

# Tunbridge Wells Borough Council

*First Draft*

## Asset Management Plan 2018 – 2019



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## **1 Introduction – Function of the Asset Management Plan**

The Asset Management Plan (AMP) defines how the Council managed, maintained, acquired and disposed of the Council's property assets over the past financial year and identifies the objectives for the next financial year.

### **Aims and Objectives**

The aims and objectives of the Asset Management Plan are to:

- Manage the asset portfolio in accordance with the Council's Corporate Priorities and the Five Year Plan; Medium Term Financial Strategy; and the Cultural Strategy;
- Raise awareness of property as a valuable and workable asset;
- Manage the asset portfolio to deliver the needs of the Council's services;
- Maximise asset value and asset use through strategic maintenance and operational planning;
- Manage the portfolio in accordance with the advice received following cross party review through the Development Advisory Panel, and
- Manage the asset portfolio flexibly to ensure optimum financial performance and service delivery to demonstrate continuous service improvement, to deliver the Five Year Plan and to support the Capital Programme.

The Asset Management Strategy is summarised at Appendix 1 with the mechanisms for achieving the aims and objectives of the AMP set out at Appendix 2 including the consultation processes for adoption of the AMP.

The Asset Management Strategy is formulated and carried out to support the Council's corporate priorities. The property assets are managed both individually and as an entire portfolio to maximise operation, income generation and capital values at all times in accordance with the requirement to achieve best consideration.

The AMP is subject to external and internal influences which are summarised at Appendix 3.

The Property and Estate Team, through the Property and Estates Manager, Major Projects Manager, Building and Projects Manager, the Head of Economic Development & Property and the Director of Finance, Policy and Development (S151 Officer), work closely with the Leader of the Council and the Portfolio Holder for Finance and Governance to deliver maximum returns from the Council's existing and varied property asset portfolio, whilst complying with the requirements for commercial sensitivity, economic viability, best consideration and probity. It is delivering a proactive Property Management Service which meets the changing demands of the 21<sup>st</sup> Century.

The AMP will support the Council in the delivery of its corporate priorities through ensuring that the portfolio is dynamically managed with focus directed towards priority areas, and performance being in accordance with the Five Year Plan. This is evidenced by a rationalisation review that has been undertaken of the larger non-operational land assets over the past 4 years, which has successfully disposed of non-performing surplus land assets to generate capital income. Maintenance costs

will be kept to a sustainable level and strategic decisions will be based on delivering services, ensuring best consideration and optimising financial return.

## **2 The Council's Property Asset Portfolio**

The current asset portfolio was valued at **£101.23M** at 31 March 2017, with an annual rental income of **£1.59M** (which includes all income from rents, other rents and wayleaves) and had an annual maintenance budget of **£923,800** (2017/18). The income to capital value ratio reflects the nature of the portfolio and the fact that it is held in the majority as an operational portfolio to enable the Council to deliver its key priorities.

The portfolio comprises a full range of property uses including commercial, residential, light industrial and retail properties, agricultural, woodland and community land, and numerous footpaths and pieces of ancillary land. The assets form operational, non-operational, and investment assets and are held under both freehold and leasehold title. The Asset Register defines the property portfolio within these categories. The Council also holds a separate investment portfolio in which the recent acquisition of 33 Monson Road is held (the Ask restaurant). The Council also holds a number of leases with Tunbridge Wells Property Holdings Limited which are let for residential uses through the holding company.

Maintenance across the portfolio is divided between Planned and Responsive currently at an approximate **70/30** split respectively. In addition to the planned and responsive maintenance works is the regular servicing of plant and equipment. The works and servicing requirement is prioritised to ensure that all legislative compliance needs are met followed by maintaining a fitness for purpose and the asset value. The AMP identifies the anticipated maintenance budget requirement over the next ten year period for the property portfolio. This is used to assist in financial planning and to indicate ongoing costs related to the individual assets to inform strategic decisions on their future. A copy of the ten year maintenance plan is contained in Appendix 5.

The Council's Property Asset Portfolio is summarised in the Asset Register at Appendix 6. The current Property Asset Portfolio comprises **53** commercial investments, **169** operational assets of which **13** are allotment sites and **288** non-operational assets. The commercial investment assets comprise those assets that are let to third parties on commercial terms and are therefore subject to the clauses within their leases for opportunities to maximise income or exploit potential development opportunities.

