

Corporate Asset Management Plan

February 2024

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INTRODUCTION

A key element of achieving the council's goals is how we use our resources, and this includes our land and buildings. To support this a new Asset Management Framework has been adopted which is comprised of three separate elements.

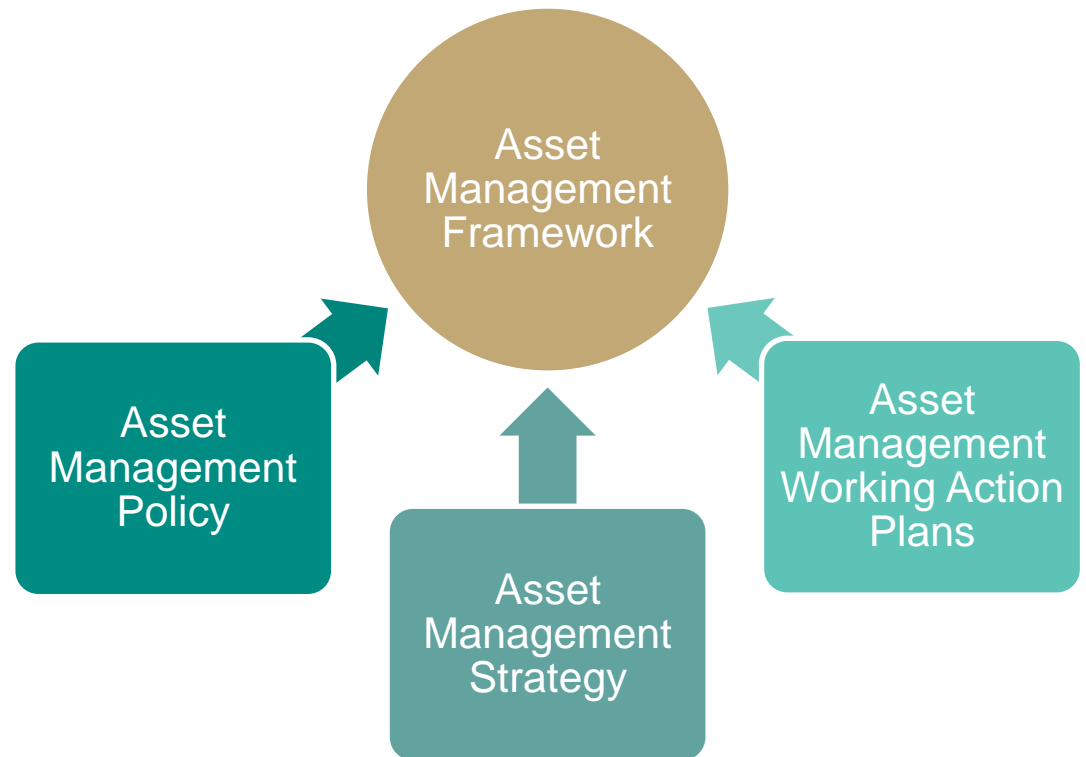
The Asset Management Framework is a suite of documents divided into these three parts.

The Asset Management Policy sets out the overall policy direction of the management of the council's property assets to deliver the corporate objectives and priorities of the organisation. This ensures strong links between the corporate objectives and priorities and asset management policy objectives identified from the outset and the strategy and plans flow from this.

Supporting this are the Asset Management Working Action Plans which will be managed, monitored, and updated on a regular basis to report on progress and achievements. The Action Plans will continually change to reflect the achievement of actions and to capture new priorities and initiatives as they are identified.

The benefit of this structure is that many areas, such as the Asset Management Policy, are likely to remain constant. The Strategy is unlikely to change frequently but will have a shorter life than our overall Policy objectives.

The Head of Property Services (acting as the Corporate Property Officer) has overall responsibility for the Asset Management Policy, Strategy, and the completion of the associated Asset Management Action Plans.



CORPORATE ASSET MANAGEMENT POLICY 2024-2029

Local authorities across the UK hold large property portfolios (made up of land and buildings) which have been acquired through local government reorganisation, previous acquisitions and inherited over many years. Stroud District Council is no different with over 250 land and building assets and 4994 council homes.

A key element of achieving our objectives is how we use our resources, and this includes our land and buildings. This policy establishes some clear principles by which we will manage our land and buildings. The policy will be reviewed on a 5 yearly basis or sooner if there is a major review of the Council Plan or other key strategies.

