



ADUR & WORTHING
COUNCILS

Property Asset Management Plan





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Introduction

Local authorities are some of the largest landholders across the country and Adur and Worthing Councils are no different in this. The councils have land and buildings totalling 939 Assets and 2,575 housing units. Property is the councils second largest resource after people.

The non-operational portfolio is split into the strategic property investment portfolio (subject to the separate policy papers renewed annual on Strategic Property Investment Fund and Annual Commercial Property Investment Strategy) currently comprising of 7 units for Adur and 13 units for Worthing and is valued at £76,700,000 and £88,400,000 respectively. The historic estate, made up of 939 Asset (536 assets, 307 tenancies in Worthing and, 403 assets and 180 Adur tenancies) has an accounting value of £85,106,000 for Adur (£194,011,000 for Adur Homes) and £184,268,000 for Worthing generating circa £635,000 pa for Adur District Council and £1,100,000 per annum for Worthing Borough Council. Overall revenue from property makes up approximately 24% of all council income and is a critical part of the councils' funding for services.

Both of these commercial portfolios contribute key income to support the Medium Term Financial strategies of the council which supports the council in the delivery of its core services including:

- recycling and waste collection
- council tax collections
- housing
- planning applications
- leisure and recreation





This document sets out the property context for the councils' property holdings and functions, linking these to our Platforms for Our Places as we set out our ambition for our places' and our communities' prosperity and wellbeing.

Our corporate property objectives are broken down into 5 clear objectives

- Maintain a safe, legal and compliant estate to ensure our assets are a corporate resource for the benefit of our communities
- Provide the right buildings in the right place and condition to meet our service delivery needs
- To use our land and buildings to stimulate regeneration, investment and growth
- Plan and manage the councils' estate, optimising financial return and commercial opportunities to support and effective, efficient and sustainable property estate as we seek to meet carbon neutral by 2030
- To collaborate with our partners using assets to deliver strong prosperous communities

The role of the Economy Directorate, through its Major Projects and Investment Team and Technical Services Team will be to ensure that the councils are using it's properties to their best effect, working with services to understand property challenges and seeking to find solutions to these. This will include challenging services on their use of assets, to identify and dispose of poorly performing assets and to prioritise our limited resources to our 'core' estate requirements.

The challenges presented to the councils Strategic Property Investment Portfolio are to drive financial returns through both revenue and capital growth balanced against market risk and volatility to underpin financial resources for our corporate priorities and are subject to separate strategy and reporting.

Corporate Priorities:

Maintain a safe, legal and compliant estate to ensure our assets are a corporate resource for the benefit of our communities

Leading Principles

- Meet our statutory duties in relation to Asbestos, Accessibility, Electric, Gas, Legionella and Fire Regulation Compliance and keep accurate, current and comprehensive data records
- Recognise that property is a key component in the delivery of council services and will need consideration within service plans.
- To recognise the impact that property can have on employees, services, communities, businesses and the environment, but seeking to balance both corporate and service priorities
- To undertake regular inspections and reviews to maintain and exceed standards required of our estate
- To regularly review our estate, ensuring that property assets meet the needs of the council and communities, taking action to address needs
- Manage capital projects efficiently, sustainably and effectively, aligning with the council's priorities under our Platforms for Our Places and Service Plans

Provide the right buildings, in the right place and in the right condition to meet our service delivery needs

Leading Principles

- Working with services through their service plans to ensure the property is suitable and sufficient for their service delivery
- Deliver secure, safe compliant and sustainable buildings for our services having understood the service need
- Ensure flexibility within the property planning for changes in future need whilst adapting for climate change, balancing corporate and service needs
- Continue to engage through One Public Estate and with our partners and third sector organisations to optimise asset use for service benefit
- Incorporate sustainability in decision making, seeking to deliver SustainableAW objectives and become carbon neutral by 2030
- Consider equality implications and fully engage with our communities in implementing change



