**Apendix 1: Stratgic Asset Plan Process Review and Update** 20/12/2023

| Objectives of this Appendix |
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| 1. Provide an update on Plan activity. |
| 2. Set out proposed amendments to the Action Plan to address challenges and issues, and adress conflict/duplication within the Action |

**Action Plan Monitor - Strategic**

| Ref. | Description | Summary Adopted Objective | Comments & Challenges to be Addressed | Proposed Position & Status |
|---|---|---|---|---|
| S1 | Asset Challenge - rationalisation of portfolio, identify sites for housing, co-location and disposal. Example pro-forma is attached at Appendix 2. | Completion cycle: 20% by 2024, 40% by 2025 & 60% by 2026. | Completion cycle not aligned with good market practice or reflective of changing macro and micro conditions.<br>Proposed pro-forma is duplication of records - objective ishave efficency (also contains commercially sensitive information). | Review capable of being achieved by Q3 2024, to align with budgetting process and agile to everchanging market conditions.<br>Ability to capture information in a simpler form - providing a 'Plan on a Page' (see format at Appendix 2). |
| S2 | Review practicality and cost of estate condition survey programme | Survey 20% of assets per annum for five years. | Too long to achieve at 20% per annum for meaningful management of PPM and comliance activties. Core documents to feed into overal SAP. | Condition being delivered with completion of activities by Q1 2024, with nominal budget implications; to provide background data to feed into S1. |
| S3 | Implement PPM strategy with target 80% of budget planned, 20% reactive to minimise costs | Costed PPM by financial year 2025/2026. | Per comments in S1 and S2 - pace and agility of delivery needs to be aligned. | Actions being undertaken in S2, will inform transition to objective - target timing to align with S1 review and 2024/25 budgetting. |
| S4 | Review Energy Strategy and Carbon Reduction | Portfolio review from energy use perspective. | Objectives in adopted plan should make reference to contribution to corporate TDC objective of 2030 Net Zero, but also have regard to asset service provision and fiscal nature. S4 objective as drafted is isolated, and needs to be considered in the wider picture (under S1). | Progressing major building surveys to identify decarbonisationfor (i) operational activities, (ii) lifecycle events e.g. M&E replacement, and (iii) invest to save opportunities e.g. PV. Surveys expected by end Q1 2024 - resuts to feed into considerations for S1, S2 and S3; also provide inputs to Decarbonisation Plan. |
| S5 | Implement Corporate Landlord Board and review performance | Centralised real estate functions | Governance mechanism exists already within TDC to efficienlty develop and deliver the SAP. | Assume TDC governance through the approval of the SAP and alignment to TDC fiscal processes. 'Plan on a Page' (Appendix 2) will have defined actions for purpose of review. |
| S6 | Review fixed assets valuation process and implement 'book values' for target rents and prices to inform decision making | ERVs and Asset Values logged for each asset | Comments refer to book values, which are different to market values, so not a relevant measure. | Existing requirement for TDC to achieve best value are effected alongside the principle of 'Avoid a Void' (see O6) are sufficient measures. |
| S7 | Explore systems to benchmark and rate 'wellness' of our assets for occupiers | Conclude of feasibility of wellen rating system for our buildings | No conclusive approach and not a commonly adopted measure within real estate asset management. | Legal requirements around compliance and EDI negate the need for a specific policy. S2 and S3 consider this, as will S1. |
| S8 | Review assets, acquisitions and funding opportunities to inform a Regeneration Agenda | Identify assets with strategic importance and future funding streams | - | Part of the consideration within S1, S2, S3 and S4 (and potentially S12) - funding access will be a significant consideration for some regeneration activities. |
| S9 | Review and align asset use with OPE goals and objectives | Identify clear OPE goals and objetives for North Devon and any specific within Torridge | - | Consideration can be adopted within S1, where OPE is relevant driver. |
| S10 | Implement Investment Strategy for investment and disposals | Adopt formal Acquisition and Disposals Policy | Needs to be driven by a corporate fiscal strategy. | Assume adoption within S1 - no fiscal policy, beyond current budgetting. |
| S11 | Disposals Strategy and Programme Management | Shortlist assets for disposal by end of decade | Per comments in S10, and within S1. | Per comments in S10, and within S1. |
| S12 | Review Community Asset Transfer Strategy | Updated policy published on website and disposals occurring | - | Adopted process aligns with requirements Localism Act 2011. Process is published/accessible, providing for due consideration by Officers / Members. Review any specific assets aligned to S1 activities to define SAP. |