The Council’s Strategic Property Principle Is:

To manage our property to support the delivery of the Council Plan, Local Plan, and other key strategies.



By

Providing the right property, fit for purpose, in the right place to meet current customer and service needs and plan for the future.	Managing and maintaining property, effectively and efficiently, achieving value for money and helping deliver our 2030 net zero ambitions and social value policy.	Renovating, repurposing, redeveloping, or disposing of poorly performing property that doesn’t meet service needs.	Providing new, good quality, energy efficient and affordable homes, and retrofitting.	Using our property where possible to help create distinctive places and support and enhance local communities and our town centres.	Helping deliver our ambition to improve, protect and enhance green spaces and biodiversity.	Acting as good custodians of our heritage buildings.
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This will achieve the following:

Assets aligned with corporate aspirations and customer needs.	A more environmentally sustainable asset base and an understanding of what we can deliver within the constraints of budget and technology.	The right mix of properties in the right locations to meet local and demographic needs.	Reduction in running costs to the council and its tenants.	Identify long term capital investment needs with a clear understanding of maintenance needs and a clear strategy for maintenance.	Appropriate retention and disposal of assets, enabling reinvestment in existing properties, and development or acquisitions of new homes and properties.
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CORPORATE ASSET MANAGEMENT STRATEGY

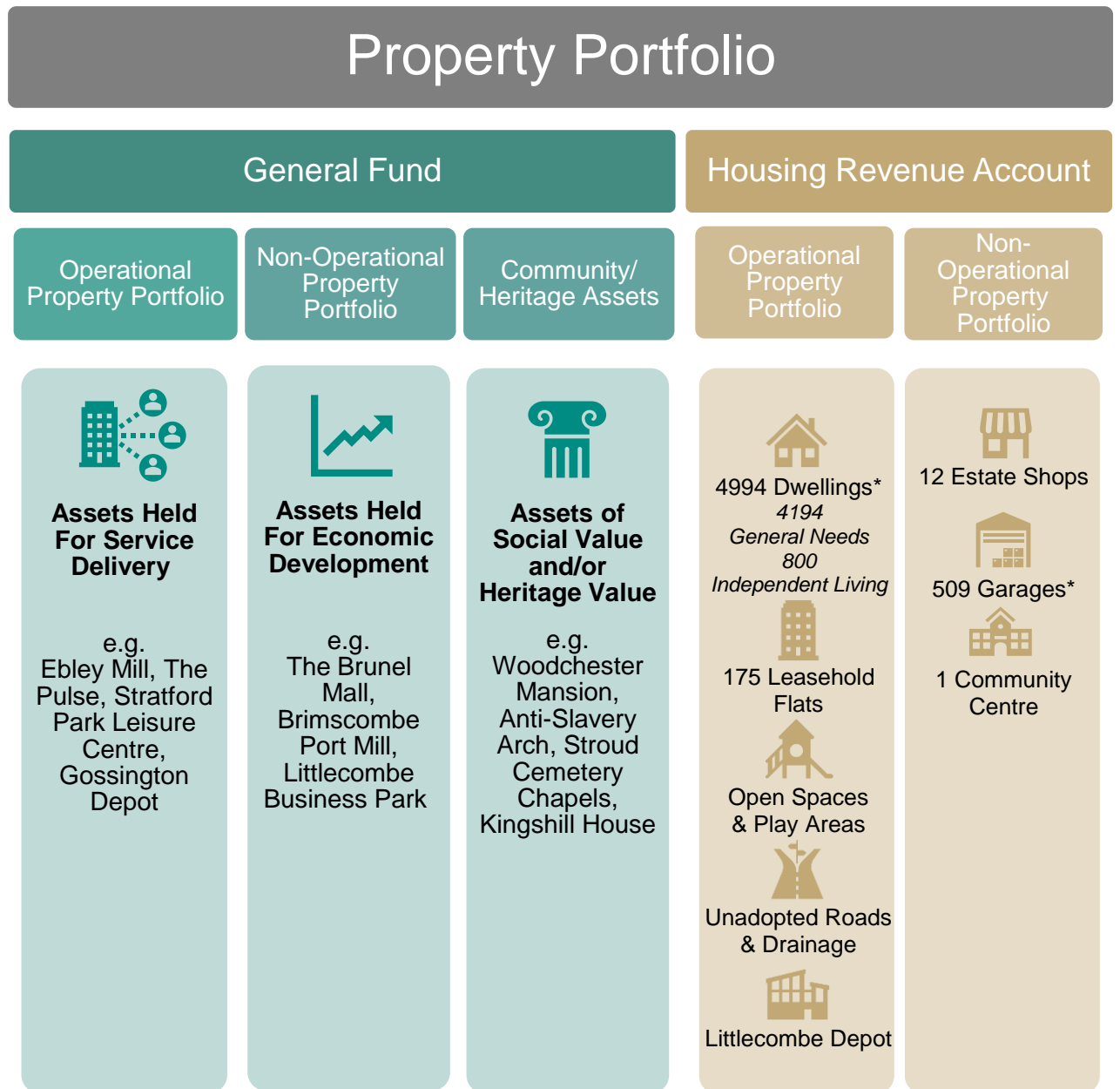
INTRODUCTION

This Strategy details how the council will deliver the Property Asset Management Policy. The Corporate Asset Management Strategy provides an overview of the council’s land and property estate, together with the main priorities for managing and developing that estate in support of its corporate objectives.