## **3 Summary of Property Portfolio Asset Management 2017/18**

Over the past financial year the Council has negotiated lease renewals, new lettings and rent reviews to an increased value of approximately **£46,000** annually on Council property, excluding transfers to the property company. The Council will continue to support the activities of Tunbridge Wells Property Holdings Ltd.

All property rentals that are subject to an annual rental increase at the RPI were increased over this financial year, resulting in a rental increase of **£6,000** per annum. These reviews are usually based on the previous years RPI figure which was 3.5% for April 2016/17.

Over the past 12 months, the Council has negotiated a capital income of **£1.85M** from the rationalisation of the asset portfolio (with 3 further staged payments of **£1.38M** due on 04/05/2018, 04/05/2019 and 04/05/2020 from the sale of Holly Farm) and a further **£536,000** from 4 sites sold at auction in May 2017. A further 4 sites

were transferred to Parish Councils for nominal sums of £1 each. One final site was transferred to a water works company to correct an erroneous title.

Vacant space on the portfolio has been reduced by letting or licensing space to reduce occupation liabilities and to achieve rental income. The Council is continuing with the disposal of surplus land held by the Council, from the review that was commenced last year, continuing to identify and dispose of specific sites for development for residential development.

The Planned Maintenance Programme for the financial year 2017/18 completed works to the value of **£593,000** to ensure compliance with statutory requirements and to carry priority repairs and upgrades to maintain assets and prevent dilapidation.

Capital projects to the value of **£3.2m** were programmed during 2017/18. Refurbishment and improvements to multi storey car parks have been the primary focus in this expenditure to maintain the asset and significantly reduce energy consumption and having a positive impact on revenue expenditure.

The Council can demonstrate significant contributions to its priorities through property asset management over the last financial year (2017/18). The Council has:

#### **Estate Management**

- Increased rental income from property assets by **£46,000** per annum.
- Raised the profile of the property assets and worked them to achieve maximum return financially or by delivery for Corporate Priorities. The Council has worked with partners to accommodate business or community needs.
- Structured proactive management of the Royal Victoria Place lease and Meadow Road Car Park.
- Continued to maximise the rental income from the property portfolio by proactively managing rent reviews and exploiting viable opportunities for rental and capital income.
- Provided professional support to Tunbridge Wells Property Holdings Limited in reviewing and updating assured shorthold tenancies (ASTs).

#### **Strategic Asset Management**

- Negotiated capital receipts from the disposal of surplus land assets in the sum of **£2.39M** during the period 2017/18 with 3 further staged payments due for the sale of Holly Farm as set out above and made staff time and maintenance cost savings.
- Worked with Kent County Council to progress the Tunbridge Wells Cultural Hub.
- Provided ongoing support for regeneration of Royal Tunbridge Wells, Cranbrook, Southborough and Paddock Wood Town Centres and worked with land owners and Town and Parish Councils to progress potential opportunities including the provision of new community facilities for Cranbrook and Paddock Wood.

- Continued to monitor changes in compliance legislation relevant to the property portfolio and maintain and manage accordingly.
- Met the Government's transparency objectives on property targets.

### **Property and Projects**

- Supported the delivery and opening of the Creative Hub house in Monson Road.
- Completed the installation of air handling and cooling to the office areas at North Farm Lane Depot.
- Facilitated the completion of the resurfacing works to the exposed upper decks of the RVP Car Park, ensuring that best value has been achieved for the Council, within the terms of the lease.
- Completed the procurement of a design team for the Cultural and Learning Hub.
- Completed the project to re-roof the Pavilion in Southwood Road Rusthall.
- Continued with a programme of R22 refrigerant gas phase-out on the Council's air conditioning plant.
- Designed and tendered for the refurbishment of the Crescent Road car park.
- Continued to update the compliance information and continued to review and where necessary update the asset compliance risk assessments, management plans and registers and carry out any necessary remedial work identified and plan for future corrective measures to improve health and safety compliance to be in line with current regulations. This has been prioritised to cover Fire Risk, Asbestos, Legionella control, Electrical Safety but will broadly cover all levels of building compliance requirements for all assets.

