

Mission

1. Community
2. Corporate
3. Commercial
4. Environment

Strategic Objectives

1. **Efficient** portfolio
2. Revenue **Savings**
3. **Optimise** capital and revenue
4. **Contribute** to sustainable economic growth
5. Improve **service** delivery

Statement

‘We will manage assets to support the strategic delivery of district **services** and priorities improving the sustainable **economic, social** and **environmental** wellbeing of our **communities** now and for the future’

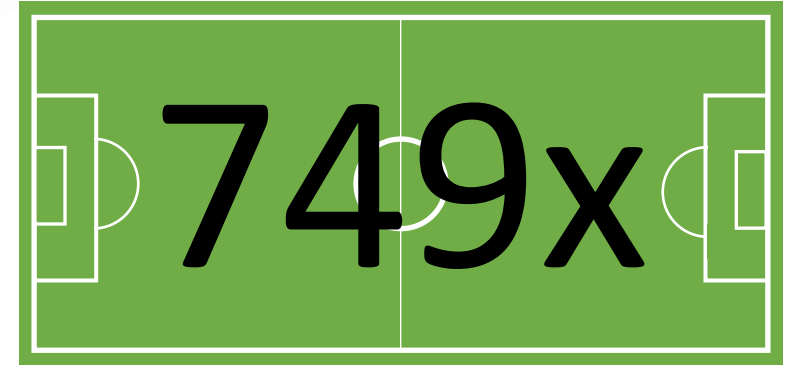
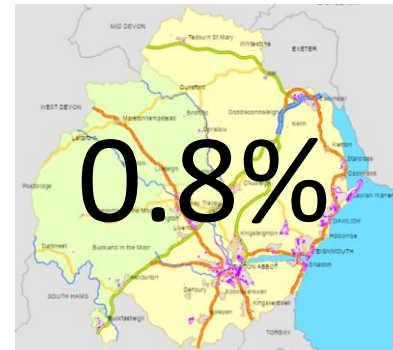
The Real Estate Portfolio. An Overview

Teignbridge District Council, in common with many Local Authorities, owns a large and varied real estate portfolio comprising real estate assets “land and buildings”. These have been acquired, gifted and inherited over the years. The Council owns land the equivalent of 749 football pitches, 0.8% of the entire Teignbridge District and building floor area amounting to 24 times the size of the Council’s HQ building Forde House.

Titles	Count	Level	Count	Site Area Hectares	Floor Area sq m
Absolute Freehold	351	Building	327	N/A	95,877
Absolute Leasehold	19	Subblock	125	N/A	25,586
Good Leasehold	3	Land	1,015	534.6	N/A
Possessory Freehold	5	Land – duty to maintain	24	7.97	N/A
Qualified Freehold	1				
Grand Total	379				

Titles confirmed with the Land Registry are set out in the above table, there may be additional titles that are held by archaic Urban Districts that no longer exist and we are uncovering these.

Land with a duty to maintain only is made up of 22 Closed Churchyards an access road and an access path



The Real Estate Portfolio. An Overview

Titles

The tables show TDC has at least 379 title interests, 351 being Freehold titles absolute and 19 leasehold title absolute. These demonstrable titles were obtained as part of a “proof of ownership” initiative which comprised a digital data request of the Land Registry, including GIS polygons, used to reconcile TDC’s asset management system and GIS information.

Asset Management System

TDC’s various interests in land and buildings are recorded in an asset management system alongside non-TDC assets which are predominantly maintenance liabilities such as closed churchyards, watercourses, culverts, surface water sewers, grills, pumping stations and navigation beacons.

Buildings

There are 327 buildings with an aggregate floor area of 95,877 sq m. These range from traditional property sectors retail, office, industrial to beach huts, bus shelters, sports and recreations (clubhouses, pavilions), youth centres, libraries, nurseries, bird hides, public conveniences, chapels, stores and meteorological stations. 21 buildings are identified as operational including larger buildings for example Forde House offices and the Forde Road Depot through to smaller interests such as sandbag stores.

Subblocks

Some of these buildings have been sub-divided “subblocks” totalling 125 separate units – this occurs for example if a building is let to more than one tenant “multi-let”. To illustrate this, asset 248 - Sherborne House comprises three land entries, a building and nine subblocks.

Land

A total of 1,015 land interests have an aggregate site area of 534.6 hectares (5,345,615 sq m). There is an additional 24 parcels of land in which TDC has no legal title but has a duty to maintain, these comprise 22 closed churchyards and 2 access paths.

The Real Estate Portfolio - Buildings

Asset Type	Built Area (m2)	Count
Beach Hut	261.3	51
Bowling club / pavilion	761.6	6
Bulk Transfer Station	265.1	1
Cattle Market Buildings	2,923	6
Chapel	247.9	3
Cinema	499.0	1
Club House	2,096	5
Community Centre	709.4	2
D1 Dentist	387.1	1
Garage	282.5	6
Heritage Building	695.5	2
Housing	3,023	53

Asset Type	Built Area (m2)	Count
Indoor Bowls Centre	819.8	1
Industrial	30,570	21
Leisure / Sports Centres	10,797	4
Lido	14.2	1
Lifeboat House	316.9	1
Market (Indoor)	1,741	1
Mixed – Office / Ind.	1,730	1
Mixed – Shop and WCs	174.9	1
Mixed – Youth / Library	680.0	1
Museum	62.1	2
Nursery	976.5	3
Off Street Car Park (MSCP)	10,260	1

The Real Estate Portfolio - Buildings

Asset Type	Built Area (m2)	Count
Offices	9,384	18
Pavilion	1,563	10
Public Conveniences	1,579	27
Public Shelter	267.4	12
Pumping Station	49.3	2
Sandbag Store	160.0	4
Scout Hut	166.6	1
Shop	8,962	25
Social Club	200.0	1
Sports Club	157.4	1
Stand (Spectator)	200.6	2
Storage	1,668	32

Asset Type	Built Area (m2)	Count
Studio –Teignmouth Ice	210.9	1
Tunnel	165.1	1
Visitor Centre	140.1	1
Water & Drainage	50.0	3
Other	659.4	11
Total	95,877	327

Other category comprises ancillary (2); aviary (1); bandstand (2); bird hide (1); bus shelter (2); Lych Gate (1); Meteorological Station (1); and Porters Lodge (1).

The Real Estate Portfolio - Land

Asset Type	Land Area (m2)	Count
Allotments	9,816	4
Amenity Compound	967.8	1
Amenity Woodland	153,399	7
Beach / Foreshore	446,103	6
BMX Site	14,141	2
Border Trees & Bushes	308.3	1
Botanical Garden	21,235	1
Bowling Green	10,521	6
Bowling Green Surround	712.3	1
Bridges	461.9	23
Canal	38,129	1
Car Park – Pay and Display	160,487	46

Asset Type	Land Area (m2)	Count
Car Park – Resi / reserved	6,002	22
Car Park – Free Off Street	17,925	18
Car Park – Ancillary	27,544	18
Cemetery	841,088	5
Cliff	5,520	2
Clubhouse Site	12,023	1
Common Land	184,895	1
Communal Grass Area	4,010	17
Community Centre Site	971.6	1
Compound	2,124	6
Footpath	26,434	57
Garden Plot	3,613	7

The Real Estate Portfolio - Land

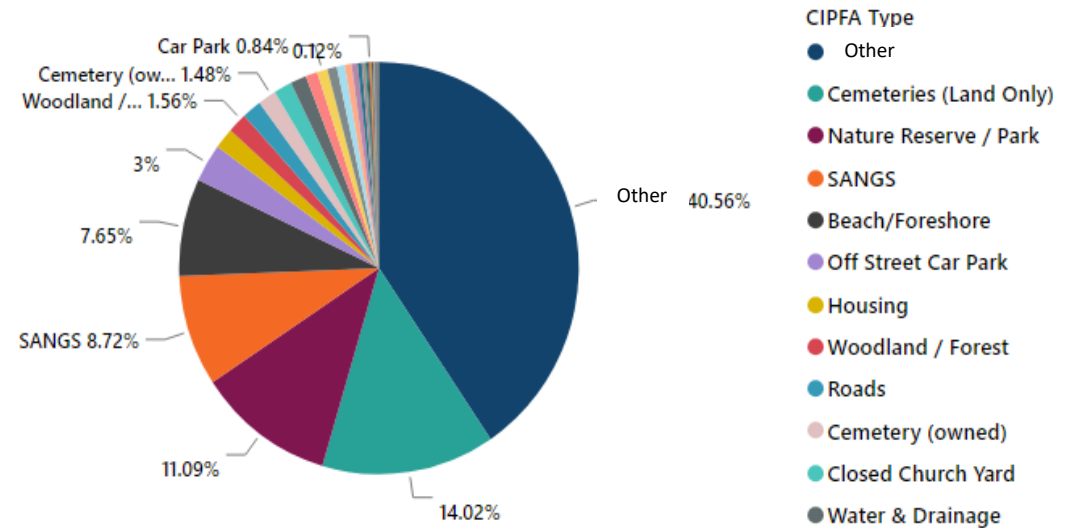
Asset Type	Land Area (m2)	Count
Golf Course	632,803	2
Grounds / Courtyard / Hardstanding	45,027	13
Heritage	4,798	1
Housing	67,158	23
Housing – Traveller Site	21,912	1
Infrastructure	307	5
Land - generic	110,498	38
Land - Development	6,352	2
Land - Tenanted	2,764	2
Land with tenant building	14,085	10
Leisure / Sports Centre	14,864	7
Market Square	1,053	1

Asset Type	Land Area (m2)	Count
Memorial	871	2
Misc.	938.4	8
MUGA / Ball Area	2,302	7
Nature Reserve / Park	771,771	16
Open Space	277,998	319
Picnic / Sitting Area	1,217	6
Planted Area	34.1	2
Play Area	31,522	54
Pond	372.2	1
Promenade	14,879	3
Quay	665	1
Recreation Ground	370,952	19

The Real Estate Portfolio - Land

Asset Type	Land Area (m2)	Count
Riverbank / Beach / Bed	8,680	10
Roads	110,389	61
Roadside / Embankment / hedgebank	8,361	20
SANGS	472,827	4
Sea Defences	3,652	3
Service Yard	8,713	6
Skating	1,858	2
Slipway	1,119	4
Sports Pitches	145,288	8
Storage	305.3	2
Substation land	96.6	8
Swimming Pool	307.9	1

Asset Type	Land Area (m2)	Count
Tenanted Land	3,026	4
Tennis Court	11,384	5
Water & Drainage	98,771	62
Woodland / Forest	87,264	18
Total	5,345,615	1,015



The Real Estate Portfolio. Distribution

Assets (land and buildings) are predominantly based in the principal commercial centres of Newton Abbot, Teignmouth and Dawlish as displayed on the graphs to the right. There is no out-of-District property interests.

The purpose of holding these real estate assets is both for operational requirements of the Council's services, investments held for commercial return to contribute to the Council's revenues, regeneration / sustainable economic development and housing delivery.

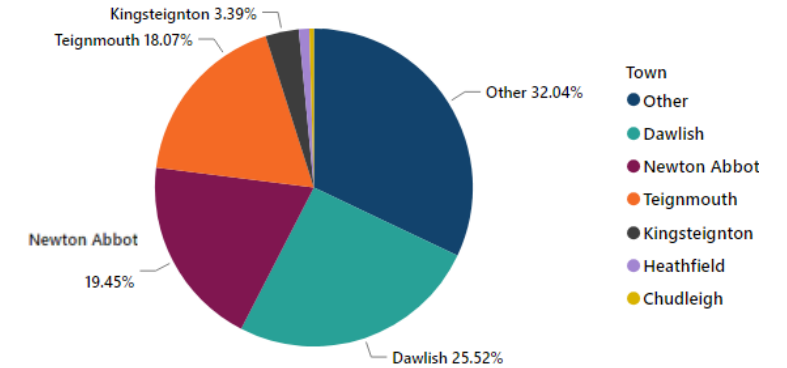
Effective asset management is vital given the inelastic nature of real estate, future changes in demand and requirements needs to be pre-empted often years in advance. It is therefore important to position the portfolio to accommodate future service changes.

Similarly the commercial portfolio must be dynamic enough to shift with market changes, not be over-exposed to certain sectors and position itself to capture growth sectors - whilst also being prepared to act as an intervention / economic catalyst that would not happen in the private sector. This benefit to the wider economy may not always unlock latent value within our own estate – as referenced in the Council's commercial strategy (summarised later).

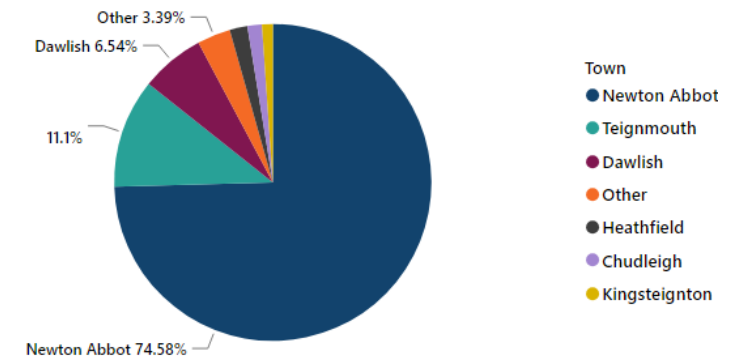
The ambition for the TDC estate is to move towards being 'lean and green' whereby every single interest has an identifiable and justifiable purpose, meaning, measurable cost and / or quantifiable benefit – whilst retaining an element of 'flex' to meet future seen and unforeseen service demands, protect economic activity within the District, and generate income to be redeployed for the improvement of our estate and benefit of our services.

The over-riding objective is for the portfolio to be re-positioned as an exemplar for low carbon, energy efficient, sustainable buildings that are purposeful, measurable and manageable.

Total Land Area by Town



Total Floor Area by Town (excludes subblock)



The Real Estate Portfolio. Leased-In Property

Leased-In property is where TDC has a lease of other property. There is a total of 15 lease interests comprising land and buildings used for various purposes such as pay and display car parks, WCs, open space. The lease expiries range from expired to 2992.

All 15 leased-in interests have a total rent commitment of £25,485 per annum. Only three rents are in excess of £1,000 per annum with the largest being £22,000 per annum. These three leases have expiries in 2002, 2024 and 2026.