Challenges for our housing stock include tenants’ affordability issues arising from the cost-of-living crisis, increasing energy costs, increasing customer expectations, increasing demand and the need to ensure more sustainable homes. Challenges for the General Fund portfolio are similar with increases in energy, running and building costs with many listed buildings requiring ongoing maintenance, and the requirement to improve energy efficiency in line with the council’s commitment to do everything possible to become a carbon neutral district by 2030; all against a backdrop of reducing revenue streams and increasing building costs.

PROPERTY OVERVIEW

There are a wide range of assets in our property portfolio. Some assets are operational and deliver front line services, some indirect service provision and others support local communities. The portfolio includes offices, leisure centres, depots, car parks, public conveniences, community centres, playing fields, woodlands, shops, and council houses. The reason for holding these assets vary and so we need to measure their performance in different ways depending upon the strategic reason for holding it. The council’s property portfolio is categorised as shown on the right:



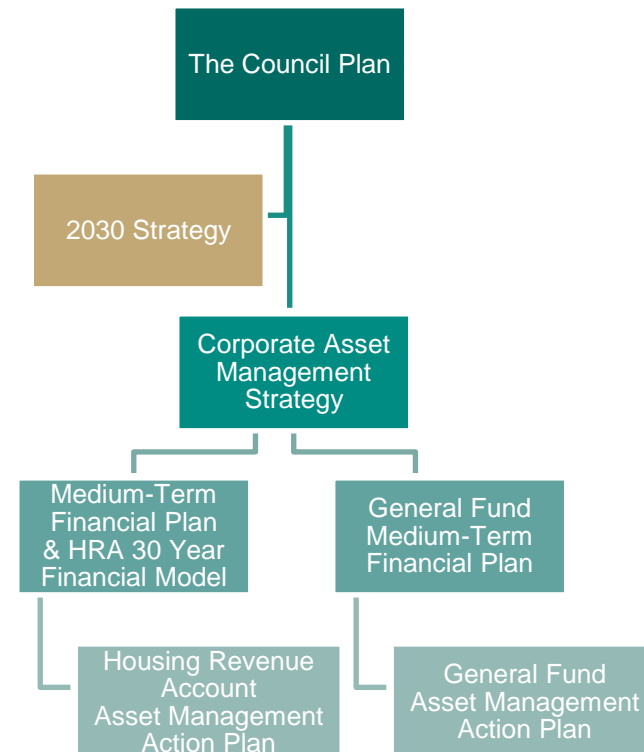
*As at 31st March 2023



A list of the council's assets is publicly available and can be found published in PDF format at <http://www.stroud.gov.uk/council/opedata/registers/council-property-register>

To manage its property portfolio effectively, both now and in the future, and to enable priorities to be met, the council requires accurate information on its property assets including legal title, landlord and tenant matters, running costs, good quality stock condition and performance information including user and occupier satisfaction. This is provided in a variety of ways through Unit 4 ERP, NEC Housing Management System, Keystone, Intelligent Energy, and other databases.

