

Strategic Property

Asset Management Policy

**Bolton
Council**

“ We will promote a high quality physical environment and refreshed identity to Bolton centres

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1.

Introduction

The council are adopting a Strategic Asset Management Framework (SAMP) in line with RICS (Royal institute of chartered surveyors) Public Sector Asset Management guidelines and CIPFA (Chartered institute public finance accountancy) Property Asset Management Framework, that requires an Asset Management policy to provide rules and consistent structure to how we manage the key resource of property and land

The Asset management policy is designed to make sure the property asset management strategy is reflected in the business decisions of all parts of the organisation. It sets down the rules of behaviour for the organisation, as far as property decision making is concerned, to ensure that the strategy can be delivered transparently through a consistent process.

The Policy establishes:

What the corporate approach is to its property assets and land

What behaviours and culture is expected

What principles are going to be followed

2.

Purpose

The Asset management policy is designed to make sure the property asset management strategy is reflected in the business decisions of all parts of the organisation (Officers, Senior managers, Councillors, Cabinet, Public, Leader of Council etc)

The core principles of the policy are:

- To plan and manage property as a corporate resource for the benefit of the people of Bolton
- To provide the right property, of good standard, in the right place, to meet current and future service needs
- To manage and maintain property effectively, efficiently and sustainably, whilst optimising financial return and commercial opportunities from the rationalisation and disposal of land and buildings.
- To use land and buildings to stimulate development and growth, together with supporting local business needs and encouraging new business to the area
- To promote collaborative working where it can provide benefit for service delivery, whilst securing efficiencies and value for money

☞ The policy applies to all stakeholders and partners across the council, but is driven and delivered by the Council Corporate Landlord Model sitting within the Directorate of Place, but adopted and endorsed by all Directorates



3.

Definitions

This policy provides an appendix to the councils SAMP – Strategic Asset Management Framework

“ The adoption of RICS & CIPFA Public Sector Asset Management principles have been incorporated within this policy, to provide an objective reference

Asset Challenge (see appendix 1) is a defined objective approach to appraising the councils estate to provide recommendations and value for money outcomes

Corporate Landlord Model (see appendix 2) central resource of property professionals managing the corporate estate, by understanding the demands of the service and communities and meeting the demands safely and efficiently, within a defined framework

This policy establishes the rules, culture and behaviour to be adopted when managing the councils property and land resource and does not replace any of the governance or delegated authority constitution, that are required for formal decisions however provides the best practice principles to establish consistent control and management of the councils estate



4.

Policy Approach and Process

In developing our strategic approach (SAMP) to our land and buildings, this policy includes certain actions and behaviours that we need to adopt, these are specific but also compliment the overall Bolton values and behaviours

These are set out under each principle, in no particular order or priority and although some may appear to be in conflict, the key challenge for the council is ensuring that we maintain a balanced approach between all of these fundamentals as decisions around land and buildings are made.

4.1 Property as a Corporate Resource

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

- We have clear corporate decision making and challenge on all property affairs
- Property budgets are managed corporately and centrally to prioritise key investment needs
- Property is integrated with other resources
- We will work to ensure property information is accurate, current and comprehensive
- We will ensure effective balance between corporate and service priorities
- Capital projects will be managed efficiently and effectively, and prioritised to support the strategic themes
- Forward planning for property will be aligned to the longer term Bolton '2030 vision'

4.2 Properties to meet service and community demands

To provide the right property, of good standard, in the right place, to meet current and future service needs

- We will work to ensure that property is suitable and sufficient for service delivery and integration of wider public services (One Public Estate)
- We will work to ensure that property is secure, safe to use and fulfils statutory and legal requirements
- We will work with our service areas to understand their longer-term requirements, in order to plan for the future
- We will work with other public services and community groups to optimise the use of assets and land where most beneficial
- We will work to ensure that equalities are considered in the development of our asset plans, fully engaging and consulting with diverse communities and partners



4.3 Manage property and land commercially

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

- We will ensure property is suitably managed and maintained within budget constraints
- We will challenge the current use of assets and identify co-location opportunities, to include partners, resulting in rationalisation and disposal of our land and buildings where appropriate (see Asset challenge Appendix 1)
- We will seek efficiencies in occupancy and utilisation and move towards modern ways of agile working
- We will challenge the cost of property activities to drive performance improvement
- We will optimise financial return and commercial opportunities
- We will ensure that buildings are sustainable in design, construction, operation and maintenance

4.4 Land and buildings to stimulate growth

To use land and buildings to stimulate development and growth, together with supporting local business needs and encouraging new business to the area.

