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Agenda Supplement

Dear Councillor

POLICY, RESOURCES & ECONOMIC DEVELOPMENT COMMITTEE - WEDNESDAY, 9TH MARCH, 2022

I am now able to enclose, for consideration at next Wednesday, 9th March, 2022 meeting of the Policy, Resources & Economic Development Committee, the following reports that were unavailable when the agenda was printed.

Agenda No Item

4. **Corporate Asset Strategy 2022-25 (Pages 3 - 20)**

Yours sincerely

Jonathan Stephenson
Chief Executive

Encs

Committee(s): Policy, Resources and Corporate Asset Committee	Date: 9 March 2022
Subject: Corporate Asset Strategy 2022-2025	Wards Affected: All
Report of: Jacqueline Van Mellaerts, Corporate Director (Finance & Resources)	Public
Report Author: Name: Jacqueline Van Mellaerts, Corporate Director (Finance & Resources) Telephone: 01277 312500 E-mail: jacqueline.vanmellaerts@brentwood.gov.uk	For Decision

Summary

The Council's Corporate Strategy 2020-25 was adopted in January 2020 and outlined the Council's key corporate priorities and objectives. This report seeks approval to adopt a Corporate Asset Strategy 2022-2025, which will complement and underpin the Corporate Strategy across all priorities.

The Corporate Asset Strategy provides a vision for the Councils asset portfolio, our approach to classify our assets as well as set seven key priorities that will deliver aims and objectives for our asset base.

Recommendations

Members are asked to:

- R1. Adopt the Corporate Asset Strategy as set out in Appendix A.**
- R2. Approve that delegated authority be given to the Corporate Director of Finance & Resources, in consultation with the Chair of Policy, Resources and Economic Development Committee, to make minor artwork and formatting changes to the Corporate Asset Strategy in advance of publication.**

Main Report

Introduction and Background

1. The Council's Corporate strategy 2020-2025 was adopted in January 2020 and defines the Council's priorities for the next five years. Critical to the delivery of this strategy is a set of supporting strategies that assist with delivery of these priorities.

2. The Council's previous Asset Strategy was set in 2014/15.
3. The new Corporate Asset Strategy focuses on the seven key priorities which fit across all the Councils corporate priorities.
 - a) Manage our assets strategically
 - b) Provide value for money and secure efficiencies
 - c) Work effectively with partner
 - d) Support Economic Growth and regeneration
 - e) Reduce the environmental impact of our estate
 - f) Support and empower local people
 - g) Deliver good quality sustainable housing
4. Each of the asset priorities provides aim and objectives that will deliver efficiency and effectiveness across the Council's asset portfolio.

Issue, Options and Analysis of Options

5. The Council's Corporate Asset Strategy has come to an end and needs refreshing.
6. The Strategy has been designed to be a short document which can be used to underpin specific objectives or be adapted to future changes in the economy, environment, communities, or housing. It creates a vision for our asset base to ensure our property assets actively contribute towards the Council's ambitions for Brentwood.
7. The approach will incorporate categorisation process to define the portfolio. Every Council property will be determined through a clear process of assessment as either: Operational, Community, Development & Regeneration, Investment and Disposal.
8. The seven priorities aim to deliver key objectives which will be supported by a detailed asset management plan providing more specific information on process and delivery of individual assets across the council's portfolio.

Reasons for Recommendation

9. The Corporate Asset Strategy 2022-2025 is critical to the delivery of the Corporate Strategy 2020-2025.

Consultation

10. None

References to Corporate Strategy

11. The Corporate Asset Strategy 2022-2025 supports the delivery of the Council's Corporate Strategy 2020-25. The strategy aligns with the 'Delivering an Efficient and Effective Council' theme but will influence delivery of projects against a wide range of the corporate priorities.

Implications

Financial Implications

Name/Title: Jacqueline Van Mellaerts, Corporate Director (Finance & Resources) and S151 Officer

Tel/Email: 01277 312500/jacqueline.vanmellaerts@brentwood.gov.uk

12. The resource required to deliver the Corporate Asset Strategy objectives will be considered through future budget setting processes, which will in turn shape the Council Capital strategy.

