Asset Management Strategy 2026-2028

Serving people, **Improving lives**

Contents

1.0 Introduction

Gedling Borough Council recognises that its land and property assets are fundamental to the delivery of high-quality public services, community engagement, and long-term financial sustainability. These assets include a diverse range of operational buildings, community facilities, parks, commercial properties, leisure facilities and residential properties (used for temporary accommodation) that support the Council's strategic objectives.

This Asset Management Strategy sets out the Council's approach to managing these resources effectively and responsibly. It provides a framework for decision-making that ensures assets are aligned with service needs, maintained to appropriate standards, and used to generate value for the community and the organisation. The strategic objectives and asset management principles have been developed having regard to the Council's current position as a Council approaching Local Government Reorganisation. This Council needs to ensure that it is in a robust position in terms of its assets and as such this strategy aligns with the wider review of the Council's plans and priorities for the next three years.

The strategy is informed by the refreshed Corporate Plan, and national guidance including the MHCLG Framework for Local Authority Asset Management and the RICS Public Sector Asset Management Guidelines. It also reflects the governance principles outlined in the Council's Constitution and Standing Orders for Dealings with Land.

Through this strategy, Gedling Borough Council aims to optimise the use of its assets, support regeneration and economic development, and ensure that property decisions support budget savings in line with the Medium-Term Financial Plan and Delivery Plan.

2.0 Strategic Objectives

Gedling Borough Council's asset management objectives ensure that land and property assets support effective service delivery, financial sustainability, and preparation for Local Government Reorganisation (LGR).

The key strategic objectives are:

- **Align with Council Priorities:** Asset decisions must support the Corporate Plan and the Council's priorities for the next three years.
- **Prepare for Local Government Reorganisation:** The Council will not acquire new assets unless these are already part of an approved plan. Assets with high maintenance liabilities will be prioritised for disposal, and buildings that are unsafe or uneconomical to repair will be prioritised for demolition.
- **Maximise Value**: Ensure efficient use of assets, optimise income generation (including rent reviews and lease management), and manage costs effectively.

Compliance and Safety: Maintain full compliance with statutory obligations, including health and safety legislation, fire safety, asbestos regulations and landlord responsibilities

Support Service Delivery: Provide safe, fit for purpose facilities that enable the Council to deliver high quality services.

Sustainability: Integrate carbon reduction, energy efficiency, and environmental enhancements into asset decisions.

3.0 Local Government Reorganisation

As the Council prepares for Local Government Reorganisation (LGR), asset management activity is focused on ensuring a safe, compliant and financially sustainable estate for transfer to the new unitary authority.

The Council will therefore:

- Avoid acquiring new assets unless already part of an agreed programme.
- Prioritise disposal of assets with significant maintenance liabilities or limited strategic value.
- Prioritise demolition where buildings are unsafe, non-compliant or uneconomical to repair
- Ensure decisions reflect statutory duties, including the Health and Safety at Work Act 1974 and other compliance requirements.
- Maintain clear records within the Asset Register and Asset Management Action Plan (AMAP) to support a smooth transition.

This approach ensures the Council enters LGR with a transparent, risk-managed and sustainable asset base.

4.0 Governance and Accountability

The Council's governance framework for asset management is based on transparency, accountability and compliance with the Constitution.

<u>Governance Structure:</u>

- **Full Council:** Approves the Rules for Dealing with Land and Buildings, the capital programme and budget
- **Cabinet:** Makes strategic decisions on asset acquisitions, disposals and investments.
- **Audit Committee**: Provides assurance on governance, risk management, and internal controls related to assets.

Officer Responsibilities:

- **Property Services Manager (RICS Qualified):** Leads operational asset management, valuations, compliance oversight and strategic reviews
- **Section 151 Officer:** Ensures financial compliance and that asset decisions are reflected accurately in the Council's accounts.
- **Monitoring Officer:** Ensures legal compliance in all dealings with land and property.

Rules for Dealing with Land and Buildings:

- Disposals and method of disposal must be approved by the Executive if the value exceeds a specified threshold or if the asset is considered strategic (NB disposals include leases more than 7 years).
- Acquisitions require a valuation report, business case and legal review, with delegated authority granted to officers only within defined limits.
- Leases and Licences are subject to standardised terms and must comply with procurement, subsidy control and financial regulations.
- All dealings must be recorded in the Land and Property Register, maintained by the Property Services team.
- No disposals should be undertaken for consideration less than the best that can reasonably be obtained on the open market, unless an appropriate legal basis is established.

Decision-Making Principles:

- Decisions must be made in accordance with the Council's Constitution, including Articles 11 (Decision Making) and 12 (Finance, Contracts and Legal Matters).
- Officers and Members must declare any conflicts of interest and recuse themselves from decisions where appropriate.
- Public transparency is maintained through published agendas, minutes, and forward plans.

Review and Challenge:

- Asset decisions are subject to internal review and external audit.