To use our land and buildings to stimulate regeneration, investment and growth

Leading Principles

- Use our assets to lever inward investment and regeneration, promoting and supporting key sites within the council's to meet the targets of Platforms for Our Places
- Seek to attract third party funding for employment creation, income generation and training
- Work to identify future supply for housing delivery, meeting the Housing Delivery Plan
- Work closely with our partners in seeking to unlock these opportunities
- Work to balance the use of assets across regeneration, investment and growth against our own financial pressures whilst prioritising use of our land in the context of Sustainable AW, Carbon Reduction, Climate Adaptation, Ecological Protection and Community enablement

Plan and manage the council's estate optimising financial return and commercial opportunities to support an effective, efficient and sustainable estate

Leading Principles

- Seek to ensure property and assets are managed within financial budgetary constraints
- Seek to drive efficiencies in use of our estate, new ways of working /agile working, space standards, and identifying opportunities with partners resulting in rationalisation, disposal or income generation
- Seek to assess 'need of assets' and 'best use' to align with the aims of our Platforms for Our Places to deliver prosperity and wellbeing and our Climate Change Agenda
- Seek to capitalise on commercial opportunities
- Challenge costs of property activities to drive whole property performance
- Ensure commercial asset management of the investment portfolio is undertaken to grow income and manage risk of this crucial element of the council's Medium Term Financial Strategy
- Proactively address through the estate the Climate Emergency, decarbonising portfolio towards the 2030 carbon neutral target and adopting SustainableAW under our Platforms for Our Places vision

To collaborate with our partners, using our assets to deliver strong prosperous communities

Leading Principles

- Participate and invest in partnership working, promoting co-location and cooperation, particularly for the benefit of service delivery
- Support the integration of teams within communities and with third sector partners working closely to understand their needs and opportunities
- Commit to working closely through the One Public Estate Programme and SPACES partnership to deliver benefits across the estate
- Challenge use of our own and partner assets to identify opportunities leading to rationalisation/ change of use and disposal/acquisition where appropriate
- Ensure assets are as sustainable as possible through design, construction, operation and maintenance

The Council

The councils' assets are formed of a wide range of land and buildings, from the Town Hall, Civic Offices, various administrative offices, community centres, crematoria, industrial depots, beach and foreshore as well as unique buildings including Worthing Pier, High Salvington Windmill, shopping parades, garages and car parks, parks and farmland.

Excluding Adur Homes residential properties and the Strategic Investment Portfolio, the councils have a joint ownership of circa 939 assets valued at £269.3 million. This is an accounting valuation and not necessarily the value should the land and properties be sold, but demonstrates not only the considerable resource that the council has, also the importance of diligent and strategic management to ensure that these assets work for the council. There is a risk that without this the council will waste money retaining buildings that become liabilities or that are not well suited to meeting the council's operational needs and vision through Platforms for our Places. As our service delivery and priorities change over time, it will be necessary to have an adaptable and flexible estate. We may need to invest in new assets, sell old assets and consider opportunities to change how assets can be used.

The councils also have a duty to manage risk across our properties, seeking to minimise risk and the costs associated with this through regular condition surveys and appropriate prioritisation of our capital works programme. These surveys will feature reviews of underperforming or inefficient sites leading to a considered options appraisal for the site before expending significant money on work. These options appraisals and close liaison with services will enable the best future use of the sites to be determined, whether refurbishment, re-development, change of use or disposal.



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Platforms for Our Places

Platforms for our Places: Going Further is a plan that sets out Adur & Worthing Councils' ambition for our places' and our communities' prosperity and wellbeing. Platforms are the essential elements of Places that enable great things to happen and sets a series of challenging tasks/outcomes to deliver healthy, prosperous, self-sufficient communities.

These Platforms cover 5 key elements:

- Our Financial Economies
- Our Social Economies
- Stewarding Our Natural Resources
- Services and Solutions
- Leadership of Our Places

The 'Financial Economies' platform is perhaps the most closely aligned to the council's asset portfolio but as the asset challenge is constantly evolving, this asset management plan will also cross the other platforms as a core element of services. Platforms for our Places also sets out, as part of its targets, the development and implementation of an Asset Management Plan, to ensure we are stewarding our assets to ensure we have a fit and proper estate for the future. This is based on the basic principles noted above and is focussed on providing

- The right properties
- In the right place
- To meet current and future service need
- Considering disposals and development where value can be generated for services

Because demand for our commercial and residential property remains strong, this asset management plan is designed to complement the delivery of both a robust commercial management plan and streams of work to improve the council's estate. These further workflows will be service focussed and complement the delivery of Major Projects, Housing Delivery and the Capital Strategy/Capital Investment Programme whilst utilising our assets for place-making and attracting inward investment.