### **Development**

- Increased the Development Programme budget to **£5m** for specialist professional advice to undertake initial works facilitating redevelopment and delivery of Council priority projects.
- Progressed the Civic Development Programme through the Royal Institute of British Architects (RIBA) plan of work to stage 2 and 3.
- Completed the priority health and safety works for the purpose of mothballing the Kevin Lynes site.
- Continued to facilitate the development of Southborough Hub.
- Continued to bring forward the delivery of the new Cultural and Learning Hub.

- Designed an extension to the Crescent Road car park to RIBA Stage 3 and progress to planning.

#### **4 Forward Projection and Management Strategy for the Property Asset Portfolio 2018/19**

- The Council will build on these achievements during 2018/19 in the following areas:

##### **Estate Management**

- Review all rents and licence fees due to be reviewed in 2018/19 to maximise the increase in income due for that financial year.
- Manage all existing leases and grant new leases to maximise the return from rental income and to ensure that proper care, maintenance and use is made of the property assets.
- Identify targets and performance indicators to demonstrate the efficient and effective management of the property asset portfolio to ensure maximum capital and operational benefit and will present these to Management Board and Cabinet as part of the Property Transaction Reports.
- Seek viable opportunities to work all assets with local community groups to improve community facilities and encourage localism.

##### **Strategic Asset Management**

- Explore and secure new property investment opportunities within the borough and the Kent area for expansion of the property investment portfolio.
- Review the tenure, existing use, obsolescence and strategy of all operational property assets to identify opportunities for increased income, operational use or asset disposal.
- Manage assets to support the delivery of the corporate priorities and the Five Year Plan. Our Five Year plan includes energy efficiency, reducing our energy needs by ensuring our properties are more energy efficient. Equally, any planned work should also be assessed to include energy efficiency and consider the long term energy needs of a building/service. Ensuring our buildings are sustainable and efficient and contribute towards the national carbon reduction requirements. This would also include exploring opportunities for renewable energy.
- Continue to review the asset base of non-performing land and property assets identifying assets for disposal to realise capital return and finalise disposal of outstanding identified sites. (See Appendix 4 for approach).
- Explore the impact of obsolescence on the Council's operational portfolio and acquire, dispose of and develop the asset portfolio to reflect this.



- Continue to identify refurbishment and development opportunities within its asset portfolio and act on these to achieve the Council's objectives.
- Continue to look to acquire assets to assist in the delivery of the Council's objectives.
- Review and revise the asset management plan in accordance with the results of the Property Performance Indicators.
- Support the implementation of the Sports and Active Recreation Strategy 2016-2021.

### **Property and Projects**

- Produce a maintenance plan for the financial year 2018/19, in consultation with the respective heads of service and management team, within the agreed planned maintenance budget allocation.
- Continue to work with the contractors to deliver a more efficient and cost effective service across both planned and responsive maintenance requirements having regard to the future potential obsolescence of identified property assets on the estate.
- Procure new property maintenance and servicing contracts to replace the current term contracts which expire in 2019/20, achieving best value and ensuring the current and future maintenance needs to the portfolio can be effectively delivered.
- Progress the development of a maintenance, repair and enhancement programme to Crescent Road Car Park.
- Continue to monitor changes in legislation and put in place the most appropriate action to ensure compliance across the property portfolio in particular the 2015 R22 refrigerant gas phase-out and the 2018 EPC changes.
- Develop the proposal to replace the life-expired buildings on the Benhall Mill Road Depot site.
- Continue to successfully progress the reduction of carbon emissions from local authority operations and managing its property assets to achieve the targets set out in the Carbon Management Plan over the next five years including rolling out the delivery of LED lighting in TWBC multi-storey car parks.
- Ensure that the property strategy and maintenance programmes support the Council's commitment to sustainability within the budgetary constraints.

### **Development**

- Continue the Civic Development Project through RIBA Stage 4 for Technical Design. A planning application and procurement strategy will also be

progressed alongside site acquisition and potential for the use of all statutory powers. Whole life costs will be calculated to ensure sustainability over the long and short term.