The Asset Management Strategy supports the Council Plan and includes key objectives and targets for our assets to ensure they are used in an effective and efficient way. The framework is shown below:



CORPORATE LANDLORD ORGANISATIONAL & GOVERNANCE ARRANGEMENTS

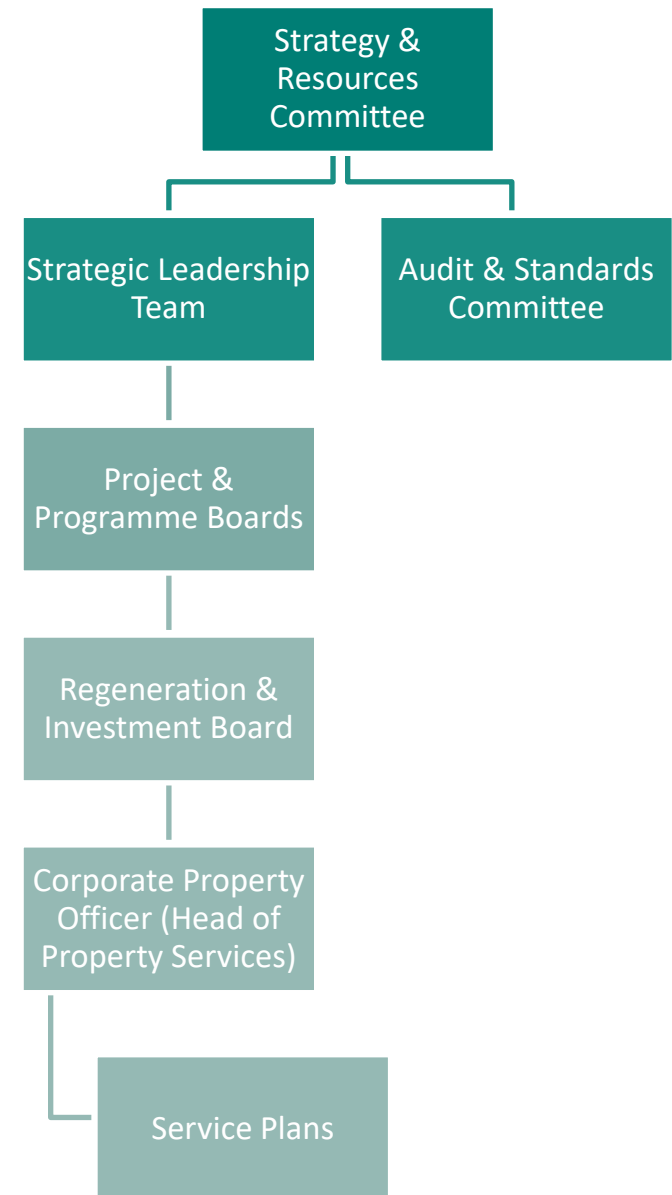
We need to ensure that our land and buildings are managed as corporate resources and decisions are made in the context of the council's corporate objectives.

The concept of a corporate landlord approach is that the ownership of an asset and the responsibility for its management and maintenance is transferred from the service areas into the corporate centre, the service areas then become corporate tenants. The corporate landlord function is to ensure that all services are adequately accommodated and to maintain and manage the associated land and property assets while the service areas priority is to plan and deliver their service to the best of their ability.

The corporate landlord approach is designed to enable a local authority landowner to utilise its assets to deliver better, more efficient services to its communities. By centralising the responsibility for property, it is possible to see the effect that one property has on the remainder of the estate and where gaps need to be or can be filled. There is also a myriad of legislation and regulation that needs to be complied with, which the qualified members of Property Services understand.

The corporate landlord also consolidates the budgets which are transferred to the centralised property function who will use the budget to deliver the councils General Fund Asset Management Action Plan.

The diagram on the right shows the organisational structure for the governance of corporate land and property assets.



OUR MONEY

Stroud District Council, like many other local authorities, has experienced significant funding reductions and we need to make sure we prioritise the money we spend. The council faces challenges relating to the age, condition, and suitability of its portfolio.



Brunel Mall

GENERAL FUND

Property other than Housing is held by the council in a “General Fund”, which will show the aggregated financial position of the council’s non-housing portfolio.

The Medium-Term Financial Plan (MTFP) (2024/25) includes an allowance for maintenance and statutory liabilities of General Fund assets of £474k, plus additional one-off funding of £250k.

