

Stevenage Borough Council

Asset Management Action Plan 2018 – 2023

Introduction

1. This Asset Management Action Plan sets out the Council's proposed asset management activities that it will be undertaking and projects it will be delivering over the next 5 years.
2. The Action Plan is divided into three separate tables, as follows:
 - a. Organisational arrangements
 - b. Policy development
 - c. Property specific

Organisational arrangements

3. The activities in part A of the Action Plan relate to actions the Council is taking to ensure that its organisational and governance relating to asset management are as robust as possible so that decisions are made in a transparent manner, and also that the Council has the necessary skills in place to deliver its Asset Management Strategy.

Policy development

4. The activities in part B of the Action Plan relate to areas where the Council needs to strengthen its policy approach to asset management, such as investment strategy and community development.

Property specific

5. The activities in part C of the Action Plan relate to specific actions around specific property assets, such as disposals, acquisitions, refurbishment and investment.
6. This Action Plan not only sets out what we are intending to do but will also act as a monitor to report progress and achievement. The Action Plan is intended to operate on a rolling 5 years basis and as items on the Action Plan are achieved, so new activities and actions will come into the Action Plan. The intention is that this rolling approach will continue until the Asset Management Strategy is revised in 2023.

APPENDIX B

A. ACTION PLAN MONITOR: ORGANISATIONAL ARRANGEMENTS									
No.	Activity Description	Key Asset Management Principles	Key milestones					Accountable Person	Resource Implication – New & yet to be identified
			2018/19	2019/20	20/21	21/22	22/23		
A1	To review the terms of reference of the Asset & Capital Group (ACG) to support delivery on AMS including the Corporate Landlord transformation programme	To hold a sustainable, compliant and efficient estate	To review the terms of reference & implement	Fully implemented	Review ACG requirement	Implement	Implement	SD	x
A2	To review and produce separate clear action plan for implementing Corporate Landlord approach	To hold a sustainable, compliant and efficient estate	To review existing processes and procedures and devise action plan for Corporate Landlord transformation programme in full collaboration with services	Implement	Implement	Implement	ASD - F&E	√	To review and produce separate clear action plan for implementing Corporate Landlord approach
A3	Implementation of new Estates Management Software including performance monitoring	Effective asset management	Phased Implementation during Q4 of 2017/18, and fully operational during 2018/19.	Review use and further development of the software	Fully operational	Fully operational	Fully operational	ASD - F&E	√
A4	Undertake a review of skills and capacity of the Estates & Investment Teams to deliver the actions required by this AMS	Ensure staff have appropriate skills to do an Excellent job and capacity	Review resource requirements/skills audit to deliver asset management strategy and implement.	Implement	Implement	Implement	Implement	Assistant Director of Finance & Estates (ASD F&E) & Assistant Director of Housing & Investment (ASD H&I)	√ Linked to A2
A5	Undertake a review of skills and capacity of the Community Development Team to deliver the actions required by this AMS	Ensure staff have appropriate skills to do an Excellent job and capacity	Review resource requirements/skills audit to deliver asset management strategy and implement.	Review	Implement	Implement	Implement	Assistant Director of Communities & Neighbourhoods (ASD - CN)	√

B. ACTION PLAN MONITOR: POLICY DEVELOPMENT									
No.	Activity Description	Key Asset Management Principles	Key milestones					Accountable Person	Resource Implication – New & yet to be identified
			2018/19	19/20	20/21	21/22	22/23		
B1	Consider, review and set up a Co-operative Housing Development Company	To develop land assets that enable the Council to provide and offer high quality new homes	To seek approval of business case to set up a Development Company to act as developer and develop suitable sites for residential use.	Delivering against business plan	Delivering against business plan	Delivering against business plan	Delivering against business plan	Assistant Director of Housing Development (ASD – HD)	√
B2	New Disposal Strategy	Release capital receipts from poorly performing buildings or land	Devise new strategy and implement	Implement	Implement	Implement	Implement	ASD – F&E	√

B. ACTION PLAN MONITOR: POLICY DEVELOPMENT									
No.	Activity Description	Key Asset Management Principles	Key milestones					Accountable Person	Resource Implication – New & yet to be identified
			2018/19	19/20	20/21	21/22	22/23		
B3	Review of energy generation and supply opportunities	Commercialisation		Review opportunities based on strength of market	Scope and deliver action plan	Deliver action plan	Deliver action plan	ASD – H&I	TBC
B4	Package of community development support for community organisations	Co-operative Neighbourhoods		Review and implement	Implement	Implement	Implement	ASD – C&N	TBC

C. ACTION PLAN MONITOR: PROPERTY SPECIFIC									
No.	Activity Description	Key Asset Management Principles	Key milestones					Accountable Person	Resource Implication – New & yet to be identified
			2018/19	19/20	20/21	21/22	22/23		
C1	To work with SG1 developer to develop a new Public Sector Hub/Corporate offices	To hold a sustainable, compliant and efficient estate	Work with new development partner to enhance designs of new accommodation.	Work with new development partner to deliver the new accommodation in accordance with their timescale.			Assistant Director of Regeneration (ASD – R) Assistant Director of Corporate Projects, ICT & Customer Services (ASD – C,I & CS)		TBC
C2	Undertake Locality Reviews of the whole Borough Link to C3, C4 & C5 below	To hold a sustainable, compliant & efficient estate	Devise methodology including phasing plan and implement 18/19	Implement Phasing & produce final opportunity list	Appraise opportunities	Appraise opportunities	Appraise opportunities	ASD – F&E Supported by ASH – HD ASD - CS	✓
C3	Complete review of Community Centres	Reduce costs associated with the Council's assets through a modernisation programme To hold a sustainable, compliant and efficient estate To work imaginatively and co-operatively with the community to meet community needs.	Undertake the review of all Community Centres		Agree and implement Programme for action			Assistant Director of Community & Neighbourhoods	TBC
C4	Complete review of Pavilions	Reduce costs associated with the Council's assets through a modernisation programme To hold a sustainable, compliant and efficient estate	Undertake the review of all Pavilions		Agree and implement Programme for action			Assistant Director of Direct Services (ASD – DS) Supported by ASD - CN	TBC
C5	Review of commercial assets	Increase income generated by the Council's assets. To identify non-performing assets and disposal.	Undertake review and implement actions	Implement actions	Implement actions	Undertake review	Implement actions	ASD – F&E	✓
C6	Sale of Strategic site	To develop land assets that enable the Council to provide and offer high quality new homes for our residents Release capital receipts for re-investment	Feasibility study to investigate best possible returns from development of strategic site.					ASD – F&E	✓
C7	Undertake new Condition surveys of all council non housing assets	To have an understanding of the current condition of the Council's non housing assets and to inform future maintenance programme.	To commission and undertake the condition survey.	Implement recommendations	Implement recommendations	Implement recommendations	Implement recommendations	ASD – H&I	TBC

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No.	Activity Description	Key Asset Management Principles	Key milestones					Accountable Person	Resource Implication – New & yet to be identified
			2018/19	19/20	20/21	21/22	22/23		
C8	Property Investment Strategy	To acquire new commercial investments which generate new rental income.	Acquire new investments to accord with Strategy	Review Strategy	Carry out actions following review	Carry out actions following review	Carry out actions following review	ASD – F&E	√