In general terms all lease interests should be exited at lease expiry or at the earliest break opportunity unless there is a clear business case to retain the interest. A business case should be fully costed, supported by the relevant service area and Executive Member. There needs to be a clearly defined purpose for retaining the leasehold interest, or strategic angle, clearly linked back to supporting service delivery or the objectives of the Council Strategy.

The Real Estate Portfolio. Key Financials

The real estate portfolio, like any portfolio, contains elements of income and cost. These are summarised in the table to the right and covered in brief in the subsequent sections.

The utility cost lines are gross and do not account for recharges.

Central Overheads such as staffing and accommodation costs are not included. Neither are other costs of doing business such as consultancy fees which are sometimes triggered on lease events such as lettings, rent reviews and lease renewals, or for managing parts of the estate.

The gross revenue between 22/23 and 23/24 increased by £388,992 outstripping gross cost increases (excluding recharges) of £177,139, which were principally driven by electricity costs +£218,861.

Year	2020-21	2021-22	2022-23	2023-24
Income				
Car Park (Gross)	£2,429,415	£3,865,812	£4,107,299	£4,347,125
Rental Income (Gross)	£2,707,883	£2,435,540	£2,806,908	£2,956,074
Sub-total Income	£5,137,298	£6,301,352	£6,914,207	£7,303,199
Costs				
Property - Insurance	£104,802	£106,962	£117,856	£138,707
Utilities - Gas	£21,251	£130,028	£210,006	£234,430
Utilities - Water	£126,112	£184,290	£249,696	£233,164
Property - Repair & Maintenance (Unplanned)	£276,500	£359,435	£332,634	£312,842
Property - Repair & Maintenance (Planned)	£347,450	£247,708	£340,292	£350,863
Utilities - Electricity	£50,707	£436,251	£638,043	£856,904
Property – Cleaning (Soft Facilities Management)	£409,445	£479,812	£489,088	£465,873
Grounds Maintenance	£700,111	£763,519	£765,343	£727,314
Sub-total Costs	£2,036,378	£2,708,005	£3,142,958	£3,320,097

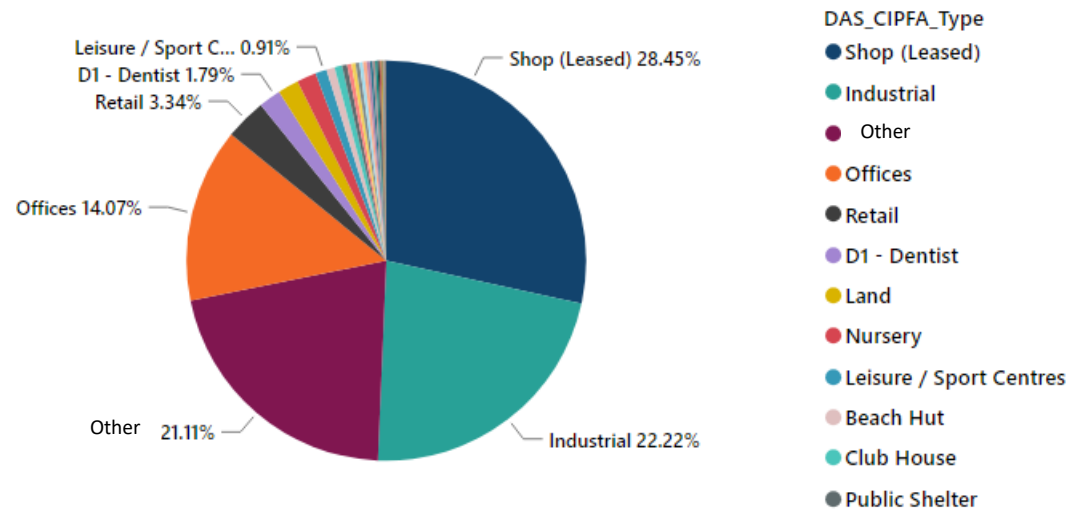
The Real Estate Portfolio. Tenanted Non Residential Property (TNRP) - Portfolio Analysis

It is proposed that Teignbridge District Council's let estate is divided in to commercial tenanted and non-commercial tenanted (Community) for management purposes.

The commercial estate will be let on market terms to third party tenants.

There are a total of 243 leases with an aggregate full annual gross contractual rent of £2,456,037 (£10,107 average) per annum. Tenancies tend to be let on short term leases of 3 to 5 years and as such rental growth tends to be driven by lease renewals and new lettings rather than rent reviews. Where rent reviews apply there is a tendency for higher of Market Rent or Indexation (RPI) provisions. In addition to this there is variable revenue generated from turnover rents and car parking which tends to produce circa £4.0M per annum gross.

Annual Rent by Use Type



Contracted Rent by tenant	Rent (£ per annum)	Rent %	Leases No.	Leases %	Tenants
£100,000<	£936,393	38.13%	7	2.88%	5
£10,000 to £100,000	£1,098,108	44.71%	62	25.51%	42
£5,000 to £10,000	£151,580	6.17%	24	9.88%	23
£1 to £5,000	£127,752	5.20%	86	35.39%	75
£0	£0	0.00%	7	2.88%	7
Total	£2,456,037	100.00%	243	100.00%	214

The Real Estate Portfolio. Tenanted Non Residential Property (TNRP) – The Service Charge Estate

Certain elements of the estate, those parts that are multi-let or have landlord controlled communal areas, have service charges in place. These are summarised below.

Asset	Town	Administered by
Forde House	Newton Abbot	TDC
Market Walk Shopping Centre	Newton Abbot	Montagu Evans
Estuary Court	Teignmouth	TDC
Sherborne House	Newton Abbot	TDC
Teignbridge Business Centre*	Newton Abbot – out of town	TDC
NAM House, Bradley Lane	Newton Abbot	TDC

*Teignbridge Business Centre does not have an explicit service charge, instead charging gross rent. The financials for the asset are tracked separately.

In 2023 Service Charges regimes have been reviewed to recharge / recover non-invoiced costs such as officer time / property management fee in addition to reserve / sinking funds to protect against future large item costs. Invoicing has also been adapted to move away from annually in arrears to billing during the course of a service charge year based on a budget and then reconciling as soon as practicable after the end of the financial year.

This approach recovers more property costs, better safeguards the assets future, is more transparent and budgetable / forecastable to tenants. It improves cashflow and reduces default risk to the Council.

The Real Estate Portfolio. Community Assets / non-commercial occupiers

A common issue across TDC's estate arises from those non-commercial occupiers that state an inability to afford full rents. The non commercial estate should reposition to basing contracted rents on evidence based Market Rents but enable occupiers of this part of the estate to make rent subsidy applications. Such applications are to be assessed / means tested by TDC but outside of the Assets team to avoid conflict of interests. The approach to this should be two stage:

1. Assets need to be assessed and categorised as Community Assets, which will be continuously reviewed. For a Community Asset allocation to be considered the asset needs to meet the definition of land of community value set out in Section 88 of the Localism Act 2011 and summarised in A to B below. In addition to that, criteria C to G must be satisfied:

Gateway Criteria	Additional Criteria
(a) an actual current use of the building or other land that is not an ancillary use furthers the social wellbeing or social interests of the local community, and	(c) No, or very limited, market for alternative occupiers
	(d) Is used for cultural, recreational or sporting interests
(b) it is realistic to think that there can continue to be non-ancillary use of the building or other land which will further (whether or not in the same way) the social wellbeing or social interests of the local community.	(e) The use of the land or building improves the quality of community life
	(f) The use of the land or building does not exclude any section of society
	(g) The use of the land or building is not-for-profit or commercial gain

2. If conditions A to G are met the asset can be considered for Community designation and will enable occupiers of such assets to submit a means tested application to be assessed for eligibility for a rent subsidy. The rent subsidy process is a separate policy and should be reviewed. The general principles from an asset perspective should be:

- Applications are handled outside of the Estates team to prevent conflict of interests and to enable financial control measures.
- Any approved rent subsidy should be reviewed annually.
- Rent subsidies should only be applied to Market Rents and not to already discounted contracted rents. Should the subsidised Market Rent be in excess of the current contracted rent, no rent subsidy should be applied.

The Real Estate Portfolio. Vacancy

A total vacant floor area of circa 19,459 sq m.

Vacancy rates tend to be low due to a number of internal and external factors. Renewal rates at lease expiries are high and there tends to be limited competition due to general supply constraints of commercial property within the District.

Of the vacancy set out in the table to the right 16,325 sq m (84%) is attributed to Bradley Lane, Newton Abbot which is held strategically vacant for residential development / regeneration.

The overall average days vacant is 1,174 (3.2yrs) however, this is distorted by structural vacancy at 19 Brunswick Street (12,682 days) and Unit 5c Greenhill (2,892 days). Excluding this structural vacancy brings the average to 806 days which includes the strategic vacancy of Bradley Lane.

Unit	Count	Vacant	Area (sq m)
Buildings	327	30	12,079
Subblocks	125	20	7,380
Total	452	50	19,459

The Real Estate Portfolio. Key Strategic Holdings – Development, Strategic and Economic Catalysts

Newton Abbot Regeneration Study 2010



A Newton Abbot Town Centre: Site-Opportunities Regeneration Study was produced in June 2010. It suggested ten key concepts:

1. Setting the Standard: Design Quality
2. The Blue Green Ribbon
3. Creating The Active Ribbon: A Unifying Spine
4. The Urban Stitch: Connecting the River
5. Boulevard Links and Clean Air
6. Engage with the River
7. Urban Ecology
8. Make Somewhere Special: The Market Square
9. Urban Stepping Stones and Sprinkles
10. Branding

TDC still has a significant amount of strategic / regeneration land ownership within Newton Abbot. The 2010 study remains relevant, its content was ahead of its time, however it is now 14 years old and should be reviewed in light of a changed world, local dynamic, what has completed and what has not been successful.

Key Newton Abbot Projects include:

1. Market Square
2. Market Hall
3. The Multi-Storey Car Park
4. Victoria Garden
5. The War Memorial
6. Town Centre Development
7. Bus Stops and Future Options
8. Services In The Town Centre
9. Bradley Lane Site
10. Queen Street
11. Station Forecourt and Takeaways
12. Library Welcome Mat & Golden Lion Square
13. Highweek Way
14. The Church on Queen Street
15. The Town Quay and Cycle Bridge
16. 'Maltings Square' On Teign Road
17. The Heritage Trail
18. Shop Front Design



Blue – completed / in progress project
Green – owned / controlled by TDC and not completed / started
Yellow – not owned / controlled by TDC and not completed / started

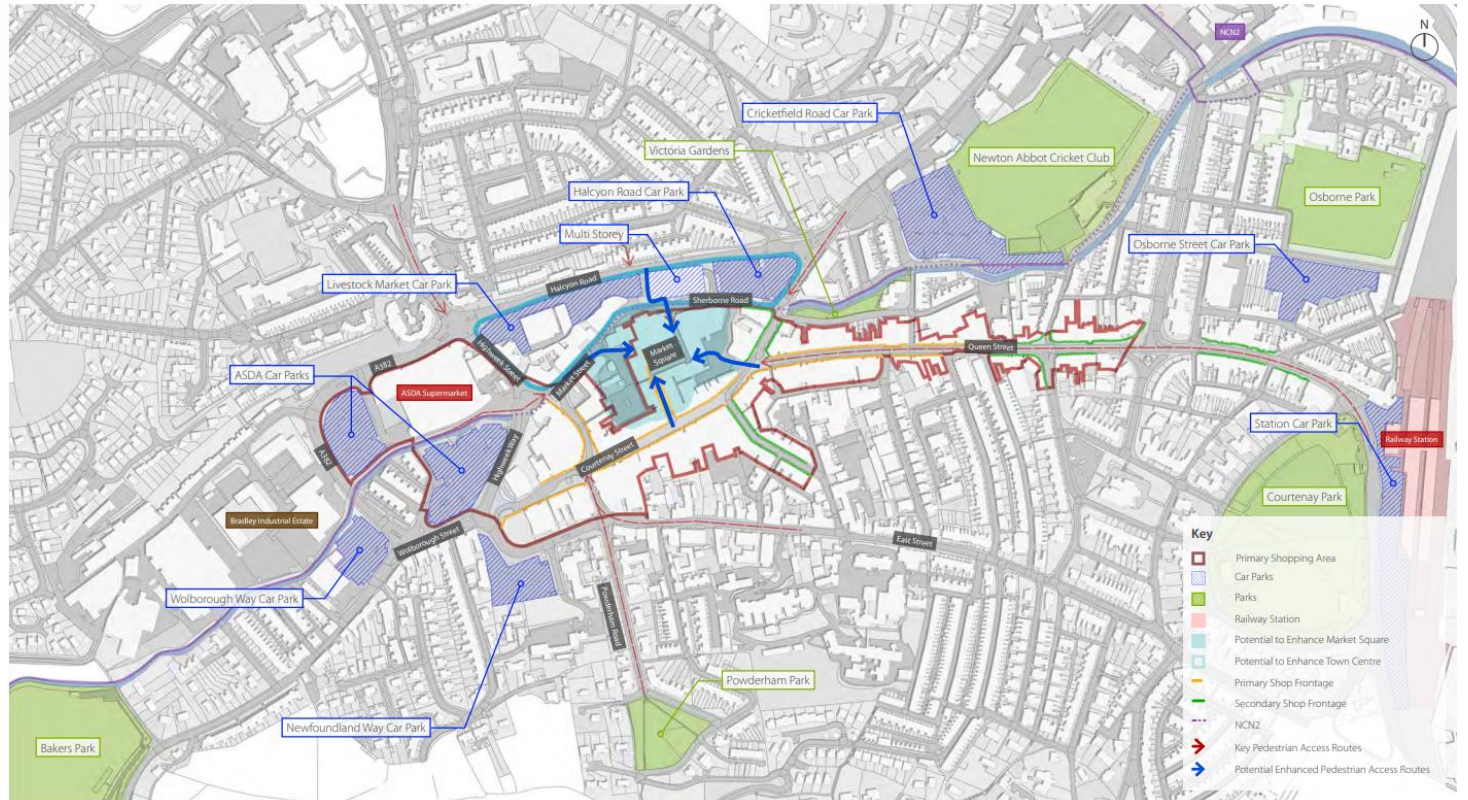
The Real Estate Portfolio. Key Strategic Holdings – Regeneration, Development, Strategic and Economic Catalysts

Newton Abbot Masterplan 2016



A Newton Abbot 2016 Masterplan set out the following phasing plan.