- Advance the Cultural and Learning Hub project with the partners, for phase two of the Heritage Lottery Fund, and continue to bring forward the designs for the hub.
- Progress the potential development of various property assets in the portfolio.
- Work with Kent County Council and Southborough Town Council to progress the Southborough Hub.
- Work with the Parish and Town Councils to progress community facility projects in:
  - Cranbrook
  - Paddock Wood
- Progress with acquisition of designated land for recreation use including use of statutory powers if required.
- Work with public and private sector organisations on a number of sites including continuing to build on successful relationships with KCC, Nevill Estate, Targetfollow and AXA PPP to secure objectives within corporate priorities of the borough.
- Support regeneration initiatives in Royal Tunbridge Wells, Cranbrook and Paddock Wood central areas.

## **Appendix 1 - Property Management Strategy**

Asset Management is significant throughout the public sector, as a means of optimising financial and social returns from property assets whilst, at the same time, creating a leaner estate in a modern environment.

The Council manages the portfolio in accordance with the following principles:

- Ensuring reporting arrangements are in place to enable members to fulfil legal, strategic and service duties;
- Maintaining an up-to-date asset register with complete records;
- Ensuring future property needs are regularly assessed to meet the Council's service requirements and priorities;
- Ensuring that the shape of the asset portfolio is reviewed at least annually; that the shape of its structure and the contribution of its component assets are challenged and that disposal and acquisition strategies are identified and recommended;
- Ensuring that assets that are surplus to requirements are identified as such and disposed of as appropriate;
- Ensuring that assets that would assist in the delivery of the Council's objectives are identified and acquired where appropriate and where funds are available;
- Ensuring opportunities to share property with other bodies are explored;
- Ensuring that opportunities to develop and enhance property assets, including opportunities in partnership with other public and private sector owners are identified, examined and progressed;
- Ensuring office accommodation is reviewed to meet organisation and service needs;
- Ensuring an appropriate maintenance programme based on condition surveys, is developed and implemented, carrying out quinquennial condition and maintenance surveys in a rolling programme;
- Formulating a ten-year maintenance budget projections based on the maintenance of assets for current use and at required standards to inform the Five Year Plan;
- Undertaking option appraisals to ensure optimum use of all assets;
- Ensuring property services focus upon both customers and commercial opportunities;
- Ensuring measurable targets are set and property performance monitored including risk versus reward;

- Maximising income from property having regard to economic, social and environmental policies and property market conditions;
- Ensuring best practice in procurement and project management;
- Ensuring investment and disposal decisions are based on full option appraisals and whole-life costing;
- Ensuring all property assets are managed at day-to-day level to provide accommodation, community and wellbeing facilities;
- Ensuring investments maximise returns from individual properties and from the whole portfolio;
- Ensuring the Council considers the impact of sustainability on the value of its property portfolio, including political, economic, social and technological issues in producing its property management strategy;
- Ensuring that decisions for strategic management of Council owned assets are made on a case-by-case based on comprehensive options' analysis:
  - Is the property required for the Council's core business?
  - Is there a robust community need for the property?
  - Are there strategic reasons for retaining/acquiring the property?
  - Is retention/disposal/acquisition of the property likely to have a beneficial effect on a likely future development or investment initiative of the Council?
  - Does the property generate a sustainable good rate of return and if so is this likely to continue for the next ten years in light of any future costs that may be applicable to the premises?
- Ensuring that Property reports to Management Board on portfolio performance as to:
  - rental income, asset value and maintenance liability;
  - vacant property and vacancy timescale;
  - service need and space occupation;
  - service needs and maintenance liability;
  - performance of tenants and compliance with lease obligations.
- Maintaining in an appropriate state of repair, based upon any financial constraints;
- Fit for purpose (including accessibility, suitability, statutory compliance, space utilisation); to be efficient and environmentally sustainable (including running costs and CO2 emissions). Our approach will support sustainable improvements, especially in maintenance and new buildings. The Carbon Management Plan will demonstrate our leadership in carbon reduction.
- Working the portfolio to deliver the Council's objectives and the five year plan using appropriate legislative powers including Compulsory purchase powers if necessary.

## **Appendix 2 – Mechanisms for Achieving the Aims and Objectives of the AMP**

### **Property & Estates Team**

The Property & Estates Team, comprises estates and property surveyors and officers providing the professional and support expertise to manage, maintain and maximise the Council's property asset portfolio.