The council also secured grant funding e.g., £4.69 million from Salix in 2023/24 (a non-departmental public body owned wholly by Government which administers funds on behalf of the Department for Energy Security and Net Zero) to decarbonise 3 sites, with the council contributing 12% (£609,500).

HOUSING REVENUE ACCOUNT

The Councils housing and housing related property is held in a Housing Revenue Account (HRA). The Councils HRA capital financing position is set out in the HRA Medium -Term Financial Plan (MTFP) and 30-year financial model.

The ongoing maintenance and planned replacement of components for housing is included in the MTFP on a like for like basis, other than the additional sustainable energy works and the remaining works on non-traditional properties. The financial position of the HRA is forecast to be stretched over the medium and long term and all works are subject to the availability of funding from the HRA or external sources.

The HRA secured £4 million of grant funding through the Social Housing Decarbonisation Fund phases 1 and 2.1.

The council will continue to explore sources of funding which may be available to support our property objectives.



New Homes in Minchinhampton

MAINTAINING OUR ASSETS

GENERAL FUND PROPERTIES

SDC is responsible for the maintenance of a total of 53 corporate assets that deliver the councils operational services. It is vitally important that these assets are maintained to ensure a safe and appropriate environment to deliver services, support the customer/service users and the workforce. Existing condition surveys of the portfolio need to be reviewed and a 5-year rolling programme reinstated. These updated condition surveys will help build a better understanding of repairs required and help the council identify and prioritise its resources. It is important that a balanced approach is undertaken to ensure we invest in those assets we need and have a strategy to dispose of those assets we no longer require.

The council ensures that its property portfolio is compliant with legislation by establishing key responsibilities and carrying out all necessary statutory servicing and inspections including asbestos, legionella, gas, lifts, electrical safety, radon, and fire risk assessments. The council follow and undertake the Housing Health and Safety Rating System surveys (HHSRS) and Energy Performance Certificates (EPC's) in respect of its housing stock.

KEY AIMS FOR BUILDING MAINTENANCE



To ensure our buildings are safe and secure for the people who use them.



To improve the energy efficiency of our buildings.



To allocate funding to projects that will achieve the maximum positive impact.



To achieve an efficient balance between planned and responsive maintenance.



To achieve value for money in the way we procure building maintenance work (for example employing local contractors, avoiding waste and specifying materials).

HOUSING REVENUE ACCOUNT PROPERTIES

The maintenance of our housing assets can be broken down into three distinct types:



PLANNED MAINTENANCE

Work that forms part of a one-off programme of improvement or renewal. Our current planned works programme is highly driven by Retrofitting our homes as well as maintaining legislative standards such as the decent homes standard.



CYCLICAL MAINTENANCE

Work carried out on a regular basis (annually or other specified period) and includes areas of compliance such as gas, electric heating services, water treatment services, ground maintenance and external painting.



RESPONSIVE MAINTENANCE

Any work undertaken on an ad hoc reactive basis as a result, of damage, either wilful or accidental, wear and tear or a failure of a component. Examples include day to day repairs, void works and minor disabled adaptation.

A balance of planned, cyclical, and responsive maintenance creates effective asset management allowing a model which anticipates component failure which minimises the need for high levels of costly responsive maintenance.