1. Market Square – Short Term (Sep-Dec 2016)
Cattle Market (April 2017)
2. Works to existing Multi-storey car park (April 2017)
Market Square (Medium / Long term) (Jan 2018 onwards)
3. Redevelopment of Sherborne Road Car Park
4. Retail Units to ground floor of MSCP
- 4a. Market Hall Enhancements
5. Proposed New Build Retail & Multi Screen Cinema (Wilko block)
6. Café / bus waiting area
7. Cricketfield Road Car Park



Whilst the Market Hall / Square phased projects are progressing, the remainder have not been progressed or have been aborted. In light of the recent lack of support for some key projects, that were progressed to the point of delivery, it is vital that the Newton Abbot Vision and Masterplan is started afresh. This will involve extensive consultation to ascertain what ambitions the community has for their town. Key part of this will be the input and support of various tiers of government including the Town Council and County Council.

The Real Estate Portfolio. Key Operational Holdings – Suitability Surveys and Utilisation

Key to operational buildings is ensuring suitability and utilisation, particularly but not exclusively, Offices. In a post Covid work environment with competition for employees, to hire and retain the best and a desire to bring people back in to the shared work environment - our buildings have a key role to play.

Four key areas to be assessed in moving between the inter-relationships of Purpose, Function and Form:

- **Productivity**
- **Meetings & Collaboration**
- **Community & Culture**
- **Pride and Enjoyment**

Suitability Surveys for the operational estate will be undertaken by the Assets Manager and regular one-to-one meetings held with Business Managers including a review of business plans and a strategy for space provision and utilisation. Suitability Surveys will help TDC understand and plan for whether the estates is fit for purpose and if we need improvements.

It will consider:

- The size, shape and location of spaces
- How the spaces will be used
- Environmental conditions
- Fittings and fixed furniture
- ICT infrastructure
- Security issues

Other potential stakeholder engagement include building managers, staff and visitors to the building.

Vital to this will be Service Area strategies for our major operational estate. For example a new **Leisure Strategy** will inform hold, improve, replace, dispose decisions.

People Strategy. Once published will help inform how we design the spaces we will need for our staff and the corporate approach to how our people work. For example, it will influence space utilisation and the requirement for more flexible spaces, wider range of different meeting spaces, zoned work areas, drop-in, shared, consolidation of space, leasing to third parties, or spot hired on hourly, daily, weekly, monthly arrangements. Usage data demonstrating the way people work and utilisation will feed in to this decision making. Office occupational stats for Forde House are tracked based on card access entry and logging on to systems.

Digital Strategy. The digital (including data) strategy is key to understanding our estate and also for supporting the way in which it is used, aligning the digital estate and physical estate over time.

Firstly, by ensuring the spaces we need at TDC is optimal, containing the most appropriate technologies and over time is consistent throughout our buildings.

Secondly, is external and also influenced at County and regional/central government level in driving technology such as the fibre roll out to support sustainable economic growth. Our estate can help facilitate infrastructure improvements for County / regional benefit.

A future action will be to review digital capabilities of buildings so we can think about how we plug in and modernise buildings with tech over time and keep this under review given how quickly tech is advancing.

The Real Estate Portfolio. Key Operational Holdings – Current Improvement Projects

An example of a live improvement project for a key operational holding the Forde Road Depot.

1. Site Location Review

2. Depot site Rationalisation

- Phase 1 – Electric Vehicle Charging Infrastructure installation.
- Phase 2 – Re-provision of workshop, office and staff welfare facilities.
- Phase 3 – Demolition of former offices and staff welfare building.

3. Low Carbon Fleet Master Plan

4. Power Infrastructure Planning



The Depot is an aging asset and without investment will struggle to maintain services. The building age, fabric and condition is not energy efficient, poorly spatially planned and unsuitable to facilitate a modern decarbonised fleet and workplace.

The site is well located to serve the community but is not suitable for alternative redevelopment based on its location and surrounding environs and its constraints. However, it is possible to create a facility that addresses the current weaknesses of the site.

The transition of the fleet can be phased to coincide with the availability of the vehicles that can deliver the operational needs of the Council's operation. EV Charging infrastructure will be required and the need to introduce EV charging will also require a change in how the depot operates and the space required for parking and charging of vehicles.

It is possible to redevelop the site to create a modern energy and space efficient facility that can support both the decarbonisation of the fleet and the modernisation of the site. This will require significant investment from the Council to achieve this which can be phased over a period of years to coincide with fleet replacement cycles and to redevelop the site so that the operational impact is minimised.

The Real Estate Portfolio. Housing

Housing needs is identified as a key area to address within the Council Strategy.

Relevant Council Policies

On 5th July 2021 the Executive resolved that the Teignbridge 100 housing development project be progressed

Teignbridge 100 aims

- Increase the delivery of social and affordable housing across Teignbridge to meet the evidenced need of the district, including within the Dartmoor National Park.
- Each scheme to be supported by an independent Business Case and providing the Council with a minimum 1% return over a prescribed number of years.
- All homes to be rented at social rent where financially viable.

First Council built homes completed on 3rd May 2022.

Funding

Schemes to be funded from the following sources:

- Teignbridge Capital (including former Right to buy receipt via Teign Housing)
- Teignbridge Capital borrowing
- Offsite affordable housing Section 106 contributions.
- Homes England grant funding
- Brownfield Land Fund (where appropriate)

Delivery method

- The Council stock so far has been amassed by our own build programme supplemented by “off the shelf” purchases and conversion of existing dwellings.
- None of the stock has been procured by Section 106 Planning gain as we currently have a formal Partnership of Housing Associations delivering through this route and we have no desire to disrupt this process.

Management and Maintenance

- For the permanent tenancies we have a contract in place with Teign Housing to carry out our management and maintenance of the properties.
- This arrangement is supported by a Management and Maintenance agreement with Teign Housing together with a Tenant Handbook and Rent Setting Policy approved by the Executive.
- Temporary accommodation is managed in house.

The Real Estate Portfolio. Housing

Existing Stock: The existing housing stock make up is as follows:

Name	Location	Description	Total
Haldon Ridge,	Kenn	Traveller Site with self contained pitches	18
Albany House	Newton Abbot	Temporary Accommodation	10
Luscombe Terrace	Dawlish	Temporary Accommodation	5
Former Rough Sleeper Accommodation	Teignmouth and Dawlish	1 bed self contained accommodation	5
Purchase of 4 existing satisfactory homes	Chudleigh	3 x 2 bed houses 1 x 2 bed bungalow Secure tenancies	4
Drake Road	Newton Abbot	2 x 3 bed houses Secure tenancies	2
Well House, East Street	Newton Abbot	5 x 1 and 2 bed flats. Secure tenancies	5
Purchase of 18 new and existing satisfactory homes	Newton Abbot and Chudleigh	2 x 4 bed houses 4 x 3 bed houses 12 x 2 bed houses Refugee housing	18
Total			67

Future pipeline

The existing stock is supplemented by a pipeline of over 100 homes being progressed on Teignbridge owned land, either to be provided by direct delivery and subsequent ownership or indirectly by facilitating the disposal of land to enable Teign Housing to deliver homes on our behalf to be rented to local applicants.

Next Phases

Planning application submitted for 23 x one and two bed roomed apartments at Sherborne House Car Park, Newton Abbot.

Disposal of two sites in Christow and Kenn to Teign Housing to deliver 10 homes on two exception sites.

Consultation commenced with all Town and Parish Councils on ways to deliver small rural housing schemes to meet evidenced local need in our towns and villages where evidenced demand identified.

Maintaining Our Assets – Budget and Expenditure

Maintenance Budget

Responsibility for budget setting lies with the Council’s Finance team and the Repairs and Maintenance (R&M) team work to what they are given. The original budget has fallen from £972,000 in 2019/20 to £905,170 in 2023/24. From this original revenue budget elements are removed to fund capital works, resulting in the adjusted budget levels set out in the table to the right. This means a significant real term reduction given the high inflationary backdrop that has existed since 2021.

The approach to budget setting should be changed so the budget has proper context and transparency on its implications. In other words what needs to be done, what can be done and what cannot be done, with an accompanying approach to prioritisation.

Maintenance Spend

With the budget constraints it is not possible to adopt a lifecycle replacement approach. A planned prioritisation approach will help avoid a run to failure situation, however, a data driven view of whether the Council has the finances to hold and look after certain assets needs to be adopted.

Given the budget pressures it is vital that spend is prioritised and the estate reduced such that the assets with the largest liabilities, accounting for revenue off-set, that cannot be improved are considered for disposal. This will result in a more ‘lean, mean and green’ real estate portfolio – fit for purpose, income generative, low maintenance, energy efficient, easier to manage and lower risk.

Financial Year	Budget	Spend	Avr Per Job	Avr Days	Avr jobs per property
2020 / 21	£866,920	£626,854	£1,688	59.84	4.90
2021 / 22	£631,310	£621,789	£1,353	73.01	6.26
2022 / 23	£728,810	£691,125	£715	55.39	6.46
2023 / 24	£894,990	£808,440	£830	38.06	6.23
2024 / 25 (Y2D)	£563,390	£9,818	£755	53.52	0.42

Financial Year	Planned (%)	Reactive (%)
2020 / 21	55.69	44.31
2021 / 22	40.80	59.20
2022 / 23	50.57	49.43
2023 / 24	52.86	47.14

Maintaining Our Assets – Principles and Approach

Our principles for Building Maintenance are as follows:

- Ensuring all aspects of the land and building are **safe and secure** for anyone using them.
- Appropriately **prioritise capital allocations** to where it will be most impactful, particularly ensuring all compliance standards are met or exceeded.
- Refresh and adopt a new **planned preventative maintenance** regime, costed using historic ‘actuals’, to be more proactive in looking after our buildings.
- Have systems and procedures in place, including framework / contracts for suppliers in addition to in-house capability, to ensure fast and cost effective **reactive maintenance**.
- A target **balance** of 70% Planned and 30% reactive maintenance.
- A **long term** mindset for works, always considering long term cost and environmental considerations.

In terms of **Procurement Strategy** we will continue to strive to engage with smaller local suppliers and carbon neutral suppliers to reduce our environmental impact, however, we are mindful of adverse consequences such as overly restricting our pool of available contractors or increasing costs. The R&M team will continue to work closely with the Council’s Procurement Officer to ensure adherence to procurement strategy as well as best value principles and ensuring the use of competent contractors for the work required.

To set appropriate context for the budget the **maintenance backlog**, **Planned Preventative Maintenance** schedules and **condition surveys / forward R&M plan** should be reviewed as part of the budget setting so the implications can be assessed and an appropriate approach to prioritisation can be adopted.

In order to highlight priorities for maintenance or improvement two measures will be in place:

1. Ongoing in-house **condition** and **inspection surveys** with Red, Amber Green warnings and a process to flag urgent matters for decisive action
2. A rolling **condition survey programme** should be undertaken every five years and an assessment of the **maintenance backlog** will help inform maintenance programme and prioritisation approach.

A hold or improve decision inevitably entails committing to either ongoing maintenance – both planned and reactive – or to improve the asset. Those assets that are deteriorating due to an inability to afford to adequately maintain them needs to be reviewed for appropriate solutions eg let if there is a market for them, dispose or demolish.

Maintaining Our Assets – Statement of Priorities

As part of a Planned Preventative Maintenance (PPM) programme a statement of priorities will be produced including year zero backlog of any work and will include in general terms both the need and constraints for the work schedule:

- **Stock condition** approach including rationale for the schedule and priority by year including backlog definition and what is covered or excluded, play spaces, coastal and drainage, strategic regeneration work i.e., town centre improvement, logistical vehicle / equipment provision / leisure centre apparatus. Establish how priority for work is established, service life with tolerance, defect, cost ceiling (cost more than £500 otherwise reactive), H&S, service delivery impact, political influence, asset future, stakeholder expectations, consolidation / economies of scale benefits, spend / invest to save initiatives, access consideration, impact on occupants, transfer of ownership opportunities and available budget constraints etc.
- Known **high profile** and expenditure strategic locations i.e., Shutterton Ind. Estate and Bradley Lane will be recorded on the PPM as a recurring cost event with project group identified to review and seek funding support, if needed.
- **Unknowns**. Condition of leasehold properties, drainage network and structural elements.
- **Budget** source forecast revenue and capital support, external grant funding and s106 opportunities, to deliver the above considering other pressures on these sources and mindful of the following:
 - Staff / IT resource to manage process and deliver the above work including additional cost if consultants employed. Coastal / Drainage to deliver their work. Project team involvement.
 - Statutory compliance obligations.
 - Betterment / improvement work / modernisation to be preceded by a PID or feasibility report to establish approval for implementation.
- **Leasehold** obligations future liabilities especially those locations without service charge.
- **Influence** of the strategic asset management plan.
- Demonstration of **good property management**.
- **Accountability**. Corporate sign off.
- **Presentation**. Transparent exercise and process for examination and influence.
- **Flexibility** to change.
- **Procurement** management.
- **Finance / Estates / Legal** support.

Maintaining Our Assets – Third Party Properties / interests

A frequent request of the Council is to undertake works, either maintenance or improvement, on land owned by others. For example:

- Contributions to creating, improving or maintaining footpaths
- Responsibility for maintaining waterways, grills, culverts
- Cliffs or subterranean features such as tunnels / caves
- Bridges
- Tree survey and maintenance
- Highway / road maintenance and improvements
- Closed cemeteries. TDC has a responsibility to maintain 22 closed cemeteries including boundaries and grounds maintenance (incl footpaths, grass cutting etc) by virtue of Section 215 of the Local Government Act 1972
- Repairs or maintenance that were the contractual responsibility of a tenant

With the exception of closed cemeteries, these requests tend not to be an obligation or statutory function of the District Council.

In general such requests should not be undertaken. In exceptional circumstances where need can be identified a supporting Benefit Cost Ratio (BCR) assessment needs to be provided by the requestor. The requirement can then be assessed within the context of the Council's prioritisation programme. An exceptional circumstance might be a critical health and safety issue to which the District Council must intervene. However, all costs borne by the Council should sought to be recovered from the landowner.

The over-riding principle and approach is that TDC should not be maintaining, improving or installing anything on third party land before looking after its own property and responsibilities first and foremost.

