

**Cabinet**

**9<sup>th</sup> April 2025**

**The Corporate Asset Management Plan  
2025-2030**



**Ordinary Decision**

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## **Report of Corporate Management Team**

**Paul Darby, Corporate Director of Resources**

**Councillor James Rowlandson, Cabinet Portfolio Holder for  
Resources, Investment and Assets**

**Electoral division(s) affected:**

Countywide

## **Purpose of the Report**

- 1 To present and agree the Corporate Asset Management Plan (CAMP) 2025-2030 which replaces the 2-year CAMP 2023-2025 approved by Cabinet in April 2023.

## **Executive summary**

- 2 In April 2023 Cabinet approved the Corporate Asset Management Plan 2023-2025 which sets out how the council will manage its estate and how it will be used to support the delivery of council services. The CAMP, through its Action Plan, links directly to the Corporate Property Partnership (CPP) programme which seeks to ensure a corporate approach to management of our estate.
- 3 The 2023-2025 CAMP was a 2-year document focusing on the implementation of the recently introduced CPP model. Cabinet supported the continued development of a second stage, longer term strategic document by 2025.
- 4 In June 2024 Cabinet received an update on the progress of the development of the second stage CAMP which included a list of specific areas of focus. The update also included a list of achievements from the CAMP/CPP action plan and an update on key estate data and the impact this information might have on the way we approach asset management in the future.

- 5 As reported in 2024, broadly there had been minimal change to the size and value of the estate (excluding housing) over the past three years but the cost of running it has increased significantly as had the amount of backlog maintenance required.
- 6 The adoption of an over-arching vision for the estate to help address this challenge was a core requirement of the further development of the CAMP. Our vision for '*a dynamic, sustainable estate optimising our assets and promoting prosperity for the benefit of the Council, our people and places*' seeks to balance future sustainability and growth. The CAMP 2025-2030 is presented in this paper.
- 7 The CAMP 2025-2030 remains unchanged in structure and it retains its commitment to our strategic objectives and directing principles. A summary of the structure and content of the new document together with the main changes made are set out in this paper.

## **Recommendation**

- 8 Cabinet is recommended to approve the Corporate Asset Management Plan 2025-2030.

## Background

- 9 In April 2023 Cabinet received a progress report on the Corporate Asset Management Plan 2023-2025 which is a strategic plan setting out how the property portfolio will support the council's corporate priorities and objectives, and which provides the direction for the ongoing management of the portfolio.
- 10 The two-year plan was designed to provide this statement of intent about the portfolio over the short term. During the plan period a second stage, longer term plan would be developed which would reflect progress in implementing the action plan of improvements, changes in working practices and policies, and changes in organisational arrangements. Cabinet welcomed the plan, approved it for publication and agreed to the continued development of this strategic document over the next two years.
- 11 The structure of the CAMP 2025-2030 is divided into three main parts:
  - (a) The Asset Management Strategy which translates organisational objectives into property objectives.
  - (b) The Asset Management Policy which sets out the rules and principles by which property assets must be managed.
  - (c) The Asset Management Action Plan which is the delivery plan detailing activities or projects required to achieve the property objectives.
- 12 The CAMP action plan is aligned to the CPP programme which was established in 2019 to ensure that our property portfolio is managed and maintained consistently and corporately, allowing services to concentrate on their operational delivery.
- 13 The Council's Surplus Policy (attached at Appendix 3) is referenced in the CAMP which sets out the framework for the management of our surplus and vacant properties. The policy aims to ensure surplus property is identified in a timely and co-ordinated manner and that quick and rational decisions are made on its future. Vacant properties can present significant financial burdens and liabilities that affect the community. Therefore, the policy looks to ensure that vacant periods are minimised, and the associated risks and costs are managed.
- 14 In June 2024 Cabinet received an update on the developments in corporate asset management and progress with the CPP programme since the publication of the CAMP. Examples were presented of the positive impact this way of working has had on the delivery of corporate property and on outcomes for the council and the public it serves.
- 15 The June 2024 report also provided an update on the size and shape of the estate, key expenditure and income data and provided a commentary on the principal changes over the two-year time period. It highlighted some very

positive feedback about our approach to asset management and to the CAMP from other local council's and from consultancies leading in this field.