**Action Plan Monitor - Operational**

| Ref. | Description | Summary Adopted Objective | Comments & Challenges to be Addressed | Proposed Position & Status |
|---|---|---|---|---|
| O1 | Asset Data Capture | Efficiently capture asset level data across he estate for performance monitoring | - | Rationalising information sources to align with S1 timing/outputs. 'Plan on a Page' approach to SAP and associated budgetting/fiscal reviews will provide basis for monitoring (notwithstanding comments in S5). |
| O2 | Compliance - prioritisation of R&M | Production of priority list for compliance spend / repair | Duplication. | Addressed in S2 and S3 - this should be BAU activity. |
| O3 | Green Leases | Implement green lease provisions to minimise energy use across the estate | Green Leases have largely been surpassed by corporate objectives to reduce carbon activities and to minimse costs. Lease expiry timing will defer the impact and resources to manage tenant activities needs to be considered. | Larger operational and commercial buildings (e.g. Riverbank House and Caddsdown) are likely to provide larger decarbonisation and fiscal savings within a TDC 'owned' timescale. Survey work in place per S4. |
| O4 | Improvements | Complete property improvements to reduce Operating Expenditure | Duplication. | Considered within S1, S2, S3 and S4. |
| O5 | Service Charge | Review Service Charges to ensure all are based on actual and 100% recoverables are sought | - | |
| O6 | Lease Events and 'Avoid-a-Void' | Pro-actively handle rent reviews, lease renewals and lettings to maximise rents and minimise voids | This is a prevailing rquirement of managing the estate. | Tactical activity to be addressed in S1, and adapted according to prevailing situatons. |
| O7 | Target Market Rents on all occassions and agree personal concessions if rent is to deviate from this | Target achieving rental book values across the estate | See comments in S6. | See comments in S6. |
| O8 | Continue to safeguard the District park and leisure, green spaces and events | Maintain and improve the natural environment and offer access to all | - | To be captured under S1. |
| O9 | Asset Lifecycle Condition | Complete Asset Lifecyle Condition Surveys for the retained commercial let estate to target investment | Duplication - see S2 and S3. | Lifecycle condition considered in S2 and S3, informing overall approach in S1. |
| O10 | Asset Working Group | Corporate Landlord function has an established working group | The provision of SAP, aligned to its periodic review and existing governance should act as sufficient governance - as well as resource allocation. | Functions driven by S1, S2 and S3 provide the direction of travel. Also see comments under S5. |

**Action Plan Monitor - Service Level**

| Ref. | Description | Summary Adopted Objective | Comments & Challenges to be Addressed | Proposed Position & Status |
|---|---|---|---|---|
| L1 | Implement and utilise and up to date asset register | Have an up to date cross-compatible asset register usable and beneficial to other service areas | Several sources of information exist - GIS / HMLR information adopted to support published asset register. | Exploring adoption of Idox as dominant system for records management and profiling - reviewing resource/approach (notional live adopted target of Q3 2024). |
| L2 | Compliance (fire, asbestos, legionella, contract management, electrical, EPC, H&S) | Dedicated compliance officer within estates team | External and internal assessments have identified solutions to achive this. | Adopted as BAU activities within the team - to monitor resource need. Systems either in place or being finalised for onward management - expected completion of identified activities by Q1 2024. |
| L3 | Self-service / automation wherever possible | Events, cemeteries, general enquiries should be process mapped, automated to relevant service area | Requirement for automation is limited vs. the need. | Review of events process undertaken to deal with immediate concerns - to review again by end Q1 2024. Cemeteries records review non-urgent - complete thru 2024. |
| L4 | GIS Mapping of Estate Ownership | Mapped out estate with agreed Meta data | - | HMLR registered land mapped. |
| L5 | Asset Management Software Review | Review of systems to see if fit for purpose | - | Assessment of adopted SAM Terrier system undertaken - decision to integrate with TDC organisation wide Idox software (see L1). |
| L6 | Revew of Community Facilities including community centre, community hubs, town halls, libraries | Review assets providing service delivery and quantify net cost | Duplication with S1 | Included within S1, which will identify opportunities and potential uses. |
| L7 | Review portfolio for exisiting and future housing / hostel provision | Deliver opportunities to meet housing needs | - | Included within S1, which will identify opportunities. |
| L8 | Benches / Memorial Benches | Bring up-to-date system for managing and review whether to transfer to Town Councils | Limited records to support. | Target review completion by Q1 2024. |