Legal Implications

Name & Title: Claire Mayhew, Corporate Manager (Democratic Services) and Deputy Monitoring Officer

Tel & Email: 01277 3125500/claire.mayhew@brentwood.gov.uk

13. There are no legal implications arising from this report.

Economic Implications

Name/Title: Phil Drane, Corporate Director (Planning & Economy)

Tel/Email: 01277 312500/philip.drane@brentwood.gov.uk

14. The economic implications are contained within the objectives of the Corporate Asset Strategy and compliments the ethos of the Council's Economic Development Strategy.

Equality and Diversity Implications

Name/Title: Kim Anderson, Corporate Manager (Communities, Leisure and Health)

Tel/Email: 01277 312500/kim.anderson@brentwood.gov.uk

15. The Public Sector Equality Duty applies to the Council when it makes decisions. The duty requires us to have regard to the need to:
 - a) Eliminate unlawful discrimination, harassment and victimisation and other behaviour prohibited by the Act. In summary, the Act makes discrimination etc. on the grounds of a protected characteristic unlawful
 - b) Advance equality of opportunity between people who share a protected characteristic and those who do not.

- c) Foster good relations between people who share a protected characteristic and those who do not including tackling prejudice and promoting understanding.
16. The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, gender, and sexual orientation. The Act states that 'marriage and civil partnership' is not a relevant protected characteristic for b) or c), although it is relevant for a).
17. The proposals in this report will not have a disproportionately adverse impact on any people with a particular characteristic.

Background Papers

None

Appendices to this report

- Appendix A: Corporate Asset Strategy 2022-2025

Corporate **Asset** Strategy

Brentwood 2022 - 2025



BRENTWOOD
BOROUGH COUNCIL

Page 7



Operational

Brentwood

Parks

Energy

Renewal

Development & Regeneration

Housing

Woodlands

Appendix A

Corporate Asset Strategy 2025

Foreword



Councillor Chris Hossack Leader of the Council

The purpose of this Corporate Asset Strategy is to ensure that all assets in the ownership of the council are put to the best use for the benefit of our residents in the most sustainable way for the council.

This document summarises the approach and underlying principles Brentwood Borough Council will utilise for the strategic management of its land and buildings. This asset strategy is a component part of the council's overall corporate strategy – Brentwood 2025 and sits within the priority of 'Delivering an effective and efficient council'.

The implementation of this strategy will ensure that our assets are used in the most effective and efficient way to support the corporate objectives and

therefore delivery across the scope of the council's corporate priorities; to enable economic growth, protect our environment, develop our communities and improve our housing.

As a strategy it does not address the detailed issues pertaining to individual assets but it does outline the principles by which all of our assets should be considered as part of the day to day management of our asset base.

This strategy has been developed in consultation with senior officers and members of the council whilst giving due regard to the relevant information and best practice guidance as laid down by the Royal Institution of Chartered Surveyors (RICS) as well as the Chartered Institute of Public Finance & Accounting (CIPFA). Those being the leading institutions in general property and public sector finance management respectively.

A handwritten signature in black ink, appearing to read 'Chris Hossack'.

Our Vision

6024

Create an efficient, fit for purpose and sustainable estate to deliver better-integrated public services across Brentwood, whilst supporting the principles of growth, protecting, developing, improving and delivering.

We will ensure that our property assets actively contribute towards the Council's ambitions for Brentwood.”



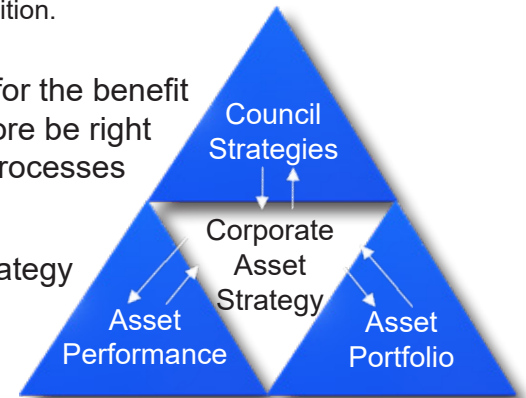
Our Approach



'Strategic Property Asset Management is the process which aligns business and property asset strategies, ensuring the optimisation of an organisation's property assets in a way which best supports its key business goal and objectives'.
RICS Public Sector Assets Management Guidelines 2nd Edition.