As part of the Platform: Tackling Climate Change and Supporting our Natural Environment, the council will need to consider its assets in the context of reducing Carbon Emissions to be Carbon Neutral by 2030 and in managing our land to promote local food production and opportunities for Ecological enhancement, improving our overall climate resilience. The councils will investigate options for a solar farm and widespread solar PV as part of this plan and continue to review our estate for energy compliance and opportunities to make carbon interventions.

This Asset Management Plan will also lay the foundations for stewarding the councils' land and property assets as part of a move to a 'corporate landlord' approach. This will enable officers to better manage and plan for our services with the centralisation of property functions enabling these functions to act as suppliers to services on an 'intelligent client - customer' basis, working assets harder and more holistically with clear and transparent accountability of property use and expenditure.

Financial Position

This is a challenging time for the whole of Local Government. The Council has faced a considerable reduction in central Government funding and emerging cost pressures from issues such as affordable housing. The council is currently challenged with the task of maintaining services within revenue budgets whilst seeking to build its reserves. Work to improve the reserves is required to manage the risks associated with the financial climate, to build capacity to manage service reductions over the next year and fund future service developments. Looking ahead, 2020/21 is a difficult year with uncertainty due to changes in how funding is allocated to Local Government together with new emerging cost pressures including Covid-19. The outturn position will inform the development of the 2020/21 budget. The intention is to build in recurring under-spends into the 2020/21 budget where possible and so avoid the need for unnecessary service reductions and property will form a key part of improving the councils financial position.

A five year financial strategy is in place and is regularly refreshed. The strategic strands of property investment, commercial income, digital and temporary accommodation acquisition are all key parts of this strategy. However, there are uncertain additional pressures ahead, for example from budget cuts expected at West Sussex, and the outcome to the 4 year fairer funding settlement. Indicative future budget challenges are under constant review by the council.

The use and management of our council property assets play a significant part within our financial strategy, both through our historical estate and the Strategic Property Investment Fund to meet these challenges and this asset management plan should provide key policy focus on ensuring that the councils significant property asset base is working to deliver key support financially and to service areas.

Despite these financial challenges the councils have continued to attract inward investment and the councils' capital programmes support economic growth and job creation. It is important to note that this regeneration attracts further associated investment. Use of the council's assets to stimulate this growth is a key constituent of the Economy Platform through the Major Projects and Investment Team.

The Councils' maintenance budgets are used to ensure that properties are fit for purpose, meeting the current and future needs of the councils and its stakeholders. These budgets are under considerable pressure with funds prioritised for making our assets safe, legal and compliant and undertaking the Councils' legal responsibilities under any lease. Condition surveys are used to prioritise the councils' planned maintenance and capital investment programmes.

Capital investment into these properties will need to be aligned to the Chartered Institute of Public Finance and Accountancy guidance on capitalisation of expenditure and extending the usable life of the asset and the extent to which the asset can be used by the identified service (or others).

It is important that the councils are proactive with their asset management to protect revenue. This includes proactive service charge management and triggering and completing lease renewals and rent reviews to protect and grow council income.

Liaison with services about need, and following a review of the general fund investment asset uses and performance, this may result in a capital disposal and investment programme.



Key Service areas:

Major Projects and Investment

The Councils' Major Project and investment team include the estates team, tasked with management of council assets in conjunction with service departments. In addition to the day to day management of the estate the team with support from Major Projects and other services identify opportunities within the estate and wider market for regeneration, re-development and investment. Major Projects such as Union Place, Worthing Integrated Care Centre and Decoy Farm are asset based projects which are delivered with multi-disciplinary support to support wider economic, social and regeneration aims of the councils. It is important that assets are used and considered holistically both to support service needs but also for regeneration with future opportunities identified as part of a strategic plan for the councils.