- We will use key assets to stimulate and support regeneration and inward investment
- We will utilise investment for income generation and to create local employment, increase social value and bring sustainable revenues into council
- We will manage our commercial portfolio effectively, balancing regeneration needs, job creation and income generation
- We will promote a high quality physical environment and refreshed identity to Bolton centres
- We will identify a future supply of land, suitable for housing and employment needs

4.5 Collaborative and efficient working

- To promote collaborative working where it can provide benefit for service delivery, whilst securing efficiencies and value for money
- We will work with other agencies and public services to promote and increase co-location and joint service delivery (examples include – One Public Estate OPE, Locality Asset Reviews LAR and Greater Manchester Spatial Framework GMSF)
- We will work to support the integration of health and social care
- We will support the aspirations of GMCA (Greater Manchester Combined Authority)
- We will work with private sector Consultants and Developers to ensure we have an outside in view of best practice and innovation

5.

Implementation and review

- The key measure of success for the Asset Management Policy will be the delivery of the estates optimisations plans for council buildings within the SAMP (Pillar 2 Estates optimisation). This looks to review all asset and land over the first two years of the strategic plans, to ensure value for money is being achieved from key council resource

- Recommendations under delegated Authority or cabinet approval, will show adoption of policy principles for more consistent approach and professional rigour in substantiating recommendations and decisions



- The policy will be reviewed in line with SAMP (2020- 2025)

- Feedback and learnings from the policy will be considered by the Corporate Landlord forums, Quarterly Asset Management committee and operational feedback from officers, Councillors and public

Asset Challenge

The Asset Challenge is a process to continually review our Asset portfolio on a continuous rolling programme, ensuring that only those Assets needed or performing to acceptable levels are retained.

“ The ultimate aims of Asset challenge is to reduce costs, identify assets to be retained for use and/or invested in and those that can be disposed of.

Each asset will be assessed periodically using the Asset Challenge steps and outcomes recorded within the Asset optimisation section of the SAMP framework

Strategic Purpose	Opportunities and Risks	Performance Appraisal	Option Appraisal	Pre-Implementation Consultation	Outcome
<ul style="list-style-type: none">» Why do we have the asset?» What is its strategic purpose?» Who is accountable for performance of it?» What do we expect of it?» Is this financial, non-financial or both?» How do we measure its performance against purpose?	<ul style="list-style-type: none">» Are there any opportunities that could be developed?» Are there any blockages to exploiting these opportunities?» Any there any risks to overcome?	<ul style="list-style-type: none">» What is the financial performance being delivered?» Can non-financial benefits be quantified?» What are the management costs?» Are there any invisible costs?	<ul style="list-style-type: none">» Balance of performance opportunities and risks?» What options are available?» What are the relative costs and benefits of these options?» Do any options present increased risks?	<ul style="list-style-type: none">» Internal stakeholders» External stakeholders and partners	<ul style="list-style-type: none">» Retained» Repurposed/Recycled» Disposed (Asset Transfer or Open Market)

Corporate Landlord Model

The Corporate landlord model is a more effective basis for developing and managing the council estate.

Under this model, the whole council estate will be managed in one place, rather than services across the organisation managing assets and buildings in different ways. This will enable greater efficiency in terms of running costs across the estate, the potential for increasing income and will also identify opportunities for co-location of services.

The Corporate Landlord model centralises all estate related budgets, decision making and activities within a central team – the Corporate Landlord. Service departments become tenants of the Corporate Landlord.

In Bolton the Corporate Landlord is responsible for the following activities:

- » Design and Project Management
- » Statutory Compliance of Buildings
- » Facilities Management
- » Estates and valuation Services
- » Energy Management
- » Strategic Asset Management Planning and Regeneration
- » Management of the Councils Investment Property

Corporate Landlord Operating Model

Collective service demands aligned to corporate vision