Our public services are delivered via our land and buildings and for the benefit of the residents of Brentwood. Our property portfolio must therefore be right for our customers, residents and staff as well as having correct processes in place to allow the delivery of services for our organisation.

It is therefore necessary to develop a strong Corporate Asset Strategy (CAS) to enable public services to be delivered in a professional manner and in way that infuses confidence into the local people of Brentwood.



The CAS relates to all of our Councils assets and will work in conjunction with the Councils key priorities and strategies, to enable our asset portfolio to deliver an enhanced asset performance.

This strategy sees the incorporation of a categorisation process to define the portfolio. Every Council property will be determined through a clear process of assessment as either:-

Operational | Community | Development & Regeneration | Housing | Investment | Disposal

Our Asset Priorities



Manage our assets strategically Plan and manage our assets portfolio with a strategic oversight as to how our assets might be used to deliver more broadly on the council priorities

Provide value for money and secure efficiencies To manage and maintain property effectively and efficiently together with optimising Investment opportunities and sustainable revenue.

Work effectively with partners Promote joint working in order to achieve service delivery benefits and secure efficiencies with internal and external partners



Support economic growth and regeneration Seeking opportunities within the asset base to support economic growth, enable regeneration and unlock potential whilst supporting local business needs



Reduce the environmental impact of our estate with regard to the type of energy it consumes, emissions it generates and the materials used in it's construction



Support and empower local people to get the best from our assets, shaping the way in which they are used and the services they offer for the maximum benefit of the community



Deliver good quality sustainable Housing Provide decent, safe and affordable homes for local people, by supporting our tenants through good quality, well managed assets and enabling responsible development within the borough.

Manage our assets strategically



Aim

Plan and manage our assets portfolio with a strategic oversight as to how our assets might be used to deliver more broadly on the council priorities.



Page 12

Objective

- Employ the Corporate Landlord Model to manage the estate
- Produce a comprehensive asset management plan which delivers the Council's objectives
- Update the Planned Preventative Maintenance programme for the assets
- Provide integrated property advice for internal departments to ensure effective collaboration
- Ensure good management information and accurate data is readily available and always up to date
- Manage Capital Projects effectively to ensure we always deliver on time and on budget
- Produce an annual asset report for members

Provide value for money and secure efficiencies



Aim

To manage and maintain property effectively and efficiently together with optimising Investment opportunities and sustainable revenue



page 13

Objective

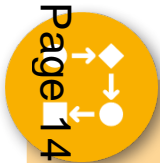
- Ensure that all property is suitably managed within budget constraints.
- Continuously consider the best use of our assets remain fit for purpose
- Continue to seek efficiencies in occupancy and utilisation in the context of Agile Working
- Challenge the cost of property transactions to help drive performance management
- Enhance the Council's portfolio in order to maximise income
- Regularly monitor performance via KPIs
- Identify surplus assets available for development, re-investment or disposal

Work effectively with partners



Aim

Promote joint working in order to achieve service delivery benefits and secure efficiencies with internal and external partners



Objective

- Continue to seek opportunities that promote working with other public sector partners to deliver strategic benefits to the Borough
- Actively seek and share our buildings with key partners and encourage the creation of viable spaces for new initiatives within Council premises
- Continue the joint venture to deliver housing and regeneration within the Borough
- Support our communities and partners engaged in delivering services within our portfolio
- Continue to work closely with Seven Arches Investments Limited to maximise capital, social and environmental benefits for the Borough
- Be open to working with new strategic partners that bring forward innovative ideas

Enable Economic Growth and regeneration



Aim

Seeking opportunities within the asset base to support economic growth, enable regeneration and unlock potential whilst supporting local business needs