Environmental Services

The Environmental services department has a wide ranging remit which means our asset base must be diverse to meet our needs. The department is diffuse and mobile in terms of workforce, but also delivers services to specific locales. We operate heavy equipment requiring large depots and storage but also have large numbers of staff requiring operational office space through to smaller scale community property needs - pavilions, community centres etc. The key services we require in supporting the delivery of our services are: asset propriety, building compliance, commercial appraisal of emerging opportunities, and lease management.

Facilities and Technical Services

This Service Area comprises a multi-disciplinary team of Engineers and Building Surveyors who help improve and maintain Adur & Worthing's assets working closely across all Heads of Service and users of our assets . The team provides support on our extensive property portfolio includes theatres, leisure centres, swimming pools, multi storey and surface car parks , office buildings, crematorium, the foreshore and promenade, parks and open space. The team is responsible for carrying out maintenance, statutory inspections and testing for Corporate buildings/assets as well as major capital projects for our corporate assets and also for Adur Homes properties. The team monitors and maintains our coastline and sea defences. The Facilities Management team oversee the accommodation and operational requirements at Worthing Town Hall, Portland House and the Shoreham Centre. The team has skills to design, specify, supervise, and manage budgets and we have our own small team of support staff to assist the team in carrying out these functions. The use and management of our council property assets play a significant part within our financial strategy, both through our historical estate and the Strategic Property Investment Fund to meet these challenges and this asset management plan should provide key policy focus on ensuring that the councils significant property asset base is working to deliver key support financially and to service areas.

Housing

The Councils' housing strategy was updated and approved in March 2020. The strategy looks to deliver 1250 new homes by 2024 in Adur and Worthing. It is important to realise opportunities collectively across the housing and commercial portfolios to meet council aims of increasing housing deliverability and affordability within boroughs. This strategic approach in considering re-purposing commercial sites, but also with support on acquisitions and disposals means that opportunities are not lost and differing demands from property and service requirements can be balanced and supported from the commercial asset base. Strategically planning future use of our sites enables greater clarity on housing delivery and pipeline works that can feed into a wider estate strategy to improve our housing stock.

Communities and Wellbeing

The Communities and Wellbeing Team supports and enables our communities, businesses and places, to be safer, healthier, more resilient and to thrive. The team works to reduce the gaps around inequalities across our communities and places, focusing on prevention (of problems arising in the first place) and early intervention (where problems arise). To maximise the use of our Assets, the team works with others across the Councils to ensure that the Councils' community buildings are effectively run and used and promoted by our third sector and other partners and that they act as springboards for local activity and provision for the communities they serve. We also work closely with Procurement Services to ensure social value is optimised.

Customer and Digital Services

The Customer and Digital Services team encompasses the management of car parks across the councils. The councils have a recently adopted car parking strategy and these assets which comprise circa 1,800 parking spaces, generate vital income to support council services. These assets also support the local economy and businesses as people access both our town centres and local businesses. However, these sites may present other opportunities to support services through redevelopment, alternative use, or disposal. There may be opportunity for key sites to feed into the Major Projects and Housing development pipelines and where appropriate, there may be opportunities to add to the estate through strategic acquisitions. The key aim of providing sufficient accessible, safe and affordable parking to residents and visitors with a consistent standard of service across Adur and Worthing has resulted in the most recent strategy focussing on a capital programme of investment within our car parks to bring them up to modern standards and where possible encourage more sustainable forms of transport, eg through provision of EV charging and bike storage.





Place and Economy

The Service supports and capitalises on new opportunities to drive economic growth. This includes identifying town centre and seafront improvements and activation, new inward investment from the 'new' economy, improved customer service, all through direct partnership working.

The team has a core focus on supporting the changing high street, to include alternative interventions and inward investment opportunities throughout our urban centre properties, whether Council or privately owned. This doesn't exclude the economic growth potential of our industrial sites, which is fundamental for the growth of our business base.