- 16 The following table sets out the key areas of development identified for the next iteration of the CAMP. These areas are covered in the next section of this report.

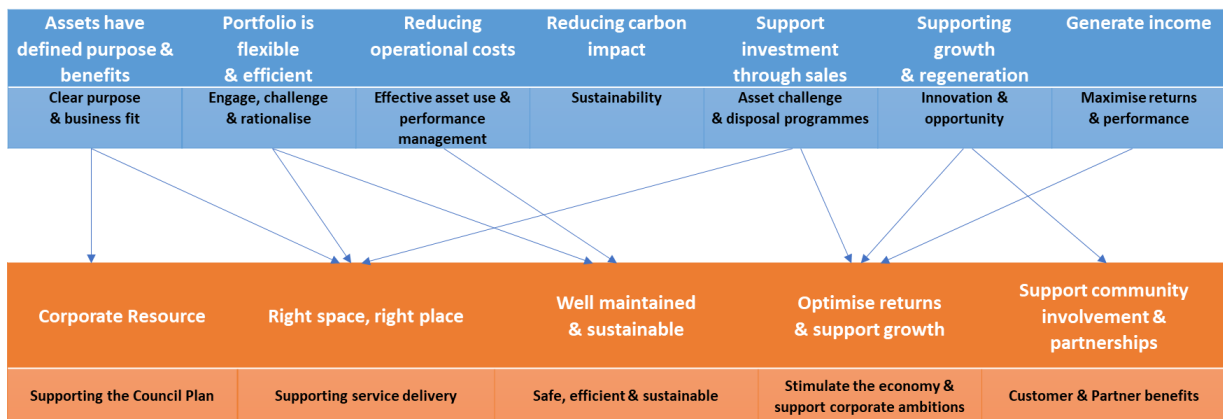
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| <p><b>Asset Management Strategy</b></p> <ul style="list-style-type: none"><li>▪ Establishment of a vision statement for our estate</li><li>▪ Review of Council Plan objectives</li><li>▪ Engagement with and assessment of corporate strategies (Economic Strategy / Climate Emergency / Devolution / etc)</li><li>▪ Ensuring a link between these strategic objectives and specific goals in the CAMP</li><li>▪ Set out associated baselines and high-level targets as an introduction to performance measures</li><li>▪ Develop the performance management regime for the service and the estate</li></ul> |
| <p><b>Asset Management Policy</b></p> <ul style="list-style-type: none"><li>▪ Revisit and reinforce key principles</li><li>▪ Reflect on the actions/change over the plan period and assess impact rules/culture/behaviour</li><li>▪ Further development of governance, decision making, structure, resourcing issues, and information systems – review of how Corporate Property and Land work with others in the organisation</li></ul>   |
| <p><b>Asset Management Action Plan</b></p> <ul style="list-style-type: none"><li>▪ Review action plan activities and priorities</li><li>▪ Link actions and achievements to outcomes / targets / trends</li><li>▪ Continued development of portfolio statistics and analysis</li></ul>  |

## **CAMP 2025-2030**

- 17 The CAMP 2025-2030 presents key information about the estate in terms of its size, its make-up, how much it costs and what it requires in terms of maintenance. In broad terms, there has been minimal change to the size and value of the estate (excluding housing) over the past three years but the cost of running it has increased significantly as has the amount of backlog maintenance required. It is clear that this position is not sustainable and our strategy for the estate must reflect the need to reduce costs and to reshape what we are responsible for.