Development related funds, such as Section 106 and Community Infrastructure Levy (CIL) should be the priority source of funds for maintenance or works on property not within the ownership of the Council. Coastal and fluvial / river matters are handled by a separate service, part internal and part under the South West Coastal Monitoring programme, in collaboration with the Environment Agency with a separate budget and approach to undertaking flood related works.

Maintaining Our Assets – Energy Performance

Energy Performance Certificates (EPCs)

There are 94 Energy Performance Certificates (EPCs) in the Asset Records. EPCs are required when letting or selling a building with some exceptions such as listed buildings or buildings below a floor area. The usual trigger event for obtaining an EPC is upon a new letting or sale, however, this is changing to necessitating EPCs mid way through leases.

EPCs will be recorded and monitored with a target of moving the distribution towards the A to C range and nothing below a D. The F and G ratings are for Units 2 and 8 Greenhill Industrial and have expired, not being renewed as the units are unlettable.

Special care and consideration needs to be made when signing new occupational terms for any building with a current EPC rating of D or below because proposed change in legislation may render landlords liable for improving the energy performance of a building mid way through a lease. This is unless the lease contract can clearly place the obligation on to the tenant.

Where appropriate / applicable no new long lettings should be entered for buildings with an EPC of E, F or G without TDC as landlord having the ability to break in order to protect against new legislation enforcing unviable improvement to tired buildings.

Display Energy Certificates (DECs)

DECs are required for buildings larger than 250m² that are occupied by a public authority and frequently visited by the public. They are valid for 12 months for buildings in excess of 1,000m² and 10 years if between 250m² and 1,000m². The DEC must be displayed in a prominent place clearly visible to the public and have in its possession or control a valid advisory report. The advisory report contains recommendations for improving the energy performance of the building.

The purpose of DECs is to raise public awareness of energy use and to inform visitors to public buildings about the energy use of a building. DECs provide an energy rating of the building from A to G, where A is very efficient and G is the least efficient and are based on the actual amount of metered energy used by the building over the last 12 months within the validity period of the DEC. DECs are undertaken by building managers and records require centralising in order to monitor and improve.

Financial Year	Count	%
A	1	0.06%
B	25	26.60%
C	19	20.21%
D	29	30.85%
E	18	19.15%
F	1	1.06%
G	1	1.06%
Total	94	100.00%

Maintaining Our Assets – Compliance

Management / responsibility for compliance matters has become fragmented and **decentralised** over time. Elements, including policy setting, are undertaken by the Corporate Health and Safety team, whilst some is undertaken by the Business Managers of the services in occupation of buildings and parts are implemented by the Asset team. Housing compliance for residential assets is separately handled and is intended to utilise dedicated resource for this given its complexity.

There is no dedicated **compliance officer** within the Assets department and a review to TDC's approach to compliance matters is being undertaken starting with the key risk areas of Fire, Asbestos, Water Hygiene and Electricity. A matrix of compliance matters has been produced in order to identify for each area:

- Requirements
- Approach
- Responsibility
- Accountability

Reporting dashboard will then be set up to monitor compliance matters around the key risk items, to include number of reports, inspections and if either have any overdue. Monitoring will be undertaken by the Assets Manager and reported quarterly to Senior Leadership.

Compliance and Health and Safety matters will also feed directly in to the Repairs and Maintenance programme and the budget / prioritisation review.

Risk Assessments are in place and reviewed within Assets Department as are Procedure Documents to ensure the departments day to day activities are aligned with Corporate Policies. For example Asbestos has such a suite of documents.

Accurate recording, in a **centralised** manner, and frequent high level reporting will be prioritised by the organisation and ties in with the implementation of Corporate Landlord Approach, addressed in a separate section.

Maintaining Our Assets – Cleaning, Grounds Maintenance and Utilities

The largest non-maintenance related cost for TDC’s asset base is in its cleaning, grounds maintenance contracts and utilities use.

The largest cleaning cost is in respect of its WCs and any real estate strategy should look to prioritise reducing this area of expenditure for a non-statutory function in order to address the budget pressures.

Cleaning Contract	2020/21	2021/22	2022/23	2023/24
Total	£409,445	£479,812	£489,088	£465,873
WC Cleaning	£256,817	£268,992	£257,448	£236,663
Percentage	62.72%	56.05%	52.64%	50.80%

The largest grounds maintenance cost is servicing the parcels of public open space.

Grounds Maintenance	2020/21	2021/22	2022/23	2023/24
Total	£698,911	£762,219	£764,043	£726,014
Public Open Space	£330,661	£372,227	£375,456	£367,324
Percentage	47.31%	48.83%	49.14%	50.59%

A significant operating / holding cost of asset is their energy cost. The table figures are gross and do not account for tenant recharges where applicable. It does not include assets where tenants have sole responsibility for connections / bills and not recharged.

Element	2021/22	2022/23	2023/24
Electricity	£436,251	£638,043	£860,605
Gas	£130,028	£210,006	£234,430
Water	£184,290	£249,696	£231,750
Utility Total	£750,569	£1,097,745	£1,326,785

The largest electricity users are Forde House, Sherborne House, Newton Abbot Leisure Centre, Dawlish Leisure Centre,, Nam House, Bulk Transfer Station, Broadmeadow Sports Centre, Market Hall, Multi Storey Car Park and Teignmouth Lido.

Acquisitions

Non-residential Acquisitions since the last Strategy Asset Plan was adopted in December 2018 are summarised in the table below. At the same time the Land and Buildings Acquisition Policy March 2018 was adopted. In general this policy remains fit for purpose, however, the following need updating post holder identities, financial limits, Capital Project Online Proposal (CPOP), Project Initiation Document (PID) Process needs bringing up to date. This will be an action for Estates within the Action Plan section.

Acquisitions are generally undertaken on an ad-hoc basis to suit particular needs or purposes and must comply with the Acquisition Policy and Investment Strategy, which will have clearly defined criteria, such as:

- Service delivery (to consolidate, to expand, to improve efficiency)
- Investment (revenue generation)
- Strategic (protecting assets, unlocking opportunities, sustainable economic development)
- Regeneration

A business case should support each acquisition, including reference to impact on:

- Sustainability / Environment and Carbon reporting
- Management (letting, rent collection etc)
- Compliance (H&S, EPC, CoSHH)
- Costs (capital and revenue)
- Maintenance requirements (PPM and Reactive)
- Income potential
- Liquidity (how easy it is to sell or rent)
- Development potential (re-purpose, change of use, etc if relevant)

Asset	Type	Tenure	Date	Purpose
Footpath, Bradley Lane, Newton Abbot	Land	Freehold	15 June 2021	Land Assembly
Sherborne House Office and Car Park, Kingsteignton Road Newton Abbot	Office and Car Park	Freehold	5 March 2020	Residential Development
Part of Road, Osmonds Lane, Teignmouth	Road	Freehold	24 February 2020	Land Assembly
18d Bradley Lane, Newton Abbot	Industrial	Freehold	27 September 2019	Land Assembly
Parcel A1 Exminster	Land	Freehold	1 September 2019	SANGS
Parcel K, Exminster	Land	Freehold	1 September 2019	SANGS

Disposals

Disposals are undertaken on an ad-hoc basis in accordance with the adopted Land and Buildings Disposal Policy June 2018. The document is fit for purpose in general for example section 6.0 includes an Asset Challenge and Review approach, however, it will be reviewed and updated by the Estates team alongside the Acquisitions Policy. The financial limits stated are now out of date.

The biggest shift required is away from an enquiry led approach to disposals to putting together a considered, logical disposal programme and executing it. One area where this will assist is removing section 7.0 Direct Approaches from the current disposal strategy. This enables anyone, for a fee, to apply to buy land from the Council. This approach takes control away from the Council. Enquiries should be logged, but a disposal programme will necessitate Assets to be sold openly and fairly, rather than on a first come first served, one-on-one basis.

Exceptions to this are when an enquirer is clearly demonstrated to be a special purchaser such that the market for the property is limited to one buyer. This can occur, for example, if someone has an adjoining interest and the marriage value takes the purchase price in excess of the wider market value.

All methods of disposal should be explored to establish the most appropriate for the particular asset and the required timing of receipts - for example private treaty, informal tender, auction. Where lot size, timing of sale and certainty of sale are important auction may be the preferred route.

Asset	Type	Tenure	Date
Bitton Park, Teignmouth	Land	Freehold	30 March 2023
Part of land Brunel Road, Newton Abbot	Part of Land	Freehold	25 January 2022
Open Space, Prince Rupert Way, Heathfield	Part of Land	Freehold	13 October 2021
Open Space, The Churchills Newton Abbot	Part of Land	Freehold	3 August 2021
Drake Road Garages Newton Abbot	Garages. Development	Freehold	4 January 2021
Eastcliff Centre, Teignmouth	Other	Freehold	11 November 2020
Silverhills Road, Newton Abbot	Development Land	Freehold	18 October 2020
Ideford Common	Land	Freehold	11 December 2019
Oak Hill Cemetery, Dawlish	Part of Land	Freehold	27 November 2019
Station Road Car Park, Bovey Tracey	Part of Car Park	Freehold	31 October 2019

Council Finances – Overview and Annual Budgets

The relevant financial processes, documents, policies, strategies and linked strategies are as follows:

- Annual Budgets
- Medium Term Financial Plan (MTFP)
- Commercial Strategy
- Capital Strategy
- Capital Programme
- Ten Year Strategy and Modern 25

A brief overview of each and how it impacts Assets is provided below:

Annual Budgets

The budget and policy framework procedure rules in the Constitution set out the process for developing annual budgets and their approval by Council. Thus there is a budget timetable in the Executive forward plan which includes Overview and Scrutiny 1 and 2 consideration of the financial plan proposals.

Previous budgets took account of reductions in government grant. An ambitious programme of savings was identified reducing costs and increasing income. Revenue support grant was cut by £1.0 million in 2015/16, just under an additional £0.9 million in 2016/17 and a further reduction of £0.75 million in 2017/18. In 2018/19 the reduction was just under £0.5 million leaving revenue support grant at just under £0.4 million. TDC received nothing in the period 2019/20 to 2022/23 and £245,000 for 2023/24. TDC will receive £261,000 in 2024/25 but this is mainly due to the transfer in of council tax admin and annex grants previously paid separately up to the end of 2022/23.

The fall out post pandemic continues to impact on income streams in future years with a gradual recovery. Capital schemes providing positive net income have also been reflected within the medium term financial plan.

Council Finances – Medium Term Financial Plan and Commercial Strategy

Medium Term Financial Plan (MTFP)

Medium Term Financial Plan: Modern 25 agenda as part of the recovery plan to identify savings through service reviews following the successful Business Efficiency Service Transition (BEST) 2020 reviews and Better 2022 initiatives in earlier years.

Teignbridge saw significant losses in income – in particular from fees and charges, rental income has also seen significant reductions. Some good recovery has taken place in specific income streams but some are still below pre pandemic projections. General increases in most off street parking charges are proposed to cover inflation and in particular the continuing higher business rates from revaluations which mainly falls on car parking

Our on-going investment in Newton Abbot will enhance its vitality and viability and improve access to and within the town centre.

Commercial Strategy

Adopted in 2019 the Commercial Strategy is to be reviewed and the asset team will input in to.

The current strategy is designed to help transition services to a more commercial approach. It has links to the capital strategy in terms of the larger projects within the Key Priorities of Regeneration and Commercial Property, Asset Management and Housing. Delivery of these projects is integral to the Council strategy. They are supported by the Council's approach to investments and the borrowing which is critical to funding them, so must be taken into account within the Council's treasury management strategy.

Key Priority 1: Regeneration and Commercial Property Investment. Specific reference is made to town centre regeneration. Delivering new hotels in Newton Abbot and Teignmouth – both of which had opportunities with planning but failed to be delivered.

Key Priority 2: Asset Management. Maximising benefit of its assets as operational sites, generation of rental income or to re-purpose or sell. Carbon neutrality is referenced. Efficient use of property assets and co-location. Provision for Leisure centre improvements are mentioned.

Key Priority 3: Commercialisation and strong, agile operating practices. One Teignbridge Digital transformation and BEST2020 enables a commercially aware approach

Key Priority 4: Financial Management. Procurement and contract management identified as areas to continuously improve.

Key Priority 5: Housing. The provision of affordable/social rented accommodation (in acceptance that this may not provide optimum return, but fulfils social priorities).

Council Finances – Commercial Strategy cont. and Capital Strategy

The commercial strategy sets out the approach to due diligence and risk; the rate of return; corporate governance; legal compliance; prudent borrowing; funding; decision making; Commercial Property Investment Board (CPIB); delivery and priority; acceptable investment classes; and invest to save principles. Key Area 2 The asset management section is particularly relevant and is set out as:

The following priority areas have been identified to ensure that assets are being managed in line with the Teignbridge Corporate Asset Management Overview as outlined within the Capital Strategy.

A long-term review of the current use of existing assets, identifying their contribution, in order to classify as over-performing, performing or under-performing.

This information will be used to determine the best future path for each asset:

- Investment to cut costs/improve efficiency/generate additional income
- Review of rents and subsidies, including maintenance responsibilities, in order to achieve market rents and prices for assets
- Identify surplus assets for disposal, being mindful that planning permission can increase the value to potential developers. This maintains a fund of capital receipts to supplement revenue contributions and prudential borrowing in the long term, especially for corporate priorities which cannot demonstrate a business case.
- Transfer to town and parish councils where appropriate
- Do not keep any asset with no income, development value, marriage value or operational need.

Identify land/buildings to purchase to deliver priorities in terms of the economy, environmental and social wellbeing of the area and financial return (refer to 7.1.6), ensuring that a disposal plan or exit strategy is included within proposals for consideration by the Capital Review Group and Commercial Investment Board.

Capital Strategy

Sets out how the Council intends to focus its capital investment to further its strategic objectives, including investment in infrastructure, housing and reducing the impacts of climate change. It provides the framework which will allow the Council to achieve its vision of shaping Teignbridge as a place which is economically resilient, delivering good quality services while addressing the funding challenges.

Council Finances – Capital Programme

Capital Programme

TDC’s Capital Programme budget is set out in the table to the right.

The capital programme to 2026/27 includes infrastructure delivery plan projects, which are vital to the development and accessibility of the area, funded by CIL and external sources where available.

A contribution of £1.0 million was recently approved towards the Teign Estuary Trail.

The investment in housing continues including the significant provision for social and affordable housing (The Teignbridge 100) and investment in efficient heating systems and other support measures such as disabled facilities.