### **Civic Development Team**

The Civic Development Team comprises a specialist team to deliver the project delivering in line with the Council's stated objectives. The teams output is closely monitored and reported upon to ensure openness and transparency.

### **Management Board**

The Management Board is attended by all Heads of Service and includes representatives of the Property and Estates Team for property items, which demonstrates the commitment of the whole Council to the management of its assets.

## **DEVELOPMENT PROGRAMME STRUCTURES**

### **Programme Management Board**

The Programme Management Board (PMB) manages and monitors the effective prioritisation of the Civic, Development and Transformation Programmes within budgetary and resource constraints in order to optimise Programme delivery.

The PMB will receive information via four main areas Development Programme, Civic Programme, Community and Transformation programmes. Community and Transformation while requiring significant support from the Property and Estates team and others in the Directorate of Finance, Policy and Development (S151 Officer) are structured under the Directorate of Change and Communities.

The overall Development Programme is split into two core elements, the Civic Development Programme and the Development Programme.

The Civic Development Programme includes the following programme, Partner Procurement, New Office, Car Park Extension and New Theatre. These main work streams have a range of work elements beneath them including for example communications and agile working.

## **DEVELOPMENT PROGRAMME**

### **Development Programme Officers Group (DOG)**

Officers in attendance: Director of Finance, Policy and Development (S151 Officer), Head of Economic Development & Property and the Property & Estates Manager, BDU, Finance, Legal.

The Development Programme Officers Group (DOG) is the primary officers meeting to oversee the delivery of the Development Programme. Scheduled on a monthly cycle this meeting will oversee the programme receiving progress reports on specific projects, oversee the budget, risks, legal aspects and ensure approvals in place. For the purposes of this the DOG will cover the full Development Programme budget which includes Hubs, Sports Facilities and the Civic Programme.

Attendance by other Property & Estates officers and internal services including Communications will be as appropriate and consultants may also be invited as appropriate.

## **CIVIC PROGRAMME**

### **Civic Steering Board**

Officers in attendance: Chief Executive, Director of Change & Communities, Executives & Heads of Service, Director of Finance, Policy & Development (S151 Officer) , Head of Human Resources, Monitoring Officer.

The Civic Steering Board is essentially a version of the DOG, which will be the primary officers meeting to oversee the delivery of the Civic Development Programme. Specific meeting cycle is set up on a fortnightly basis to consider the Civic Development Programme. This meeting will oversee the programme receiving progress reports on specific work streams, oversee the budget, risks, legal aspects and ensure approvals in place. This is to ensure rapid turn around of decisions based on the current timetable.

At least monthly this meeting will receive progress reports on specific projects, oversee the budget, legal aspects and ensure approvals in place.

Attendance by internal services will be as appropriate and consultants may also be invited as appropriate. In addition this Group will need to receive progress reports on the C&L Hub to ensure the co-ordination of the C&L Hub project and the Civic Programme as a whole.

A separate Communications Board has been established to oversee the communications and engagement of the Civic Development Programme.

### **Civic Project Board (Internal)**

Officers in attendance: Director of Finance, Policy & Development (S151 Officer), Head of Economic Development & Property, Major Projects Manager. Other officers to be invited as required. Meets monthly immediately after a TWBC Client Meeting.

### **Development Advisory Panel**

The Development Advisory Panel is an informal working group established by and chaired by the Leader of the Council to:

- Oversee the Council's programme regenerating the borough and advising on development of key sites in accordance with the Asset Management Plan;
- To receive updates on key sites and recommend the appropriate next steps for the sites;
- To receive updates on the progress of the land asset disposal programme.

The DAP is an informal working group established by Cabinet on 22 May 2013. It has no delegated decision-making powers and its advice and recommendations will be reported to the relevant decision maker (Leader and Portfolio Holder). The Leader of the Council will report back to Cabinet at Cabinet/ Management Board meetings on a regular basis. The constitutional position regarding asset disposal will remain unaltered.

The DAP will have 4 meetings a year scheduled, on going schedule to be established. Other meetings can be arranged on an ad hoc basis when required. All meetings will be held in private session in view of the informal status of the group with materials available to all Members of the Council on request and on a confidential basis. Visiting Members will be able to attend at the discretion of the Chairman. The request should be made in advance of the meeting.