- 18 The creation of a core vision that addresses this position and supports the council plan priority of delivering a high value service which is efficient, effective, financially sound and forward-looking was therefore a priority for this iteration of the CAMP.
- 19 Our vision focusses on the sustainability of the estate whilst ensuring it promotes growth. It sits across our strategic objectives and our directing principles:

*A dynamic, sustainable estate optimising our assets and promoting prosperity for the benefit of the Council and our people and places*



- 20 The structure of the CAMP in three parts remains unchanged, as do our strategic objectives and our directing principles, outlined above. This confirms our commitment to the culture, behaviours and to a consistent, corporate approach in order to get the best from our estate.
- 21 The CAMP is attached to this report for Cabinet approval. A summary of the contents is set out in the table below together with an indication of the key areas of change from the CAMP 2023-2025:

|                          |   |   |
|--------------------------|---|---|
| Introduction to the CAMP | <p>An introduction to the purpose of the CAMP and the diverse nature of the property estate. It details of what is excluded from the scope of the document, background information about the corporate context the CAMP operates within, and the structure and status of the document.</p> <p>There is a summary of achievements made in corporate asset management over the last two years across five categories of work:</p> <ul style="list-style-type: none"> <li>• Policies, procedures and processes</li> <li>• Safety initiatives</li> <li>• Joint/multi-agency working practices</li> <li>• Enabling economic growth</li> <li>• Business as usual</li> </ul> | <p>What we've worked on:</p> <p>Revisited, reviewed and updated all content</p> <p>Assessed and documented key service and corporate achievements over the last plan period</p> |
|--------------------------|---|---|

|                                      |  |  |
|--------------------------------------|--|--|
| <p>The Asset Management Strategy</p> | <p>We set out the links between the CAMP and other strategic documents that impact on and direct how we manage the property portfolio. These include:</p> <ul style="list-style-type: none"> <li>• The Council Plan 2024-2028</li> <li>• Medium Term Financial Plan</li> <li>• Inclusive Economic Strategy</li> <li>• Climate Emergency Response Plan</li> <li>• Towns and Villages Strategy</li> <li>• Housing Strategy</li> <li>• Workforce Strategy</li> <li>• The work of the North East Combined Authority.</li> </ul> <p>This section continues with the key drivers for change, both internal and external, sets out our over-arching vision for the estate, and lists seven strategic property objectives that provide the framework for the holding and management of our portfolio.</p>  | <p>What we've worked on:</p> <p>Revisited, reviewed and updated all content</p> <p>Consulted on and updated corporate and strategic plans in the context of the estate</p> <p>Established an overarching vision for our approach to asset management</p> <p>Confirmed commitment to our strategic objectives</p> <p>Made explicit links between these objectives and the work we are doing</p> |
| <p>The Asset Management Policy</p>   | <p>The policy section sets out the rules, culture and behaviours that will enable us to deliver against the strategic property objectives. There are five 'directing principles' of working practice and decision making:</p> <ul style="list-style-type: none"> <li>• To ensure that property assets are managed as a corporate resource and are used to support the Council's ambitions and priorities.</li> <li>• To ensure property assets provide the right spaces in the right places to support the delivery of services for the benefit of communities.</li> <li>• To ensure property assets are managed and maintained safely, effectively, efficiently and sustainably to take account of whole life costs and environmental impact.</li> <li>• To ensure consideration is given to the use of property assets to stimulate development and growth, support local business needs, optimise financial returns and support corporate ambitions and priorities.</li> <li>• To ensure opportunities for community involvement and partnership working are considered where they can provide efficiencies, benefits to communities and the property assets can be effectively managed.</li> </ul> | <p>What we've worked on:</p> <p>Revisited, reviewed and updated all content</p> <p>Confirmed commitment to our directing principles</p> <p>Provided improved governance, decision making and resourcing information</p>  |