Primarily in a facilitation role, the Service directly connects with existing or incoming businesses to local opportunities for growth. This offer is generating a high number of leads which in turn is leading to space and asset requests. This interest needs to be balanced against the financial returns, social intervention but, most importantly, the strategic economic case associated with any asset 'asks'.

Corporate Landlord Approach

The council currently runs a 'Holding Committee' approach to property, whereby individual services are responsible for the property within their area. This includes responsibility for statutory compliance, energy management and other bills including commercial rates, facilities management (cleaning, caretaking, security etc.). There is little clear responsibility for landlord and tenant matters, estates and valuations and strategic asset strategy and processes and responsibilities can often become ambiguous. There is no current consistent approach to property with services and technical teams undertaking various tasks on a more 'ad-hoc' approach. This increases the risk of Health and Safety incidents, Revenue Loss and damage to value through imprudent management of property assets. Currently there is no uniform approach to property expenditure reporting to inform asset reviews/use or capital programme, meaning that decisions could be better informed and strategy better planned if functions were centralised and clear accountability installed.

This asset management plan is the start of a transition to move the management of property to the corporate centre. This means that the councils' land and resources are managed as corporate resources in a holistic and strategic manner seeking to involve the right stakeholders to meet the needs and priorities of the councils. This will be a change to the historic approach, which will be explored through the creation of a corporate landlord group.

This strategy will guide overriding property management principles on behalf of services in advance of a programme to introduce the Corporate Landlord Model across the councils. The Corporate Landlord Model means that the ownership and responsibility for the asset in terms of management and maintenance will transfer from services to the corporate centre. The service then transitions to a customer/corporate tenant approach as a key stakeholder freeing services to focus on planning and delivery of their service area.

Corporate landlord will take responsibility for acquisition, development, management, maintenance, disposal of land and buildings but also asset planning, review and feasibility/options appraisals to ensure that assets are challenged to be working to deliver council priorities.



Governance Arrangements

Under the councils constitution Members are consulted and informed of property matters both as part of part of the cabinet reporting process, working closely with senior Councillors including executive members and directly to ward Councillors regarding matters that affect their ward. Informal consultation with Executive Members is part of the process.

The Councils' Scheme of Officer Delegations at section 3.13 set out the delegations to the Head of Major Projects and Investment relating to the disposal of land, one of which is:

3.13.3 To dispose of land in connection with the Council's functions and to grant leases, easements, licences and wayleaves of, in, or over buildings or land in connection with the Council's functions.

The exercise of all delegations are subject to the general principles set out in section one of the Scheme of Officer Delegations.

Key Decisions, in accordance with the requirements of The Local Authorities (Executive Arrangements) Regulations and the Executive Procedure Rules set out in Part 4 of the Constitution, require 28 days' notice of the matter to be published before a decision is made. If the decision is to be made by an Officer under their delegated authority, then a formal Officer Executive Decision Notice must be published confirming the decision, which is then subject to a five clear working day Member call-in procedure which allows further scrutiny of decisions. The decision may not be implemented prior to the call-in period expiring.

The councils' Property and Investment Team provide day to day management of the non-housing estate (Adur Homes provide this service in Adur) including technical support to services and management of a number of investment properties. Individual services produce their own service delivery plans which will have some property use, provision or requirement and capital requirements in relation to these properties are managed by technical services on a prioritised basis.

As part of the consideration of a corporate approach to property management it is expected that the Corporate Landlord group will sit across services as the 'asset' support, working to ensure that as part of the corporate approach, services and corporate goals are having their property needs met.

This officer group will work with services to develop and support strategy and to provide a 'check and challenge' approach with regards to services' asset and capital investment requirements to ensure a more joined up holistic approach prior to reporting through the correct decision making process above.