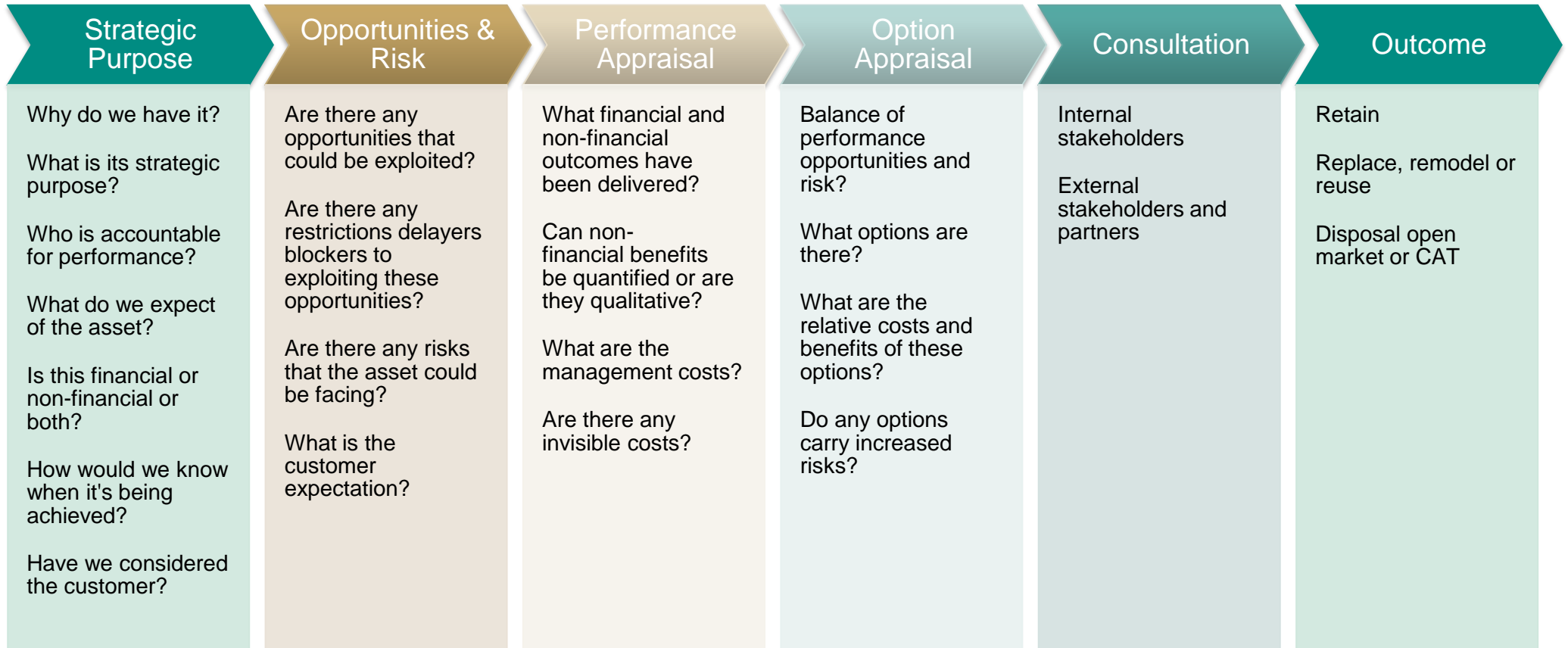
Through our retrofit programme we aim to improve the energy efficiency of our properties, reduce our carbon footprint, and make our homes warmer for tenants. Additionally, works undertaken through our retrofit programme result in properties requiring less energy to heat, leading to lower energy bills for tenants.

In addition to our standard work programmes, we will unlock funding where possible to support these programmes and allow us to undertake larger projects or further works to individual properties, increasing their energy efficiency further, depending on the specific requirements of the funding schemes. So far, we have successfully obtained £4 million of grant funding through the Social Housing Decarbonisation Fund, through three waves of funding: The Demonstrator, Wave 1, and Wave 2.

PROPERTY REVIEWS

It is essential that the council routinely challenges and reviews the use, provision, and performance of its property. A programme of property reviews was timetabled in 2016, and reviews undertaken, however this programme will be revisited annually to ensure we are focusing on the council's current priorities. The aim of this asset challenge process is to establish whether the council's assets are fit for purpose, provide value for money, and meet current and future needs. This will enable informed decisions in respect of the retention, management, and disposal of both our General Fund and HRA assets. Our outline asset challenge process is outlined below.

ASSET CHALLENGE PROCESS



HOW THE ASSET MANAGEMENT STRATEGY SUPPORTS THE COUNCIL PLAN

The Council Plan 2021-2026 was published in 2021 and focuses on three distinct priorities. <https://www.stroud.gov.uk/media/1822558/31-council-plan-2021-2026.pdf>



ENVIRONMENT AND CLIMATE CHANGE

Protecting our environment and leading the district to carbon neutrality in 2030.



COMMUNITY RESILIENCE AND WELL-BEING

Strengthening and supporting our communities so people feel included and connected.



ECONOMY, RECOVERY AND REGENERATION

Supporting a thriving and resilient local economy.



ENVIRONMENT & CLIMATE CHANGE

In 2018 Stroud District Council declared a climate emergency and made a commitment to do everything possible to become a carbon neutral district by 2030.