There are provisions for spending on climate related schemes, including infrastructure for Battery Electric Vehicles as part of the fleet replacement, supporting local businesses with green business grants and a provision for the second phase of decarbonisation at Broadmeadow Sports Centre, partly funded from Public Sector Decarbonisation Fund grant.

The main aim of the capital programme is to reduce our impact on climate change and become carbon neutral, create more affordable homes and jobs. Provision is also included for town centre investment, including the Future High Streets Fund schemes, and employment infrastructure to help stimulate growth in the local economy and ensure it is an attractive and well-connected environment for local businesses.

Prudential borrowing supports a number of projects where a good return on capital can be demonstrated.

The South West Regional Coastal Monitoring Programme continues, fully funded from Environment Agency grant.

An Asset disposal plan should align with the Council’s medium term financial planning in order to achieve the correct mix of revenue and capital receipts within the appropriate financial year. Capital receipts are required in the current financial year and beyond – disposal opportunities should be worked up to provide a five year capital receipts delivered by a disposal programme that supports the Financial department strategies, targets and budgeting.

Year	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	Total £'000
Property	3,424	20,665	6,562	1,100	31,223
Housing	5,628	6,825	30	30	12,513
Non-Property	15,013	25,824	11,395	6,073	58,833
Latest Budget £'000	24,065	53,314	17,987	7,203	102,569

Ten year Strategy and Modern 25

Ten Year Strategy

TDC's ten year Strategy (which is being reviewed) takes us to 2030. This sets the tone for contributing to civic life and ensuring public services focus on 'place and person' while remaining accountable, fair and value for money. At the heart are the Teignbridge Ten overarching projects that guide our activities, where we focus our resources and how we shape services to deliver real progress for the district.

Modern 25, continuing review of Business Plans and O&S scrutiny working groups are the key options for exploring reduction in budgets and also to evaluate the pressures of investment that might be required to deliver those savings. The savings that can be made to date have been built into the budgetary figures.

Modern 25

The objective of the Modern 25 Programme is to deliver a new operating model for the council, putting residents at the heart of our design thinking by:

- Ensuring that services are delivered efficiently, and provide value for money
- Improving our citizens' satisfaction, and providing the outcomes they need within budget
- Delivering our statutory obligations
- Achieving a cost saving of £2.6m by June 2026

Asset related projects identified within the Modern 25 Programme have a combined target of £1.22m cost savings – 46% of the programme total. Target dates for these savings are:

Jun 2025: £579,000

Jun 2026: £643,000

A new Asset Management Framework is needed to help us manage our portfolio in a strategic and consistent way, using the right data. The Modern 25 Asset Management Project has 3 overarching objectives:

1. Develop a new Asset Management Framework to enable us to optimise the value of our land and buildings with our communities
2. Use the Framework to evaluate our land and buildings, measure costs and benefits, and take action to develop a more effective and efficient asset portfolio
3. Talk to our communities and town and parish councils to agree how we can best do this.



Corporate Landlord Approach

TDC's real estate functions and assets have been managed in a decentralised manner and efforts are in place to move to a more centralised structure. Initially this is principally centralising record keeping, however, running and controllership of more and more functions will come back to a Central Asset team and away from a Service Client arrangement.

This will enable better data driven decision making, monitoring and reporting of the estate. Once run as a corporate resource it will ensure decisions align with the corporate strategy, its priorities and objectives. A property working group will ensure priority and scoring of proposals can be made to best align with wider Policies, such as climate.

For example, utility billing, H&S / compliance, tenancy records (beach huts), accommodation reviews, maintenance, acquisitions will become centralised. Maintenance budget setting is handled by the finance team and is unlikely to change, however, contextual input will be implemented with input from the Repairs and Maintenance team as covered in the "maintaining our assets sections".

A corporate landlord approach enables us to:

- **Prioritise** capital investment
- **Understand** the maintenance backlog
- **Coordinate** statutory compliance
- Collate **data** for defined purposes
- Monitor occupational **expenditure** at asset and portfolio level
- Track and challenge **efficiency** of use and space requirement
- Cost **savings** and quality control for procurement of contractors
- General **efficiency** savings from specialised knowledge and dedicated teams
- Ensure strategic Asset decisions are aligned to the **Carbon Action Plan**

Corporate Landlord Approach

The Real Estate team is being adapted to be structured around Corporate Real Estate Services, including administration / filing through a service line folder structure rather than individuals / project specific folders, which will assist with data transparency and succession planning. Additionally Data Protection (GDPR) compliance will be much easier manage.

The goal is to have a service lead / manager responsible for each of the following functions across the entire real estate asset base.

Function	Purpose
Strategic Asset Management	Monitoring portfolio performance and decision making to comply with long term objectives
Estate Management	Tenant related matters and asset level initiatives to increase revenue and reduce costs
Statutory Compliance	Ensuring all compliance requirements met across our estate and minimise risk
Facilities Management	Hard (building services) and soft (cleaning) FM functions inc. monitoring & improving energy use
Repairs and Maintenance	Planned and reactive repairs and maintenance to ensure long term cost saving and lower OpEx
Major Projects / Design & Construction	Project delivery team dedicated to development and refurbishments

A separate 'Implementing a Corporate Landlord Model' policy and strategy will be developed, with the intention of centralising all functions within the next 18 month to two year period. This will include establishing a Property Working Group which will have 'Property Champion' representatives from each Council Service Area, with the intention that strategic Property decisions will need to be approved through this group prior to Senior Management / Council.

Governance Arrangements

There is a robust governance structure in place providing direction and transparency of the management of our estate. The diagram to the right outlines the organisational structure for the governance of our land and building assets.

These Governance arrangements are designed to ensure that assets are best used in the delivery of the strategic plan, that adequate consultation is undertaken and equalities are ensured, risk is managed and that democratically driven community leadership is exercised.

Member engagement / consultation is via:

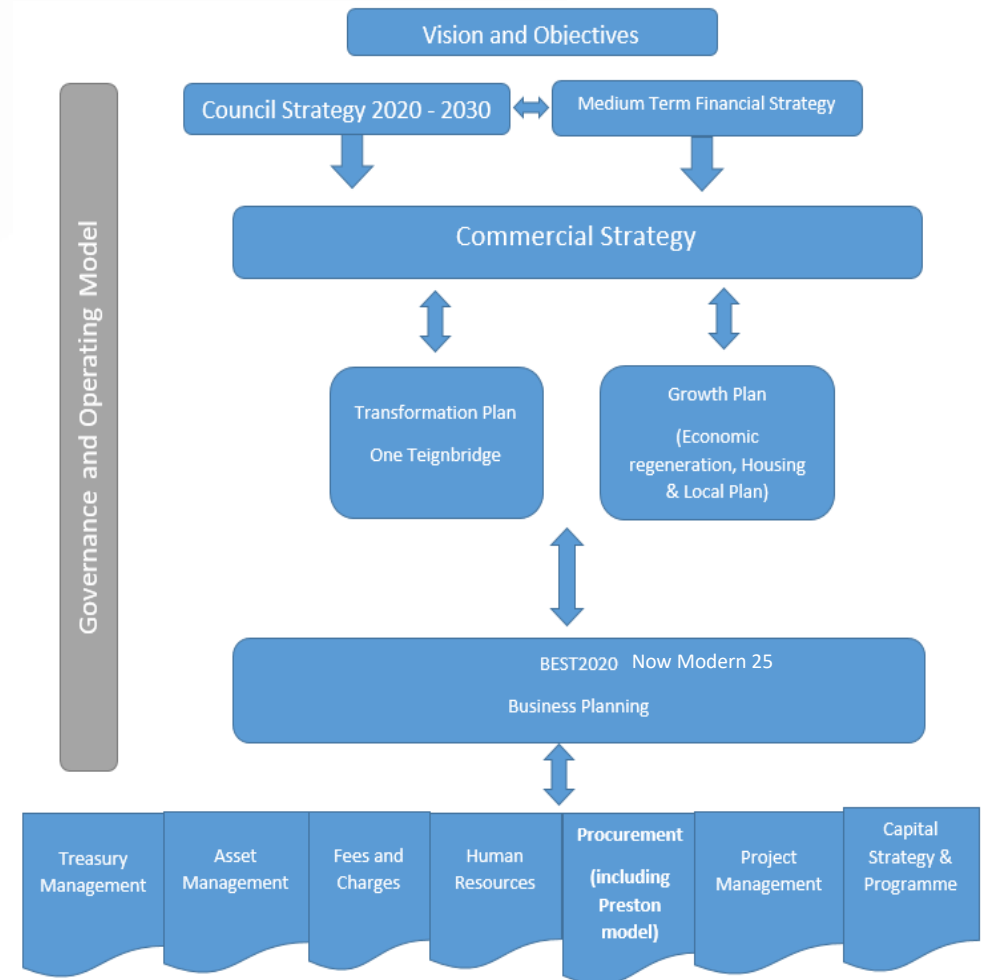
- Executive Member for Estates, Assets, Parking and Economic Development (Portfolio Holder / PH)
- Executive Briefings
- Executive Committee
- Full Council
- Overview and Scrutiny (O&S)

Responsibility

On a day to day basis the **Assets Manager** is responsible for the management of the Estate under the delegations provided by the Council's constitution to the **Head of Place and Commercial Services**. Decisions outside delegated authority levels are taken to Executive Committee or Full Council as appropriate. Certain decisions can be made by **Portfolio Holder** (PH Decisions).

Delivery of capital projects is the responsibility of the **Major Projects Manager** who also reports to the Head of Place and Commercial Services.

The council has a Procurement Officer resource responsible for procurement ensuring that best practice is followed in a transparent, compliant and cost-effective manner.



Asset Management Risks

Measures are in place so that any significant asset management risks to the authority is included in the corporate risk register with mitigating actions and appropriate prioritisation. General risks include, inter alia:

- Regulatory compliance
- Condition inspections
- Structural issues
- Flooding
- Tenant / revenue risk
- Construction costs escalation and
- Skill / staff shortages that might impact delivery capacity.

There are delivery risks in implementing the Strategic Asset Plan. For example

- Funding
- Capacity within teams / resource
- Capability within teams / skills shortage
- Contractor shortage
- Inter-departmental reliance
- Systems reliance. Both improving and implementation within Assets and the wider corporation (eg Finance software)
- Change management and the ability / desire to shift away to a new way of working and approach

Additional external risk factors outside of our control include:

- Inflation
- Political support and change
- Occupational markets
- Capital markets

The Assets Team hold a Risk Register for its functions including Asset management and this is updated annually. No unacceptable risks exist with the existing controls in place.

Risk is an element of the assessment of Capital bids and a risk assessment must be lodged with each. Once projects are completed a Post Project Review is undertaken so that any lessons, both positive and negative, can be learned.

All major projects will have their own Risk Assessments and Risk and Opportunities Registers.

Measuring Performance – Measure, Manage, Maximise

Measure. It is not possible to manage what is not or cannot be measured. Data capture, both fixed and fluid, will be encouraged to deepen our understanding of our real estate and its direction of travel. This should be collected efficiently and kept up to date, to include, inter alia: floor area; rent; occupancy; costs; energy usage; energy efficiency and potential; operational expenses; building condition; efficiency of use; and suitability for use. There is a need for ready visibility of granular property level information such as cost information to enable data driven decision making.

Manage. Management plans will be put in place to improve each of these areas on an asset-by-asset basis to seek continual improvement and challenge each asset's purpose. Specific asset level metrics will be set depending on how appropriate they are for the type of asset and the purpose it is being held and will be managed accordingly.

Maximise. Performance targets will be set at asset and portfolio level to achieve improvements such as occupancy rate, usage, net operating income growth, energy consumption. Short, Medium and Long term targets will be established.

These three approaches will enable us to target rental growth, focus on reducing operational expenses, target under-utilised assets, challenge suitability for use, improve understanding of each assets energy performance and potential at a granular level.

Ultimately this will inform a fully considered disposal process whereby the Council can divest itself from non-core real estate and reinvest in core holdings or areas which will see real beneficial improvement. Rebalancing its real estate holdings in to one that works for the Council in achieving what it aspires to and support the Council Strategy.

A systematic challenge and review process will be put in place to establish whether individual assets are contributing towards the corporate goals or dragging with particular emphasis on the need to reduce costs, increase revenue and thereby grow Net Operating Income (NOI).

The suite of **performance indicators** set out on the following page will be put in place to monitor success from the Strategy's implication and cost savings objectives in line with the Modern 25 targets. Readily quantifiable.

Measuring Performance – Performance Indicators

A series of aspirational Performance Indicators has been devised and an action plan formulated to unlock a series of measures. Provisional reporting dashboards have been set up.