Objective

- Manage key assets effectively to support the delivery of our Economic Development Strategy, balancing regeneration needs, job creation and revenue growth.
- Identify and deliver new development from allocated resources as well as bring forward the creation and regeneration of key local sites
- Striking an effective balance between the affordability of business space whilst maximising returns on the portfolio
- Benchmarking ourselves with other economic areas to ensure we remain an attractive place for investors
- Be open to discussions with a variety of potential investors to drive economic growth, job creation, innovation and rateable income
- Ensure regeneration plans provide a skills development opportunity for our local workforce and supplier opportunities
- Ensure that local businesses benefit from our maintenance and regeneration plans where possible

Reduce environmental impact of our estate



Aim

Reduce the environment impact of our estate with regard to the type of energy it consumes, emissions it generates and the materials used in it's construction



Objective

- Ensure that property is sustainable as possible in design, construction, operation and maintenance
- Seek to reduce energy and water consumption
- Use renewable energy solutions where possible to reduce carbon emissions
- Minimise waste generated from our portfolio and regeneration projects
- Use best endeavours to ensure that our assets support the objectives of the Council's environment strategy
- Ensure environment considerations are integral to our ongoing and future maintenance programmes
- Ensure all contractors appointed by the council meet the highest environmental standards
- Proactively invest in our estate so that it meets the Minimum Efficiency Standards and that our properties remain tenanted

Support and empower local people



Aim

To get the best from our assets, shaping the way in which they are used and the services they offer for the maximum benefit of the community



Objective

- Ensure property is suitable and sufficient for service delivery
- Ensure that property is flexible and is planned to respond to future needs
- Ensure that property is secure, safe to use and fulfils the needs of the community
- Collaborate with the community to understand the long term needs and their requirements to help plan for the future
- Work with local stakeholders, Parish Councils and organisations to build capacity and optimise the use of assets where possible
- Measuring the customer experience to ensure the voice of the customer is heard and feedback is incorporated into our strategy
- Actively work with community groups when the need to accommodate regeneration arises

Deliver good quality sustainable housing



Aim

Provide decent, safe and affordable homes for local people, by supporting our tenants through good quality, well managed assets and enabling responsible development within the borough



Page 18

Objective

- Provide technical property advice for our HRA colleagues to deliver housing developments and regenerations schemes which achieve the housing strategy.
- Explore the possibilities of acquiring developments or opportunities to deliver additional housing for the borough.
- Support the implementation of the strategic housing delivery program, providing a increased supply of good quality sustainable affordable housing
- Enhance through redevelopment and refurbishment schemes the existing stock to exceeds the decent homes standards
- Through collaborate working ensure planned preventative maintenance programmes are in place and delivered on time and budget
- Working alongside colleagues to ensure our housing provision enables tenants, residents and leaseholders to be safe and secure

2022/2023 Objectives

■ Economic Growth
 ■ Environmental
 ■ Support and Empower
 ■ Deliver Housing
 ■ Manage, Provide and Work Effectively

				Adopt the Corporate Asset Strategy 2022-2025
				Produce a comprehensive asset management plan
				Adopt KPI's to monitor performance and produce an annual asset report for PRED members
				Enhance the Council's portfolio in order to maximise income and reduce expenditure through planned preventative maintenance plans
				Continue to seek opportunities that promote working with other public sector partners to deliver strategic benefits to the Borough
				Continue the joint venture to deliver housing and regeneration within the Borough
				Continue to work closely with Seven Arches Investments Limited to maximise capital, social and environmental benefits for the Borough
				Ensure that property is secure, safe to use and fulfils the needs of the community
				Identify and deliver new development from allocated resources as well as bring forward the creation and regeneration of key local sites
				Manage key assets to support the delivery of our Economic Development Strategy including the use of investment to create local employment and opportunities
				Be open to discussions with a variety of potential investors to drive economic growth, job creation, innovation and rateable income
				Use best endeavours to ensure that our assets support the objectives of the Council's environmental strategy
				Measuring the customer experience to ensure the voice of the customer is heard and feedback is incorporated into our strategy
				Proactively invest in our estate so that it meets the Minimum Efficiency Standards and that our properties remain tenanted and use renewable solutions where possible to reduce carbon emissions
				Provide technical property advice for our HRA colleagues to deliver housing developments and regeneration schemes which achieve the housing strategy
				Support the implementation of the strategic housing delivery program, providing an increased supply of good quality sustainable affordable housing

Page 19



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