### **Cultural Hub Officers Board (CHOB)**

Officers in attendance: Director of Change & Communities, Executives & Heads of Service, Head of Customers & Communities, Project Surveyor, Museum Manager, Property & Estates Manager with support from HR, BDU, Finance and Legal as required.

The CHOB is the officer meeting to oversee the delivery of the Cultural Hubs (and Sports Facilities). The Board will meet on a monthly cycle, before the Programme Management Board in order to oversee the programme receiving progress reports on specific projects, oversee the budget, risks, legal aspects and ensure approvals in place.

The Board does not have decision making authority. All meetings will be minuted. The Property & Estates Manager and the Project Surveyor will act as the link between the DOG and the CHOB.

### **Estates/Finance Review Meetings**

Senior Finance, Property and Estates officers meet monthly to review projected income against actual income received, and to review a remedial strategy for arrears.

### **Royal Victoria Place Officer Group**

Senior Finance, Legal, Property and Estates officers meet on a quarterly basis to cover financial, maintenance and property issues relating to the RVP lease.

### **Empty and Difficult Property Group**

As part of the clean neighbourhood initiative an in-house multi disciplinary group was established, the Empty and Difficult Property Group. The 'Difficult' element being properties that had been dealt with in the past and slight improvements made but permanent outcome not achieved, leading to repeat complaints to one or a number of Council services. The Group meets on an as when needed basis.

### **Data Management**

The data management approach is informed by the principles of the Council's Data Quality Policy. Data is held as part of the IDOX Uniform Estates Management System, which is linked to the GIS system. The Council is currently reviewing the use and content of its Estate data system to ensure that it is used to its full potential. Dates in respect of ongoing maintenance on Council land and buildings is held on an Access Database System and monitored by Property & Estates. Each building is surveyed on a regular five yearly cycle and the building elements are individually assessed for condition to enable the Ten Year Planned Maintenance Programme to be determined.

Income due and received in respect of Rent and Licence Fees are monitored and collected through the Financial Management System. The Estate Surveyor is responsible for any arrears and will monitor accordingly. By working closely with Finance and Legal teams, Property and Estates assures that rental, service charge and maintenance provisions in leases and licences are observed. Control is maintained on income streams and expenditure in this way.

It is intended to consolidate the systems that hold property and asset related data into one combined system that overcomes gaps or mismatches in the supply of full and accurate information.

The central database held by the UK Government is known as the Electronic Property Information Mapping Service (E-PIMS). The Council's maps are held on the Geographical Information System (GIS) and on E-PIMS, which means the Council is compliant with the Transparency Code 2015. By featuring on E\_PIMS, the Council's portfolio complies with the Government's One Public Estate initiative.

### **Consultation Process**

The Asset Management Plan is considered annually by:

- The Portfolio Holder for Property
- The Management Board
- The Finance and Governance CAB
- The General Public
- Other stakeholders.

### **Statutory Powers**

The Council will investigate and look to use all statutory powers including Compulsory Purchase Orders (CPO) to achieve key priority developments including the Civic Development programme.



## **Appendix 3 - External and Internal Influences**

### **National Context**

#### **Annual Governance Report**

The Council is subject to this annual review by the Council's external auditors, currently Grant Thornton, to ensure that the Council has proper arrangements in place to ensure good governance in its use of resources.

### **Regional/County**

Kent Re-Commitment: On 24 May 2011, the Kent Leaders signed the Kent Re-Commitment further committing to give Kent the best local government in the country. As part of the Kent Commitment, Kent local authorities will continue to explore joint working opportunities. Some of these relate to assets or to shared services which may impact on assets (for example, the Gateway).

### **MKS**

The Mid Kent Services (MKS) between Maidstone Borough Council, Swale Borough Council and Tunbridge Wells Borough Council was set up in 2008 to:

- Improve the quality of service to communities;
- Improve the resilience of service delivery;
- Deliver efficiency savings in the procurement, management and delivery of services;
- Explore opportunities for trading in the medium to long term; and
- Share best practice.