5.0 Asset Portfolio Overview

Gedling Borough Council owns a diverse and strategically important portfolio of land and buildings that support service delivery, community wellbeing and financial sustainability. The portfolio includes a mix of operational, community, commercial and leisure assets, as well as land held for regeneration and environmental purposes. Each category is recorded within the Asset Register and assessed through the Asset Management Action Plan (AMAP) to ensure that decisions are aligned with strategic priorities and the requirements of Local Government Reorganisation (LGR).

The portfolio comprises of:

Operational Buildings: Offices and depots used by Council teams to deliver statutory and discretionary services.

Community Centres: Buildings used by residents, groups and partners that promote engagement, wellbeing and accessible service provision.

Parks and Open Spaces: Including Gedling Country Park and other green spaces that contribute to public health, recreation, biodiversity and climate objectives.

Commercial Properties: A range of leased retail and industrial units occupied by local businesses that provide revenue for the Council and support the local economy.

Residential Properties: Homes used for temporary accommodation, managed in accordance with the Council's statutory duties.

Leisure Centres: Council owned buildings from which contracted leisure services operate.

Regeneration Sites: Land or buildings acquired to support town centre regeneration, development opportunities and place shaping.

Car Parks: A mixture of free, pay and display and permit car parks that support local centres, visitor access and economic activity.

This varied portfolio enables the Council to balance service provision, community benefit and financial sustainability. The AMAP ensures each asset is categorised for retention, disposal, investment, demolition or repurposing, with decisions based on condition, compliance, cost, risk and alignment with LGR priorities.

6.0 Valuation and Financial Oversight:

Assets are valued on a two-year rolling program by the Property Services Manager, a Registered Valuer and qualified member of the Royal Institution of Chartered Surveyors (RICS).

Valuations are undertaken in accordance with:

- the CIPFA Code of Practice on Local Authority Accounting, and
- the RICS Valuation – Global Standards (Red Book).

Revalued assets are reported to the Finance Team to ensure accurate representation on the Council's balance sheet and compliance with year-end accounting requirements

Income and Maintenance:

Rental income is monitored through established financial systems, with invoices issued and tracked for timely payment.

Rent reviews, lease events, break clauses and lease renewals are scheduled and administered to ensure compliance with the lease terms.

Repairs and maintenance expenditure is managed through purchase orders and contractor invoices, ensuring spend is allocated correctly and paid promptly.

Any proposal for investment, disposal, demolition or acquisition (where permitted) must demonstrate clear financial reasoning, including costs, risks, liabilities and benefits.

7.0 Asset Management Principles

The Council's asset management approach is guided by clear principles that ensure land and property assets are safe, compliant and financially sustainable, while remaining aligned with the requirements of Local Government Reorganisation (LGR).

Decisions are based on cost, condition, performance and value for money, with assets retained, repurposed or disposed of according to service need and affordability.

In preparation for LGR, the Council will focus on managing its existing estate rather than acquiring new assets and will prioritise the disposal of assets that are no longer viable as well as the demolition of buildings that are unsafe or uneconomical to repair.

The Council will optimise the use of its estate by reviewing utilisation, repurposing underused space and actively managing leases and rent reviews to secure appropriate income.

Environmental considerations, including carbon reduction and energy efficiency, will be incorporated into decision making where viable.

All decisions will be evidence-based and recorded in the Asset Management Action Plan (AMAP) to ensure transparency and consistency.

8.0 Asset Management Policy Framework

This Asset Management Strategy incorporates the Council's asset management policy approach for the transitional period leading up to Local Government Reorganisation.

In line with CIPFA and RICS guidance, the Council applies a proportionate and practical strategy that ensures governance, transparency and alignment with corporate priorities without creating standalone documents that will be replaced by a future unitary authority.

The strategy sets out the purpose of asset management at Gedling, which is to ensure that assets are used to support service delivery, manage risk, remain compliant, and contribute to financial sustainability.

Delivery of the Asset Management Strategy and the Asset Management Action Plan (AMAP) is overseen through the Smarter Working Board, which provides cross service oversight and ensures that significant asset decisions (such as disposals, investment requirements, compliance issues and repurposing proposals) are consistently reviewed.

All decisions relating to asset retention, disposal, investment, demolition or repurposing are recorded within the AMAP to ensure a clear audit trail and consistency across the estate.

Progress against the AMAP is then reported quarterly to the Senior Leadership Team, ensuring actions, risks and priorities remain visible and appropriately challenged.

9.0 Community Asset Transfer Policy

Gedling Borough Council's Community Asset Transfer (CAT) Policy provides a structured process for transferring the management or ownership of land and buildings to community-based organisations.

This process supports local empowerment, ensures assets remain accessible for public benefit, and aligns with the Council's strategic objectives. The policy outlines clear principles including transparency, community engagement, robust business planning, and sustainability. Transfers are assessed based on community need, viability, and alignment with Council priorities.