Performance Indicators

The council will seek, as part of the introduction of this asset movement plan, to target a series of core tasks to embed the above Asset Management Plan and confront challenges that the council currently experiences to ensure it is better managing its assets. A large proportion of this work will form part of the move to a corporate landlord model. It is currently proposed that a 'Corporate Landlord Group' as part of the Platforms for our Places: Going Further will be established these tasks with milestone target deadlines are detailed below:

Commitment	Key Activity	Responsibility	Milestone Target
Statutory Compliance Function	Assure Compliance with all building related statutory regulations and agree reporting and monitoring structure for all properties	Property & Investment Manager, Estates Team, Head of Business and Technical Services	Immediate and Ongoing
Corporate Property Advice	Continue to provide ongoing advice to property/service project boards (e.g. Brooklands) supporting service teams to deliver development growth, economic, social, and wellbeing benefits	Estates Team	Immediate and Ongoing
Major Project Advice	To support Major Projects and Housing Delivery to use land and buildings for regeneration and housing delivery, to include partners working with County/Parish councils, One Public Estate Partners. Ensure property support and advice is provided	Estates Team	Immediate and Ongoing

Commitment	Key Activity	Responsibility	Milestone Target
<p>Deliver robust monthly financial reporting</p>	<p>Work with accounts colleagues to provide proactive budget reporting for the revenue position through the year actively managing pressures and underspend opportunities. To include quarterly debtors reporting working with tenants to reduce arrears.</p> <p>This will improve financial forecasting and identify savings and pressures at an early stage through alignment of budgets and enabling staff to focus on assets that make the biggest difference</p>	<p>Property and Investment Manager Chief Financial Officer</p>	<p>Immediate and Ongoing annual basis</p>
<p>To review current scheme of delegations</p>	<p>Consider the current scheme of delegations in the context of commercial estate management and differentiation between business as usual (statutory renewals) and key decision making processes</p>	<p>Head of Major Projects and Investment Head of Legal</p>	<p>September 2020</p>

Commitment	Key Activity	Responsibility	Milestone Target
Commercial Estate Management	<p>a) To manage and address business as usual and ad-hoc opportunities and challenges from property management work. Dealing promptly and proactively with enquiries, lease events, liaison with councillors and members of the public and being live to opportunities this may present.</p> <p>b) Identify all council property assets and holding committees/services and management arrangements to clarify client accountability</p> <p>c) Manage our estate to a consistent corporate standard for transparency and accountability reasons with clear, rational, information based decision making</p>	Estates Team	<p>a) ongoing</p> <p>b) March 2021</p> <p>c) ongoing</p>
Centralise all property data into the MATs system	To review and update the Estates App, cleansing and correcting inaccuracies to enable key data to be accessible to relevant departments for more efficient asset management. This should include the continued development of the system and liaison with core partner departments (Tech Services) to ensure information integration amongst teams	Property and Investment Manager	December 2020
Property Data Gap Analysis	To undertake a gap analysis of property data and action plan to update outcomes from gap analysis to ensure firm data foundation for asset management.	Property and Investment Manager Head of Facilities and Technical Services	March 2021

Commitment	Key Activity	Responsibility	Milestone Target
Corporate Landlord Model Review	To undertake a review of Corporate Landlord Model and suitability, opportunities and challenges for introduction to centralise specialist functions to relevant teams. To set up a corporate landlord board to deliver and manage this review.	Head of Major Projects and Investment	March 2021 ongoing
To work with services to develop their service plan property requirements	Engage services on their annual delivery plan supporting property challenge and spend to save/project initiatives and reporting of property requirements and opportunities to the corporate landlord board	Estates Team	March 2021 ongoing
Property Budget Review	As part of corporate landlord scope to undertake a council wide review of property budgets, actuals and spend with a view to centralisation of budgets and introduction of property specific coding	Chief Financial Officer Property and Investment Manager Head of Facilities and Technical Services	March 2021
Review and Implement Community Asset Transfer Strategy	To engage relevant services and introduce the strategy as a policy resource in consultation with communities team and community groups	Property and Investment Manager Head of Wellbeing	September 2021
To review and update the Property Asset Management Plan 3 yearly	To review existing Asset Management Plan alongside supplementary policy documents and service plans to ensure the plan remains relevant to the corporate plan	Property and Investment Manager	March 2023 latest



ADUR & WORTHING
COUNCILS

Property Asset Management Plan