In the broader context the development of a shared or joint service is seen to offer the additional advantages in:

- Improved value for money;
- Improved services and standards;
- Improved public satisfaction ratings;
- Improved use of resources and direction of travel;
- Assisting with recruitment and retention; and
- Impact of peer challenge.

The opportunity to maximise the financial and operational returns through these partnership arrangements will form an integral part of property asset management.

## **Partnership Working**

The Council will follow the lead of central government in rationalising the Civil Estate by removing duplication and streamlining the operational asset base. The Council will explore, develop and exploit opportunities for collaborative working with public and quasi-public bodies by amalgamating asset knowledge and use for cost and waste reductions that bring about economies of scale, sustainable occupation and better working practice.

## **Legislation**

### **Localism**

The Localism Act 2011 meant to offer more opportunity for smaller groups and local governments' lowest tiers to exercise powers locally. The legislation is wide ranging and deals with multiple community issues. Two of the main provisions are the Community Right to Bid and the Community Right to Challenge at <http://www.tunbridgewells.gov.uk/residents/community/community-rights/community-right-to-bid>

The Community Right to Bid enables community groups to apply for local buildings or land to be put on a register. Once on the register of Community Assets, an asset cannot be sold without first allowing a community group a period of up to 6 months to raise funds to make offer based upon its market value. The Community Right to Challenge enables community groups to challenge the way Council Services are run, and they can bid to run the service for the Council.

### **Local Context**

The Asset Management Plan should be read in conjunction with our Five Year Plan 2017-22 and connected Community Project documents. These documents can be read on the Council website, whose mission is as follows: -

“To encourage investment and sustainable growth and to enhance quality of life for all”

Our Five Year Plan 2017-2022 accounts for issues identified through the community planning process and through regular consultation and surveys with residents. In property terms the Asset Management Plan is a strategy that delivers improvements in all areas and services for the purpose of meeting local community needs. The main aim of the AMP is for Council assets to be recognised as a principal resource, thereby ensuring continuous strengthening in the organisational arrangements set out above.

### **Sustainability**

The Council provides a leading role on sustainability by addressing its own asset base. Legislation and a number of sustainability initiatives, especially energy and carbon reduction, have been put in place in the past few years.

The greenhouse gas emissions report 2013/14 records an overall reduction in greenhouse gas emissions of 4.2% from the baseline (2009/10). This reduction is reflected across all areas. It shows good progress against our carbon reduction target, but lags behind the savings forecast within the carbon management plan. The current carbon management plan and project register came to an end in March 2015, and therefore work continues this year to refresh its content within the context of Our Five Year Plan. The AMP will also support the continued delivery of carbon reduction.

## **Economic Position**

Instability in the global economy, where major adjustments continue, is in marked contrast with the local property market. The local effect of global instability converts mainly into a corset upon the growth in property rents and capital values. The national context is of historically low interest rates with weak banks, a gradual removal of quantitative easing, and record investment in the FTSE 250. Uncertainty over the UK's future relationship with the EU will accentuate a general pattern of low growth, and is likely to apply for the whole period of the AMP 2018/19.

The strength and weakness of the UK property market will impact upon the policies and processes that the Council needs for managing its asset portfolio for optimising efficiency and effectiveness.

For surplus property assets with development potential, market conditions will be assessed in deciding the future of each asset. Market shifts will require the Council to maintain a flexible approach in managing the portfolio.

Market impact is anticipated in the following areas:

- Few property vacancies;
- Emphasis upon maintenance;
- Obsolescence in building fabric and services;
- Rebalancing of tenants in contractual default;
- Avoidance of defaulting contractors; and
- Increasing demand upon the supply chain of contractors and consultants,

The Property and Estates Team will review all assets held by the Council to ensure that every opportunity for return is exploited to achieve its wellbeing or financial objectives. This will include:

- A full review of land and assets held and use made of them;
- Short, medium and long term strategic requirement;
- Maximisation through partnership working; and
- Maximisation of easements, licences and rights granted and benefits received.

To work its property assets harder, both financially and in the provision of facilities, the Council will continue to consider and exercise both disposal of surplus assets and acquisition for investment purposes to secure future income streams and to assist the local economy.

## **Performance Management and Monitoring**

The following performance indicators are reported to Cabinet:

- Total rental income for the financial year;
- Capital income from property asset disposal for financial year;
- 6 monthly property transactions reports completed under delegated authority.