Facilities Management

- Soft Facilities Management.	Cost. £
- Annual Spend.	£ and £ per sq m
- Space utilisation	
- Net Energy Consumption	
- CO2 emissions	

Repairs and Maintenance

- Split of Reactive v Planned.	%
- Total Cost.	£ per sq m
- Repair and Maintenance.	£ per sq m
- Total Backlog Maintenance.	£ and £ per sq m
- Responsive Repairs on time.	%
- Routine Repairs within timescale	% (planned)
- Average Number of repairs per property	No.
- Average cost of repairs	£
- Time to complete non-urgent repairs.	Average Days
- Physical Condition	scored

Compliance

- Compliance Score. Elemental	Red. Amber. Green
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Estates

- Vacant Units.	Number
- Rental Income.	£ per annum
- Rent Reviews overdue	Number and Days
- Leases expired and tenant holding over	Number and Days
- Floorspace let.	Sq m
- Floorspace available.	Sq m
- Average time to re-let property	Days
- Cost of standard void	£
- Arrears	£, % overdue and avr debtor days

Projects

- Total Number of Projects by RIBA stage	Number
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Strategic Asset Management

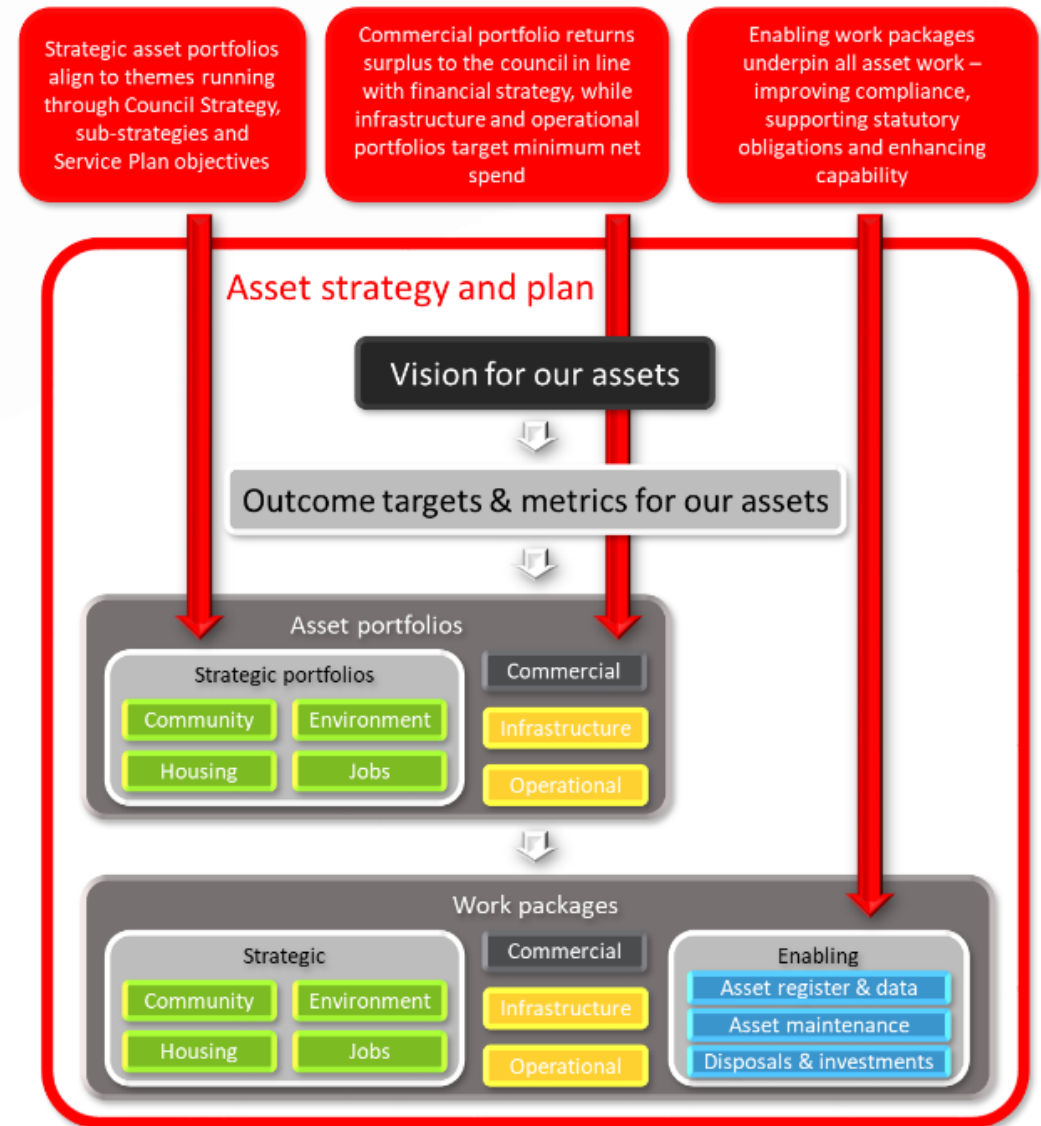
- Capital Receipts. Actual and Target	£
- Contracted rent v Rental Value	£aggregate
- Buildings Function. Make-up of estate	Number and % by use / portfolio
- Buildings with EPC below D	%
- Functional Suitability	%

Our Approach

The portfolio overview demonstrates the disparate nature of Teignbridge District Council's real estate.

This is principally due to the way in which it has been 'acquired' or "left with" in the absence of a targeted strategy that a Real Estate Property Company (Prop Co) or Real Estate Investment Trust (REIT) might have in order to build a model portfolio.

There is therefore mixed purpose and to start giving parts of the estate shared meaning and direction they have been placed in to set strategic asset portfolios the align to themes linking back to the Council Strategy.



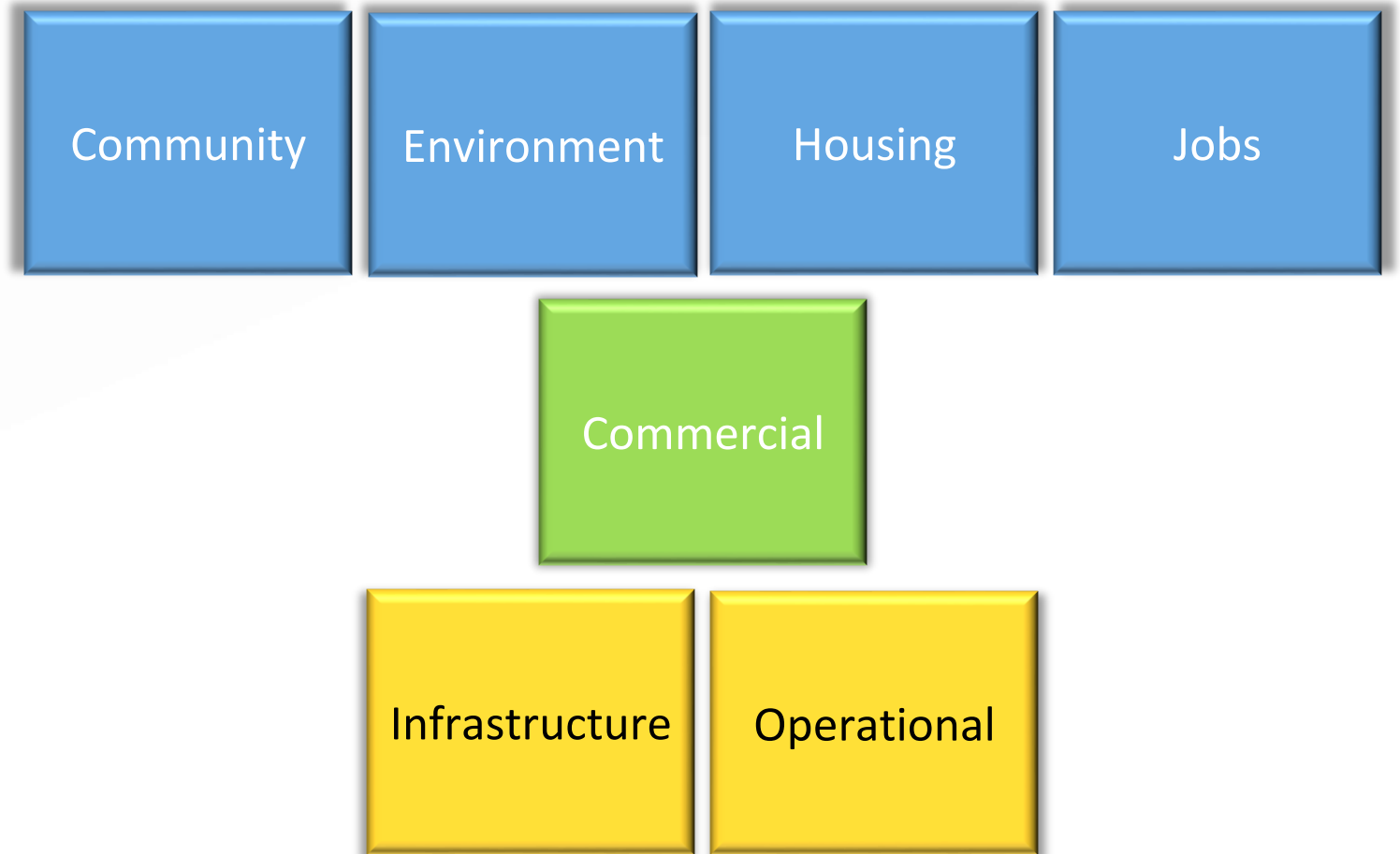
Our Approach – Asset Portfolios

Asset portfolios fall within three categories; **strategic**, **commercial** and **service delivery**

Each asset is weighted across the portfolios.

A single asset can contribute to more than one portfolio but will be designated to a primary portfolio

For example; a car park may be allocated across the Commercial, Jobs and Community portfolios depending on its location, use and pricing strategy



Our Approach – Portfolio Definitions

Community

- Assets which primarily support the physical and mental wellbeing of communities
- Assets with an estimated whole-life net cost are deemed held exclusively for community purposes

Environment

- Assets protected to support the natural environment or ecosystems
- Assets intended to offset carbon footprint
- Assets with an estimated whole-life net cost are deemed held exclusively for environment purposes

Housing

- Assets which are:
 - Primarily used to increase affordable housing supply through development and corporate projects; and/or
 - Leased to, or managed by, registered providers
- Assets with an estimated whole-life net cost are deemed held exclusively for housing purposes

Jobs

- Assets which support the provision of jobs and sustainable economic growth
- N.B. There will be trade-offs in terms of subsidising long-term prospects and growth of local businesses for commercial returns*

Our Approach – Portfolio Definitions

Commercial

- Assets which generate revenue income to support the council's financial position
- Assets denominated with a primary commercial purpose must return a revenue surplus
- Assets exclusively held for commercial purposes must seek to maximise yield, including attaining full market rate
- Assets where return on investment for capital spend must meet minimum requirements

Infrastructure

- Infrastructure assets which the council has ownership of and a statutory responsibility to maintain
N.B. The council may not have a statutory responsibility to retain the asset or provide services relating to it, and transfer of ownership or disposal may be possible

Operational

- Assets used by council staff and those acting on behalf of the council to deliver services, projects and other initiatives

Sub-portfolios

Sub-portfolios are suggested where groups of assets require different types of action to achieve similar outcomes. For example; land that is not of significant strategic or commercial value in isolation, and where any existing use can be reasonably changed, should be transferred to a surplus land sub-portfolio within the commercial portfolio to consider opportunities to exploit maximum value

Our Approach – Portfolio Summaries

Portfolio summaries are created using a data driven approach to;

1. Describe our current position

A high level summary is provided in the table on the right hand side. This is provisional categorization and will be reviewed as part of a detailed portfolio review and Asset Management System restructure which will simplify / consolidate the number of Asset levels.

2. Set a long term target to deliver strategic and commercial objective.

This is described on the following page

3. Agree a one year target to drive the creation of work packages

Set out within Section 3: Action Plan.

Portfolio	Total Number of Assets	Total Floor Area (m2)	Total Land Area (m2)	Dawlish	Newton Abbot	Teignmouth
Strategic						
Community	663	25,179	3,284,932	143	161	93
Environment	83	224	1,459,618	15	20	15
Housing	87	3,351	71,758	4	24	6
Jobs	24	3,416	15,091	4	2	8
Commercial						
Commercial	239	55,455	220,761	42	72	40
Service Delivery						
Infrastructure	196	4,736	281,055	20	49	49
Operational	34	3,297	12,397	2	22	4
Total	1,340	87,688	5,297,263	230	350	215

Review of Assets – Long Term Target to Deliver Strategic and Commercial Objective

The overall strategic repositioning of the estate will necessitate a rebalancing of the portfolio make-up to reduce the **Community** weighting – particularly the land element which is held at a cost and very rarely has any income generating potential. There are many interests of little identifiable purpose which should be reviewed to assess value and liquidity. A portfolio review will be undertaken to assess each land element, its potential, cost and benefit and a disposal programme put in place should TDC's **Housing** team not wish to self-deliver any potential housing opportunities. These 'dormant' assets holding latent value should be brought forward and either delivered or disposed of to enable delivery where appropriate.

The core **Community** Element can then be focussed on supporting uses that fit with the definitions set out in the community use section and help those operators work towards a sustainable business model that can afford to pay a fair rent and adequately maintain the Community Buildings which they operate from.

The **Environment** portfolio will be further analysed and assessed for its weighting and TDC cost exposure as some substantial land holdings are passive Freehold interests such as the four SANG sites. The overriding principle is that TDC ownership should only be necessary for this portfolio where the lands environmental benefit would not be safeguarded if in alternative ownership. The market for such land, with adequate restrictions to protect it, is very thin / limited and disposals are likely to be challenging.

The **Commercial** estate provides revenues to the Council's finances to support other services and some of which is released back for reinvestment in to the estate. A key focus is on improving the efficiency of this revenue, reducing intensity of management, overheads, operating expenses and increasing net operating income. Assets that are problematic, difficult to manage, energy inefficient without viable prospect of improving to acceptable levels, costly to look after, etc should be shortlisted for disposal in order to produce capital receipts that align with the Council's Financial Strategy and capital programme requirements.

Assets within the **Jobs** portfolio that provide and have the potential to provide and safeguard jobs in the District should be supported and delivered by the Council as part of its sustainable economic growth goals.

Infrastructure portfolio needs to be assessed for purpose and need for District Council ownership. Costs and liabilities where there is no identifiable obligation for District Council to be providing should be reduced as far as possible and opportunities explored to exit TDC's position.

Operational: The main operational estate is already consolidated in to a few main buildings principally Forde House Offices, The Depot and Waste and Recycling. Further space utilisation studies are being undertaken and a depot masterplan has been undertaken. Attention is now on improvements to the buildings, their functionality, energy use and generation, occupational densities / efficiencies and the working environment.

Asset Challenge and Review

In order to fairly implement the rebalancing described in the previous page an approach of continuously reviewing assets for suitability and purpose will be ingrained within our processes and nature. A clear process will be available for earmarking assets for hold, improve, dispose decisions.

An asset challenge approach is set out, however, the key principle that underlies this is assessing purpose before suitability in the following hierarchy of questions.

- **Is there an operational need now?**
- **Could there be an operational need in the future?**
- **Does or could the asset produce income? Is it financial?**
- **Is there acceptable risk to holding the asset?**
- **Is there a strategic purpose to holding the asset or an alternative use?**
- **Can or does the asset provide wellbeing to the community?**
- **Does the asset provide legacy / heritage / emotive / community value?**
- **Is there an Equality Impact to the decision identified following an Equality Impact Assessment (EIA)?**

If the answer to all of these is 'no' a disposal strategy to optimise sales receipts should be considered.

Should an answer be 'yes' then the assets suitability for that purpose should be challenged. E.g.

- Can the operational need be met by other real estate? Is the real estate fit for purpose, energy efficient, cost effective to occupy?
- Is holding the asset for a potential future need cost effective?
- How efficient is the income, is it management intensive, what is the net income position?
- How likely is it the Council can unlock a development? Is it held to protect land use / amenity which would not be capable in third party ownership?
- Is there a wider economic benefit?
- Would that wellbeing be threatened if the real estate was not held in Council ownership? What is the annual direct financial cost of safeguarding this wellbeing (Cost-Benefit)?