The Council supports organisations post-transfer and ensures that assets continue to serve the community effectively.

The Council's Community Asset Transfer policy and information pack are published on the Gedling Borough Council website at: https://www.gedling.gov.uk/resident/community/communityassettransfers/.

Given the timescales for Community Asset Transfers it is not expected that there will be any cases progressed over the next two years. Whilst the Council will always consider submissions under the policy, it is unlikely that any proposals will be forthcoming. **Any previously approved transfers will be supported to ensure assets continue to serve their communities effectively and sustainably.**

10.0 Performance Management

Gedling Borough Council monitors the performance of its land and property assets through a range of operational and financial indicators rather than formal KPI's.

This includes monitoring rental income, arrears, occupancy levels, lease events, compliance activity, maintenance spend and progress against the Asset Management Action Plan (AMAP).

Performance information is reviewed internally through routine monitoring and reporting to the Senior Leadership Team (SLT). Where relevant, asset related information may be included within wider corporate reporting to Scrutiny or Cabinet, but formal performance indicators specific to asset management are not routinely reported through these channels.

Asset condition, compliance records, valuation data and decisions taken are maintained within various spreadsheets by the Property Team including the Asset Register and the AMAP. Together, these tools provide an up-to-date database which can be used to support decision making in addition to a clear audit trail. Regular internal reviews, audits and budget monitoring help identify emerging issues so that risks can be managed proactively.

11.0 Compliance and Safety

Condition surveys have recently been conducted on the operational and commercial estate that focus on the main risks around health & safety, water ingress, and major lifecycle items, with actions, costs, and priorities set out.

The condition survey data confirms that the Council's operational and commercial estate includes a significant number of assets with urgent defects, compliance failures and high lifecycle costs. The condition surveys have informed the recommendations in the (exempt) AMAP.

12.0 Risk Management

Effective risk management ensures that Gedling Borough Council's land and property assets remain safe, compliant and financially sustainable. Asset related risks are assessed regularly and may relate to financial constraints, legal compliance, health and safety, environmental impact or operational continuity. The level of risk associated with an asset is a key factor in determining whether it should be retained, repurposed, disposed of or demolished.

All risks are logged on the Council's Ideagen system, where they are categorised as either corporate risks or departmental risks depending on their nature and impact. Risks are monitored through routine internal reviews, compliance inspections and financial reporting, with significant or emerging risks escalated through the Risk Programme Board. This ensures that issues are identified promptly, prioritised effectively and addressed at the appropriate level.

13.0 Implementation and Review

The Asset Management Strategy is delivered through the Asset Management Action Plan (AMAP), which sets out the actions, priorities and decisions required to manage the estate effectively. The AMAP categorises assets for retention, disposal, demolition, investment or repurposing and provides a clear audit trail to support decision making, particularly in preparation for Local Government Reorganisation (LGR).

Implementation of the AMAP is coordinated by the Property Services team, working closely with service areas to ensure actions are accurate, achievable and aligned with operational needs. Progress is reviewed by the Smarter Working Group, ensuring that emerging issues, risks, resource requirements and priority changes are identified early and addressed appropriately

The Strategy will be reviewed every three years, or sooner if there are significant changes in legislation, organisational structure or service requirements. Interim annual reviews may be undertaken to assess progress and ensure the AMAP remains current and aligned with the Council’s Medium Term Financial Plan and Corporate Plan.

14.0 Alignment with National Best Practices

This strategy reflects recognised national guidance and professional standards for local authority asset management. It aligns with the principles set out by MHCLG, CIPFA and RICS, ensuring that the Council manages its assets in a transparent, compliant and financially responsible manner.

The Council’s valuation processes follow the CIPFA Accounting Code and the RICS Red Book, and asset decisions are informed by relevant legislation including the Local Government Act 2003, the Prudential Code, the Climate Change Act 2008 and the Equality Act 2010.

This alignment ensures the Council’s approach remains robust, proportionate and consistent with established best practice throughout the transition to Local Government Reorganisation.

15.0 Conclusion

This Asset Management Strategy provides a clear and practical framework for how Gedling Borough Council will manage its land and property assets during the transition to Local Government Reorganisation (LGR).

It sets out a proportionate and transparent approach that emphasises compliance, financial sustainability and well-evidenced decision making. The Asset Management Action Plan (AMAP) records decisions relating to asset retention, investment, disposal, demolition and repurposing, ensuring that actions are based on service needs, affordability and the condition of the estate. The governance arrangements described in this strategy, including oversight by the Senior Leadership Team help ensure that emerging issues, risks and priorities are monitored and addressed appropriately.

By focusing on the effective management of existing assets and addressing those with significant maintenance liabilities, the Council is taking a measured and responsible approach as it prepares for LGR. This strategy supports day to day service delivery while helping to ensure that the Council transfers a well-managed, clearly documented and sustainable asset base to a future unitary authority.