Additional performance indicators are monitored by the Head of Economic Development and Management Board.

## **Transparency**

The Local Government Transparency Code 2014 provides guidance on the expected minimum level of information made available to the public. This includes how local authorities publish details of all land and assets held by them. The base position is publishing a list of all land and property annually, including a unique property reference number, unique asset identity, name, address and map reference. In addition how the land/building is recorded and set out.

The Electronic Property Information Management Scheme (E-PIMS) has been populated with data complying with the One Public Estate initiative. Property officers are in contact with counterparts in Kent County Council and with departments of central government to assist in promoting this initiative.

The Council currently publishes the Asset Register within the Asset Management Plan on an annual basis. In addition the Council has identified all its assets geographically within My Neighbourhood on its Website, which is a live system.

The Council will review the data held and produced, which is in line with the Transparency Code.

## **Appendix 4 – Asset Disposal Programme**

The Council reviewed and disposed of various assets listed in previous AMPs during 2014/15, 2015/16, and 2016/17. The Council has completed these reviews of the non-performing land and property assets identified in previous Asset Management Plans. In 2018/19 the Council will process outstanding actions from those reviews, and continue to review all assets towards a leaner and more productive estate.

### **2018/19 Sites to be Reviewed**

The Council will identify sites appropriate for disposal.

Feasibility studies will be undertaken of the assets. Subject to full analysis including the potential for planning permission, a recommendation for lease or sale will be made to the Finance & Governance Cabinet Advisory Board, or the Section 151 Officer in consultation with the Leader and Portfolio Holder for Property.

The feasibility studies will be undertaken in two stages:

Stage 1 - Feasibility:

- Detailed analysis of the land title
- Detailed analysis of the physical site
- Detailed analysis of the planning status and likely grant of planning permission
- Marketing and disposal if planning permission is not recommended.

Stage 2 - Feasibility:

- Production of development scheme
- Valuation of land
- Application for planning permission (if appropriate)
- Marketing and disposal of site

All disposals will be in accordance with the Constitution and local government legislation. Ward members, parish and town councils will be informed of the intention to lease or dispose of these assets.

### **Asset Disposals in 2017/18**

The following asset disposals were completed in 2017/18.

<b>Address</b>	<b>Status</b>
Land at Brewer Street, Lamberhurst	Transferred to Parish
Land and Garages, Furnace Avenue, Lamberhurst	Transferred to Parish
Land at Walkhurst Road, Benenden	Erroneous title. Transferred to Southern Water Services Limited.
Land at Hunting Gate, Tunbridge Wells	Transferred to Parish
Land at the Coppice, Pembury	Transferred to Parish
Land Adjacent Pearse Place, Lamberhurst	Sold
Land at Garages 73-75 Ridgeway, Pembury	Sold

Land Adjacent 167 Hastings Road, Pembury	Sold
Land at Badsell Road (also known as "Goldings")	Sold

## **Appendix 5 – Ten Year Property Maintenance Plan**

The ten year maintenance plan as detailed in the following pages is the result of the rolling programme of quinquennial surveys which produce a projection of the anticipated maintenance cost liability for the individual property asset. It very much represents an 'ideal' programme of maintenance to keep the respective buildings in good condition, for their expected lifetime and maintaining their current use. Some of the works anticipated and included in the schedule can potentially be funded by the capital expenditure programme as the works will bring an enhancement to the asset value.

The schedule includes the full projection for all buildings even where works have been frozen where the future strategy is under consideration. Annually the projected works are reviewed on a case by case basis and reassessed as to viability, taking into consideration anticipated future use, urgency of works and budgetary considerations. The year on year total figures will therefore, in practice, be considerably lower than indicated in the schedule projection.

The figures for the Town Hall were taken from the Faithful & Gould report of 2014 which highlighted the backlog of maintenance and proposed a programme of works to bring the building to a reasonable standard for continued occupation by the Council. The figures were refined further in a whole life costing exercise in October 2017.

During the remainder of the 2017/18 financial year condition surveys are being undertaken to provide an updated forward projection of costs and further refinements to the Ten Year Property Maintenance Plan.

## **Appendix 6 – Asset Register**