Policy Objective Delivery. Asset Challenge and Review

The below matrix will be used as part of our process of a systematic 'asset challenge and review'. An asset is to be attributed a score out of 5 against each of the five policies. A maximum score of 25 can be awarded. A hold, improve or dispose decision can then be reached. A score in excess of 20 = Hold. Score between 15 and 19 should be held provided Policies 2 and 3 both score at least 3. A score between 10 and 14 should be considered for disposal. Score of less than 10 should be put forward to be disposed.

Policy	Challenge	Score
1a. To develop a more efficient property portfolio, increasingly more fit for purpose and aligned with the council's strategic and operational objectives	Is there an identifiable purpose to ownership? Is it fit-for purpose, safe, low energy, well maintained and compliant for its use? Does it contribute directly or indirectly towards Council Strategy? Is the energy performance acceptable for its use or capable of being improved by us within budget?	
1b. To produce revenue savings and reduce property ownership costs and liabilities through a programme of asset rationalisation	Are the holding costs at an acceptable level? Can the operating expenses (opex) be reduced or off-set by producing revenue?	
1c. To optimise the realisation of asset values through planned capital receipts and the maximisation of rental income	Is it liquid (is there a market for it)? Is there any value-add potential? Is the asset considered 'core' or should it be protected from disposal? Can it produce income, efficiently, which can be grown?	
2. To effectively contribute to the district's sustainable economic growth, and to its social and environmental wellbeing	Does it benefit current or future residents of the District? Does it, or could it, contribute to the wellbeing of residents due to ownership by the Council? Is there direct or indirect economic benefits generated by Council ownership of the asset? Is there an Equality Impact benefit from Council ownership?	
3. To improve service delivery by providing fit for purpose assets which support corporate and service strategies	Is it, or could it, be shared by another service within the Council or wider Public Sector? Is there an Equality Impact benefit derived from Council ownership?	
Total	Score each challenge out of 5, minimum 5 (worst) maximum 25 (best)	

Working with Partners / Organisations

Key Partnerships are being reviewed and a directory set up with responsible officers to drive forward collaborative relationships. Some Partners Include:

- Devon Health and Wellbeing Board
- Heart of South West Local Enterprise Partnership (LEP)
- Devon Building Control Partnership
- Greater Exeter Development Board
- Devolution
- Safer Devon Partnership
- South Devon and Dartmoor Community Safety Partnership
- Exe Estuary Management Partnership
- South Devon and Dorset Coastal Authorities Group and associated South West Coast Group
- Teign Estuary Coastal Partnership
- South Devon Local Coastal Partnership
- Area Tourism Partnership – Visit South Devon
- Devon Climate Emergency Response Group (DCERG)
- Devon Climate Emergency Tactical Group (DCETG)
- Devon Emergency Planning Service (DEPS)
- Food Liaison Group – Devon, Cornwall and Isles of Scilly
- Devon Licensing Officer Group
- Health and Safety Sub Group – Devon, Cornwall and Isles of Scilly
- Devon Environmental Protection Sub Group
- Devon Chief Environmental Health Officers
- Health Protection Advisory Group (Devon)
- Devon and Cornwall Housing Options Partnership
- Devon Private Sector Housing Group
- Devon Home Choice
- Teignbridge Affordable Housing Partnership
- Devon Affordable Housing Delivery Forum
- Cosy Devon Steering Group
- Devon Rural Housing Partnership
- Domestic Violence Alliance
- Devon and Cornwall Rough Sleepers Partnership
- Devon Revenue & Benefit Officers Group
- Greater Exeter Strategic Plan Board
- Greater Exeter Member Consultation Board
- Natural Devon: Devon Local Nature Partnership
- South East Devon Habitat regulations Executive
- Joint Partnership to Tackle Litter TDC & Highways England
- Devon Authorities Strategic Waste Committee
- Local Resilience Forum
- Devon and Cornwall Rough Sleepers Partnership
- Active Devon
- Voluntary Tourist Information Centres
- Citizens' Advice Bureau (SLA)
- Teignbridge CVS (SLA)

Working with Partners / Organisations

TDC are active members of the One Public Estate (OPE) programme, working closely with other public sector organisations across the sub-region (Devon OPE Board), exploring opportunities to reduce premises costs and make assets work better for our communities and customers.

Other partners, for example, include Devon and Cornwall Police, other Devon Districts and Devon County Council.

The principal aim is to work with a range of key stakeholders, exploring opportunities for shared services and how our combined assets can support this.

The strategic objectives of the One Public Estate programme are set out below:

- Delivery efficiency savings
- Work closely with community and voluntary organisations
- Contribute to wider economic and social outcomes
- Delivery of greater savings in running costs
- Provide improved access to public services
- Improve joined up and customer focused services
- Housing delivery

Town and Parish Councils

In addition to this the District Council is seeking to improve collaborative working arrangements with all its Town and Parish Councils. A series of engagement / consultation events have already started in 2024. An extension to this will be to consult directly from an assets perspective to gain a deeper understanding of the issues they are trying to resolve and their aspirations.

Solutions can then be explored which may utilise the District Council's existing asset base, or ability to raise funds or deliver projects to help achieve those goals.



Engaging with Communities and Equality Impact

In addition to TDC's commercial let estate there is an extensive non-commercial estate of 663 entries throughout the District. Some of these entries comprise lettings on below market rent arrangements to community groups such as scout groups, RNLI facilities, access rights, gardens, allotments, community centres, slipways, leisure facilities (BMX tracks, bowling clubs, sports grounds). TDC provide various WC facilities across the district on a free-to-use basis. Cemeteries are provided and maintained with an associated burial service. A memorial bench service is also provided.

Leisure Centres are operated in three key centres (Newton Abbot, Dawlish and Teignmouth). These are self operated and it is recognised the importance such venues play as part of communities. As long as the Council decides to provide a leisure function the Asset Strategy must work towards providing well maintained, efficient and as modern as possible leisure venues and work hard to lower operational expenses. This includes exploring invest to save initiatives. The pre-Covid Leisure Strategy is currently being reviewed.

Numerous events are held across our real estate throughout the year, ranging from fun fayres, farmers markets, endurance sports and air shows.

TDC's existing Community Asset Transfers (CAT) policy is "Town & Parish Council Service Devolution and Asset Transfer Policy" January 2020. TDC has engaged on a programme of CATs predominantly comprising Public Open Space / play areas and WCs. Going forward, where local people are best placed to manage facilities in their area and there is a case for efficiency savings by incurring lower overheads, better value for money and ultimately an ability to look after those assets further CATs will be considered. The policy will be reviewed, the principal concern being timeliness of such transfers and whether this fits with the future Disposal Programme following the portfolio review and asset challenge process. In such instances an asset is earmarked for disposal, should the Town and Parish Council wish to acquire the asset a review and business case will need to be put together, including opportunity cost assessment. Should a transfer take place it should be done to strict timescales before alternative disposal methods are pursued such as private treaty or auction where time and certainty of sale are critical.

TDC recognises the strength of community is the binding force for all our District's Places. TDC will commit to using our real estate, where appropriate to do so, to partner with community organisations for the benefit of local communities, helping them be self reliant and sustainable in to the future, becoming even stronger and more cohesive. The District Council is not however in a position to enter contracts which contain provisions that mean in supporting such operations to become sustainable it would be running at a loss. The District Council must ensure it reduces its costs and liabilities in doing so. If it cannot reduce its costs to an acceptable level on an individual asset basis, then alternative uses or disposal of unfettered property interests for Best Value must be explored.

Where appropriate asset based decisions should be made with a fully considered Equality Impact Assessment. Where possible - within the parameters of land and buildings – assets should seek to narrow the gap by addressing inequality and increasing accessibility more overtly.

Implementing Change

This strategy document is proposed to be reviewed every three years and adapted to reflect achievements or shortfalls in deliverables. Key to this is to be able to measure performance and quantify results – short term actions are needed to enable the efficient tracking of performance indicators such as reduced operational expenditure, increased revenue, , reduced voids, improved energy usage. This will help inform asset specific management decisions, which is addressed in the following Asset Management Action Plan.

Some implemented initiatives which are designed to address the strategic aims of this plan and the corporate strategy include:

- Estates Team structure and processes evolving to reflect Corporate Landlord Services approach.
- Service charge review to capture all recoverables including non-invoiced events and bill in advance based on budgets.
- Utility recharging now billed in advance based on estimates.
- Housing delivery portfolio review commenced.
- Designed to highlight which of TDC's real estate holdings could be used to help alleviate the housing crisis.
- Digital Title Documents obtained including GIS polygons of registered titles to undertake Asset Register reconciliation.
- UK Shared Prosperity Fund
- Compliance handling review implemented
- Data and systems strategy being undertaken
- Process Mapping and service improvement plans initiated

Part 3

Asset Management Action Plan



Introduction

A granular asset-by-asset approach will be set out identifying actions that are necessary to achieve the asset management strategy and policy. This ensures our activity is aligned to the delivery of the Council Strategy and real estate is a positive contributor to its key policies and objectives.

The action plan will ensure delivery of strategies in place in addition to highlighting where production of new strategies should be implemented, for example a Property Maintenance Strategy and Acquisition and Disposal Strategy. It will align with the Services Business Plan and Asset Review Proformas.

The Action Plan will be an annually reviewed document, to ensure it remains current and appropriate.

A reminder of the **Vision objectives** to which the Action Plan actions are referenced to:

1. To develop a more **efficient** property portfolio, increasingly more fit for purpose and aligned with the council's strategic and operational objectives (a)
To produce revenue **savings** and reduce property ownership costs and liabilities through a programme of asset rationalisation (b)
To **optimise** the realisation of asset values through planned capital receipts and the maximisation of rental income (c)
2. To effectively **contribute** to the district's sustainable economic growth, and to its social and environmental wellbeing
3. To **improve** service delivery by providing fit for purpose assets which support corporate and service strategies

Asset Management Strategy

Action Plan Monitor - Strategic

Ref	Description	Asset Management Strategy Objective	SMART Objective	2024/25	2025/26	2026/27	Accountability	Resource Implications
S1	Asset Challenge – rationalisation of portfolio, identify sites for housing, co-location and disposal. Example pro-forma is attached at Appendix 1	1a – efficient 1b – savings 1c – optimise	Asset proformas and challenge and review scoring for 20% of assets a year. Agree priority shortlist by end 2024/25 financial year	Initial portfolio review undertaken Priority shortlist agreed 20% assets scored and proformas done	40% assets scored and proformas completed	60% assets scored and proformas completed	Estates Manager	Internal
S2	Review practicality and cost of estate condition survey programme	1a – efficient 1b – savings	Programme of 20% assets surveyed every year for five years	20% asset condition surveys undertaken	40% asset condition surveys undertaken	60% asset condition surveys undertaken	Estate Manager and Repair and Maintenance Service Lead	Internal and External
S3	Implement PPM strategy with target 70% of budget planned, 30% reactive to minimise costs	1a – efficient 1b – savings	Costed PPM by financial year 2025/26	Costed PPM worked up based on asset level actuals	Use condition surveys to inform PPM	Adopted PPM Monitor and review	Repair and Maintenance Service Lead	Internal and External
S4	Review Energy Strategy and Carbon Reduction	1a – efficient 1b – savings 2- contribute	Portfolio review from energy use perspective	Data capture in place to record energy usage at asset level	Assets ranked on energy usage per sq m of floor area	Shortlist for improve or dispose decisions	Estates Manager	Internal and External
S5	Implement Corporate Landlord Board and review performance	1a – efficient 1b – savings 1c – optimise 3 - improve	Centralised real estate functions	Service leads for each function in post within estates	Asset champions for each Council service and working group established	Centralised real estate services and working group in place	Estates Manager SLT HR Finance	Internal
S6	Review fixed assets valuation process and implement 'book values' for target rents and prices to inform decision making	1c – optimise	ERVs and Asset (Disposal) Values logged for each asset	Adapt Asset Register / Tenancy Schedule to record book ERV and Value	Valuation procurement required for rotation		Estates Manager Finance	Internal and External

Asset Management Strategy

Action Plan Monitor - Strategic

Ref	Description	Asset Management Strategy Objective	SMART Objective	2024/25	2025/26	2026/27	Accountability	Resource Implications
S7	Explore systems to benchmark and rate 'wellness' of our assets for occupiers	1a – efficient 2 – contribute 3 - improve	Conclude on feasibility of wellness rating system for our buildings	Can a wellness rating system be used	Suitability Surveys in place	Improve Action plans in place	Estates Manager Estate Surveyor	Internal
S8	Review assets, acquisitions and funding opportunities to inform a Regeneration Agenda	2 – contribute	Identify assets with strategic importance and future funding streams	Shortlist strategic assets and why. Agree systematic approach to future funding.	Unlock regeneration at sites. Eg Newton Abbot Masterplan	At least one major regeneration site at point of deliverability	Asset Manager	Internal and External
S9	Review and align asset use with OPE goals and objectives	1b – savings 2 – contribute 3 - improve	Identify clear OPE goals and objectives for Devon and any specific with Teignbridge	Identify which assets can contribute to OPE goals and objectives			Asset Manager and Head of Place and Commercial Services	Internal
S10	Implement Investment Strategy for investment and disposals	1a – efficient 1b – savings 1c – optimise	Adopt revised Acquisition and Disposals Policy	Draft policy	Policy adopted		Asset Manager and Estate Manager	Internal
S11	Disposals Strategy and Programme Management	1a – efficient 1b – savings 1c – optimise	Shortlist assets for disposal by end of decade	Shortlist and set disposal plan with timescales	Disposals	Disposals	Asset Manager and Estate Manager	Internal
S12	Review Community Asset Transfer Strategy	1a – efficient 1b – savings 2 – contribute 3 - improve	Updated policy published on website and disposals occurring	Updates Policy published	Disposals / Transfers	Disposals / Transfers	Asset Manager and Estate Manager	Internal