|                                  |  |   |
|----------------------------------|--|---|
|                                  | Organisational, governance and resourcing arrangements are explained.  |   |
| The Asset Management Action Plan | <p>This section includes key statistics about the property portfolio and a high-level summary of the performance of the estate over three years. It summarises some of the challenges this information presents.</p> <p>It highlights key actions for this plan period which focus on the key objectives and principles that will deliver our vision and it sets out the brief for three important areas of work to be completed as part of the action plan:</p> <ul style="list-style-type: none"> <li>• Engagement with the organisation</li> <li>• Performance data and management</li> <li>• Asset challenge</li> </ul> <p>The final two sections are a list of previously completed CAMP action plan projects as a reminder of what has been achieved over the duration of the CPP programme to date and the Action Plan itself. The action plan is divided into team responsibilities, shows links to our objectives and principles, identifies task owners and target completion dates.</p> | <p>What we've worked on:</p> <p>Revisited, reviewed and updated all content</p> <p>Presented and evaluated the key metrics associated with the estate including estate performance indicators</p> <p>Set out the scope for key projects that will help deliver the vision</p> <p>Developed a more detailed and robust action plan for the next 5 years</p>              |
| Surplus Property Policy          | <p>The policy is referenced in the CAMP and attached as appendix 3. It outlines the principles and responsibilities in managing surplus and vacant property assets and to outline the key processes involved to ensure the policy is effective.</p> <p>It provides an understanding of how potentially surplus property is identified as well as service and CPaL responsibilities for managing surplus and vacant buildings and associated budgets. It covers the governance of the process and how vacant buildings should be managed to minimise risk and retain value.</p>   | <p>What we've worked on:</p> <p>Developed a framework and action plan to aid the development of the policy and associated processes. This work is a key requirement of the CPP model. This was presented to CPB in April 2024.</p> <p>The policy was then developed, and the action plan updated. This was presented to Corporate Property Board in September 2024.</p> |

- 22 The CAMP is a live document and will be reviewed annually by the Corporate Property Board. The review will identify new challenges – corporately, strategically and operationally – that might impact on the delivery of the plan; it will assess progress on projects in the action plan; and it will analyse data on the performance of the estate. Relevant updates will be presented to Cabinet as appropriate.

## **Conclusion**

- 23 In the two years since the CAMP 2023-2025 was endorsed and published we have continued to make significant improvements in the way we manage our property, and we have affirmed our commitment to ensure the estate delivers for the council as a whole. The development of a new Corporate Asset Management Plan for a longer planning period allows us to continue that work with a clear direction for travel.
- 24 The CAMP 2025-2030 will be reviewed annually to ensure that our objectives continue to align with the Council’s ambitions and to assess whether we are on target to meet our strategic objectives and our action plan goals.

## **Background papers**

- Corporate Asset Management Plan 2023-2025
- Update on the Corporate Asset Management Plan 2023-2025 - 4<sup>th</sup> June 2024

## **Other useful documents**

- None

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## **Appendix 1: Implications**

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### **Legal Implications**

No implications.

### **Finance**

No direct implications although resourcing implications will arise in the delivery of the Action Plan.

### **Consultation**

Engagement will be ongoing involving a wide group of stakeholders.

### **Equality and Diversity / Public Sector Equality Duty**

No implications.

### **Climate Change**

The Corporate Asset Management Plan will reflect the Council's commitment to carbon reduction/neutrality.

### **Human Rights**

No implications.

### **Crime and Disorder**

No implications.

### **Staffing**

There may be changes to working practices and resource implications arising from the implementation of the CAMP Action Plan. These resource implications will be considered by the responsible owner of each project.

### **Accommodation**

No implications at this stage, although the implementation of the CAMP is likely to result in changes to the property portfolio. Changes to the portfolio will be subject to option appraisal and corporate approval processes and governance.

### **Risk**

None at this stage.

### **Procurement**

None at this stage.

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## **Appendix 2: CAMP 2025-2030**

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See separate attachment

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### **Appendix 3: Surplus Property Policy**

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See separate attachment