The council is committed to be an exemplar in investing in its own property and changing its policies and practices to achieve carbon neutrality and build on previous energy efficiency measures that have been implemented.

The decarbonisation of Stratford Park Leisure Centre, the Museum in the Park and the Pulse is underway by replacing aging gas boilers with air source heat pumps to complement this, additional solar panels are also being installed at SPLC and The Pulse.

A project to changeover from gas fired boilers to water source heat pumps at both Ebley Mill and Brimscombe Port Mill has been successfully completed.



*Stratford Park Leisure Centre
Photo by Dom Thompson on behalf of Cotswold Energy Group*

Housing Revenue Account Retrofit Programme

We use a data-driven approach to prioritise properties for retrofit works and to identify the most appropriate improvement measures to utilise for each property. Our retrofit programme is following the PAS2035 fabric first principle, ensuring that heat loss prevention measures are installed before other energy efficiency measures to maximise comfort and bill savings for tenants, and to maximise the properties suitability for low carbon heating in the future, if appropriate. We also follow a lowest regrets approach to minimise the potential of retrofit works having to be replaced in the future on our journey to Net Zero. We aim to use sustainable materials when carrying out our works to reduce the amount of embodied carbon in our homes, meaning that not only will our homes be producing less carbon throughout their lifecycle, but also the materials we use are sourced in a sustainable method, therefore are reduced carbon materials compared to others.

In April 2022, we successfully completed our demonstrator project at Hamfallow Court, an Independent Living site which incorporates 28 flats, based in Berkeley. This site was chosen to use £425,834.60 of grant funding, which we were able to secure under the Social Housing Decarbonisation Fund Demonstrator project. The council provided £680,000 in match funding, bringing the total project cost to just over £1,105,000.

The properties were originally heated by night storage heaters, and hot water was supplied via an electric cylinder. We have installed Cavity Wall Insulation, Ground Source Heat Pumps (GSHP), PV Panels with battery storage and a top-up of existing loft insulation where required. New fire rated doors and double-glazed windows were also fitted throughout the scheme in both individual properties and communal areas. Of the 28 flats, 4 achieved a very high EPC SAP B score, with the remaining all achieving an EPC SAP A, with 9 achieving a SAP score of 100 or more. An average of 97 across the flats.

- 74 tonnes of CO₂ are saved across the site per year due to the works carried out.
- Following the works, it is expected to save the residents £730.43 per annum on their energy spend per year, even in the current energy market! (a mean average across the 28 flats)
- The average heat demand across the 28 flats is 27 kWh/m².a.

It is important that we continue to exploit opportunities on our own land and buildings to demonstrate how technologies can be applied and reduce carbon emissions. A carbon neutral action plan of the councils public and operational estates will be carried out to enable us to plan the decarbonisation of the remaining fossil fuelled sites.

We also face an ecological emergency, and the Council Plan includes key objectives to protect and enhance the districts green infrastructure and biodiversity providing accessible environments that people can enjoy and positively contribute to their good health. The council is developing a district wide action plan based on mapping key areas and habitats to create connectivity and diversity across the district and reviewing how we manage land owned and managed by the council.

The council has worked with Stroud Valleys Project at Salmon Springs where surplus land has been repurposed for the planting of woodland to store carbon, reducing the rate of water runoff, enhancing biodiversity and providing a local amenity. It has also worked with Gloucestershire Wildlife Trust in repurposing and rewilding spaces in Stonehouse.



Water Source Heat Pump, Ebley Mill

ECONOMY, RECOVERY AND REGENERATION



Brimscombe Port

We will deliver a number of key regeneration sites across the district over the period of this strategy for local jobs, new homes, community facilities and green spaces. Examples of these are:

The redevelopment of Brimscombe Port, an important brownfield site with the vision to deliver a sustainable new residential led mixed use community that meets the needs of both existing and future residents. The council has de-risked the site to deliver a viable opportunity to the market, a development partner has been selected working with key stakeholders and the wider community who is working towards achieving a satisfactory planning permission. The site will see the reinstatement of the canal basin which forms part of the planned Cotswold Canals regeneration.