Asset Management Strategy

Action Plan Monitor - Strategic

Ref	Description	Asset Management Strategy Objective	SMART Objective	2024/25	2025/26	2026/27	Accountability	Resource Implications
S13	Title review	3 - improve	All titles held electronically and deed numbers linked to SAM and GIS	Good leasehold, possessory freehold, qualified freehold reviewed	Electric titles linked to SAM references	Synchronised record keeping and electronic deed packets	Estates Manager Estate Surveyor Legal	Internal
S14	Rent subsidy policy review	2 – contribute	New Rent Subsidy policy in place	Draft policy	Policy adopted and implemented		Finance Asset Manager	Internal
S15	Portfolio Review. Review community asset portfolio	1b – savings 2 – contribute	Review allocations of all community asset entries	SAM review completed			Asset Manager Technical support	Internal
S16	Review capital prioritisation approach	1a – efficient 1b – savings 1c - optimise 2 – contribute 3 - improve	New capital prioritisation procedure in place	Review and draft procedure	Implemented at Capital Project Board		Asset Manager Finance SLT	Internal
S17	Review process for contextual maintenance budget setting	1a – efficient 1b – savings 1c - optimise 3 - improve	Maintenance costs provided to finance ahead of budget setting and implications report issued following budget	Maintenance Backlog established	PPM in place for major assets Works programme 5 to 10 yrs set	Implications reporting following budget setting	Asset Manager Group Building Surveyor	Internal
S18	Review Asset Management System	1a – efficient 1b – savings 3 - improve	QA targets for quality and completeness of data within asset management system	Data cleansing Data restructure Quality Assurance / Control			Asset Manager Estate Manager Strata Elf	Internal
S19	Performance Indicators dashboard	1a – efficient 1b – savings 3 - improve	Dashboard reporting	Set up ideal target indicators and establish gaps to reporting	Data gaps filled and reporting with high degree of accuracy	Regular reporting to SLT and PH with track record	Asset Manager BTT Strata Elf	Internal and External

Asset Management Strategy

Action Plan Monitor - Operational

Ref	Description	Asset Management Strategy Objective	SMART Objective	2024/25	2025/26	2026/27	Accountability	Resource Implications
O1	Asset Data Capture	1a – efficient 1b – savings 1c - optimise 3 - improve	Efficiently capture asset level data across the estate for performance monitoring	Review accounting for system of property level cost recording	Implement sub-metering wherever appropriate and tenant reporting	Monitor, review and improve	Estates Manager	Internal
O2	Compliance – prioritisation of R&M	1a – efficient 1c - optimise 3 - improve	Production of priority list for compliance spend / repair	Identify current or upcoming issues	Resolve priority list	Resolve priority list	Compliance and R&M Service Lead	Internal
O3	Green Leases	1a – efficient 1b – savings 2 – contribute	Implement green lease provisions to minimise energy use across the estate	Review provisions and test with new leases	Insist on standard for core estate		Estates Manager Estates Surveyor Legal Services	Internal
O4	Improvements to Assets / spend to save	1a – efficient 1b – savings 1c - optimise 3 - improve	Complete property improvements to reduce Operating Expenditure	Use results of O1 to target buildings to improve, means and cost. Enter to capital programme.	Implement improvements to reduce Operating Expenses	Continue programme of improvements and monitor OpEx results	Estates Manager SMT	Internal
O5	Service Charge	1a – efficient 1b – savings 1c - optimise	Review Service Charges to ensure all are based on actuals and 100% recoverables are sought	Review the let estate and service charged assets	Implement robust SC regime and monitor all costs – irrecoverables and recovered to quantify	Monitor Net Operating Income for growth and continue improvements	Estates Manager Corporate Finance	Internal and External
O6	Progress low carbon skills fund projects	1a – efficient 1b – savings 2 – contribute 3 - improve	Measure through carbon footprint with project completions circa 26/27 to 2030	Progress bids and submit capital bids in Autumn.	Progress as appropriate. Develop specifications.	Delivery with monitorable output improvements	Assets Manager Climate Change Officer	Internal and External

Asset Management Strategy

Action Plan Monitor - Operational

Ref	Description	Asset Management Strategy Objective	SMART Objective	2024/25	2025/26	2026/27	Accountability	Resource Implications
O7	Lease Events and 'Avoid-a-Void'	1a – efficient 1b – savings 1c - optimise	Pro-actively handle rent reviews, lease renewals and lettings to maximise rent and minimise voids	Adapt tenancy schedule to highlight upcoming lease events	Monitor and review	Monitor and review	Estates Manager Estates Surveyor	Internal
O8	Target Market Rents on all occasions and agree personal concessions if rent is to deviate from this	1c - optimise	Target achieving rental book values across the estate	Always document agreed market rents in all negotiations, lease agreements or memorandums	Build up established market rents across the estate, identify and quantify instances where different	Map out and build the contracted rent towards the portfolio Market Rent	Asset Manager Estate Manager Estate Surveyor	Internal
O9	Undertake cost effective initiatives to improve occupational environment of let and occupied estate	1a – efficient 1b – savings 1c - optimise	Improve the working environment to encourage attendance and reduce absence	Feedback from staff and occupiers about the working environment	Act on cost effective measures	Continuous feedback and improvement	Estates Manager Estates Surveyor	Internal
O10	Continue to safeguard the District park and leisure, green spaces and events	2 – contribute	Maintain and improve the natural environment and offer access to all	Identify current or upcoming issues	Resolve priority list	Resolve priority list	Estates Manager Ranger Teams	Internal
O11	Asset Lifecycle Condition	1a – efficient 1b – savings 1c - optimise 3 - improve	Complete Asset Lifecycle Condition Surveys for the retained commercial let estate to target investment	Prioritise buildings by compliance necessity, cost saving or other benefit. Establish cost	Continue survey, identification and prioritisation	Continue survey, identification and prioritisation	Estates Manager R&M service lead Climate Change Officer	Internal

Asset Management Strategy

Action Plan Monitor - Operational

Ref	Description	Asset Management Strategy Objective	SMART Objective	2024/25	2025/26	2026/27	Accountability	Resource Implications
O12	Asset Working Group	2 – contribute 3 - improve	Corporate Landlord function has established working group	Service ‘property champions’ reported on future use of the asset portfolio	Programme attendance at Senior Management Meetings	Full implementation of Corporate Landlord	Estates Manager SMT	Internal
O13	PPMs for all major assets. Start with top ten by size and exclude	1a – efficient 1b – savings 1c - optimise	PPMs in place	Top ten by size with PPMs	Top 25 PPMs		Assets Manager Group Building Surveyor	Internal
O14	Report planned v reactive spend via reporting dashboard	1a – efficient 1b – savings 1c - optimise	Maintenance reporting dashboard	Set up and tracked by financial year	Automate the reporting by reference coding	Monitor towards 70:30 split	Assets Manager Group Building Surveyor Finance	Internal
O15	Condition surveys with life remaining assessment undertaken on a rolling basis and data entered in to SAM	1a – efficient 1b – savings 1c - optimise	Survey results uploaded to SAM	Survey data uploaded	Reporting set up, dashboard and RAG rating	State of the Estate reported annually	Assets Manager Group Building Surveyor	Internal
O16	Statement of Priorities	1c - optimise	Issued annually	Template for annual reported	Annual reports		Assets Manager Group Building Surveyor	Internal
O17	Unlock contractor portal	1a – efficient	Contractors using SAM portal	Set up with Elf and testing	Implementation		Assets Manager R&M ELF	Internal and External
O18	Remote Devices	1a – efficient 3 - improve	Implemented tablets / remote devices for RAs, condition surveys	Maintenance and compliance surveys undertaken by tablet			Assets Manager Group Building Surveyor Strata	Internal and External

Asset Management Strategy

Action Plan Monitor - Operational

Ref	Description	Asset Management Strategy Objective	SMART Objective	2024/25	2025/26	2026/27	Accountability	Resource Implications
O19	Clear backlog of lease events cases	1a – efficient 1c - optimise	Reduction in overdue lease events and PI targets	+25% reduction	+25% reduction	+25% reduction	Estates Manager	Internal
O20	Review and exit leasehold (leased-in) interests	1a – efficient 1b – savings 1c - optimise	Reduction in number of leased-in assets and rent commitment	1 fewer	1 fewer	1 fewer	Estates Manger	Internal
O21	Review service charge estate and ensure all non-invoiced costs are included and sinking / reserve funds are in place	1a – efficient 1b – savings 1c - optimise	Increased amount of non-invoiced recoverables	Proper service charge regime in place for all “estates”			Estates Manager	Internal
O22	Continue reducing holding costs of void property	1a – efficient 1b – savings 1c - optimise	Reduction in void holding costs	+25% saving	+25% saving	+25% saving	Estates Manager	Internal
O23	Disposals	1a – efficient 1b – savings 1c - optimise	Disposals of assets via different methods including auction	Disposal strategy / programme	Disposed assets	Disposed assets	Assets Manager Estates Manager Consultants	Internal and External
O24	Asset strategy for Market Walk	2 – contribute	Strategy document approved	Tenant mix and branding in place	Lettings based on strategy			
O25	Compliance Review	2 – contribute 3 - improve	Map all compliance handling undertaken in matrix	Matrix populated	Compliance recorded centrally	Reporting and benchmarking	Assets Manager R&M Group H&S	Internal

Asset Management Strategy

Action Plan Monitor - Service

Ref	Description	Asset Management Strategy Objective	SMART Objective	2024/25	2025/26	2026/27	Accountability	Resource Implications
L1	Implement and utilise an up to date asset register	1a – efficient	Have an up to date, cross-compatible asset register usable and beneficial to other service areas	Investigate current data availability and other service area requirements	Have up to date schedule finished in agreed format / fields	Continuous review and improve. Processes to avoid bad data / non-use	Asset Manager Estates Manager Estate Surveyor	Internal
L2	Compliance (fire, asbestos, legionella, contract management, electrical, EPC, H&S)	1a – efficient	Dedicated compliance officer within estates team	Accurate recording of property level compliance matters across estate	Strategy for recording and tracking all compliance matters		Asset Manager	Internal
L3	Self service / automation wherever possible	1a – efficient 1b – savings	Events, cemeteries, general enquiries should be process mapped, automated or targeted to the relevant service area	Process map all estate functions	Automate for 'self serve' wherever possible	Continuous review and improve	Estates Manager All Service Leads	Internal
L4	GIS Mapping of Estate Ownership	1a – efficient	Mapped out estate ownership with agreed Meta data	Agree Meta data and verify v land reg polygons	Review and update		Estates Manager Estates Surveyor Legal Services	Internal
L5	Asset Management Software Review	1a – efficient	Review of systems to see if fit for purpose	Review systems and processes with IT	Implement system improvements and staff training	Review usage	Estates Manager SMT	Internal
L6	Review of Community Facilities including community centre, community hubs, town halls, libraries	2 – contribute	Review assets providing service delivery and quantify net cost	Identify / Shortlist such assets	Complete net cost analysis	Review of occupation and associated service level agreements with organisations	Estates Manager Estates Surveyor	Internal

Asset Management Strategy

Action Plan Monitor - Service

Ref	Description	Asset Management Strategy Objective	SMART Objective	2024/25	2025/26	2026/27	Accountability	Resource Implications
L7	Review portfolio for existing and future housing / hostel provision	1c - optimise 2 – contribute	Deliver opportunities to meet housing needs	Investigate current portfolio for supply	Explore acquisitions	Continuous review depending on requirements	Asset Manager Estates Manager	Internal
L8	Benches / Memorial Benches	1a – efficient 1b – savings 2 – contribute	Bring up-to-date system for managing and review whether to transfer to Town Councils	Up-to-date database of memorial benches. Charge and renew for plaques	Disposal / transfer is non-commercial or unable to manage efficiently		Estate Manager	Internal
L9	Improve reporting of wants of repair, with R&M led triage and prioritisation. “log a call” “raise a job / issue”	1a – efficient 1b – savings 3 - improve	Reporting of maintenance and FM issues via form not email	Form set up and tested via minimal viable product method	Soft launch and full Implementation	Automation (semi)	Asset Manager R&M BTT Strata Elf	Internal and External
L10	Improve Asset Database usage and data management	1a – efficient	QA on SAM records Accountability for record entry to professionals	New procedure / best practice	Minimum QA standards achieved		Asset Manager Estate Manager Tech Support Team	Internal
L11	Change case management system	1a – efficient	More away from archaic case management system to more intuitive one	Implemented and reporting	Improved case management tracking	Material reduction in case backlog and more proactive approach	Asset Manager Estate Manager Estates	Internal
L12	Process mapping of all services key parent processes	1a – efficient	Process maps	Process mapping undertaken and actions set out	Implementation	Implementation		Internal and External

Appendix 1

Asset Proforma



Overview

Situation:

Building: Description. External. Internal. Not internally inspected.

Title: Freehold / Leasehold (Title ref)

EPC / Energy Use: TBC

Use:

Planning:

Tenancies: Single Let on a xx year term expiring / Multi let to x tenants

Gross Income: £ per annum

OpEx: TBC

Asset Challenge-Review Score: Maximum 25 (date scored)

Equality Impact Assessment (EIA):

Location plan

Site plan / GISMO / Title Plan

Schedule of Accommodation

Floor	Use	Area (sq m)	Area (sq ft)
5			
4			
3			
2			
1			
0			
Total			

Comment

Tenancy

Tenant: xxxx Ltd

Term: XX years from XX April XXXX expiring XX July XXXX.

Security of Tenure: Y/N

Rent: £XXXX per annum exclusive.

Rent Review:

Passing Rent: TBC

Permitted Use:

Alienation:

Repairs:

Decoration:

Alterations:

Yielding up:

Photo/s

<p>Background: Description of circumstances and relevant asset history / context</p>	<p>Performance History</p> <p>Key Metric Eg: Five year NOI, Energy Use, Vacancy Rate</p> <p>2019/20: £x,xxx per annum</p> <p>2020/21: £x,xxx per annum</p> <p>2021/22: £x,xxx per annum</p> <p>2022/23: £x,xxx per annum</p> <p>2023/24: £x,xxx per annum</p>
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<p>Proposal:</p> <p>What is the suggestion</p>	<p>Strengths</p> <ol style="list-style-type: none"> 1. 2. 3. 4. 	<p>Weaknesses</p> <ol style="list-style-type: none"> 1. 2. 3. 4.
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<p>Considerations:</p> <p>What other actions did you consider or need to be considered within the context of the proposal</p>	<p>Opportunities</p> <ol style="list-style-type: none"> 1. 2. 3. 4. 	<p>Threats</p> <ol style="list-style-type: none"> 1. 2. 3. 4.
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