The council acquired a site at Bath Place in 2022, which, now in council ownership, will be redesigned to improve connectivity between the canal and the town centre. The housing type and tenure can also be improved, and affordable housing introduced. The redevelopment of Bath Place has been linked with the Cheapside and Stroud Station car parks to look at a comprehensive master plan of the wider area rather than looking at the sites in isolation. The site also links with the works associated with the successful bid to One Public Estate (OPE) for the Zero Carbon One Public Estate project.



Littlecombe Business Park

Stroud District Council is the partner landowner at Littlecombe, Dursley in a Development Agreement with St Modwen. There has been no progress in developing the remaining land allocated for business/employment use on the Business Park. To bring this site forward we have taken ownership back of these plots to bring this decontaminated and valuable land back into employment use.

The May Lane regeneration project in Dursley provides an opportunity to deliver an affordable housing scheme and additional town centre uses to support the vitality of Dursley whilst enhancing the setting of heritage assets within the Dursley conservation area.

COMMUNITY RESILIENCE AND WELL-BEING



The council will seek to support the delivery of affordable housing through the New Homes and Regeneration Programme and will continue to actively pursue and acquire suitable sites to develop a future New Homes Programme to enable the council to continue to build affordable energy efficient homes.

The Independent Living Modernisation programme is ongoing and nearing completion in 2026. Modernisation improvements to 10 schemes are complete and 6 further schemes will be delivered providing a range of accommodation and community hubs for residents and the local community.

We will review opportunities to deliver units of temporary accommodation on former garage and small sites in the form of modular units. Sites identified for disposal that may be suitable for temporary accommodation (subject to planning consent for a change of use) will be considered. A cross council team has been set up to move discussions forward.

Engaging with Communities

Several properties are leased to voluntary and community organisations for example Kingshill House and Cashes Green Youth and Community Centre. We have also transferred land and buildings to local organisations who run them successfully for the benefit of our local communities. This process is known as Community Asset Transfer (CAT).

Local town and parish councils and local people are often best placed to manage community facilities in their area. They already make extensive use of these assets and their local knowledge and hands on management often results in lower overheads and better value for money. Examples of asset transfers to local town and parish councils include Stroud Subscription Rooms, Sims Clock, Stroud Cemetery and Butterrow, St Mathews and Silver Street Car Parks. The council has an agreed approach to Community Asset Transfers that was approved by the Strategy and Resources Committee in 2019.

We are leasing Stroud Cemetery Chapel to a local and experienced Trust, following a public consultation event, to bring a landmark listed building back into community use by carrying out basic essential repairs while end use options are explored, preventing further deterioration of the building.

A key outcome of the Tenant Engagement Strategy is to improve tenant satisfaction with their homes and their environment. The council has a good relationship with its tenants and involves them in both service delivery and service review. We have dedicated tenant representatives who actively participate on the Housing Committee and focus groups. Regular events are held to engage with tenants on wide range of service areas and we continue to look for further engagement to ensure the council is meeting the tenant satisfaction measures set out by the Housing Regulator.

We are fully committed to using our assets to form partnerships with suitable community organisations to create stronger and cohesive communities.

SDC'S APPROACH TO FUTURE WAY OF WORKING

Following the outbreak of the Coronavirus in 2020 and the need for employees to work from home for a sustained period, a Hybrid Working Policy has been adopted which allows officers to split their time between attending the workplace and working remotely subject to service needs. The council's long-term accommodation strategy will be informed by the Fit For the Future Programme (FFF), the Council's Modernisation Programme which places the communities we serve at the heart of everything we do.

With more digitally enabled services we need to consider our customer facing spaces and how we use them to meet the needs of the customer whilst being flexible enough to change as needs/use change over time. We also need a flexible workplace which could include more shared spaces (for teams, partners, and the community); accommodation that supports innovation and change (e.g., project and collaboration spaces); and more informal meeting spaces and less formal office/desk space.

We will develop an Accommodation Strategy and explore opportunities for the joint use of building space and maximise our ability to generate additional income where buildings are under used.

WORKING WITH PARTNERS

We are members of the One Public Estate (OPE) Programme working closely with other public sector organisations across the county to explore opportunities and make our assets work better for our communities and customers. We are delivering the OPE Zero Carbon Public Estate project, the focus of which has been on the master planning of key sites to deliver energy efficient new homes in the town centre and exploring the options for the retrofitting of listed buildings owned by the partners gaining a clear understanding of the skills required for effective sustainable retrofit in heritage assets and developing a plan for the delivery of those skills to enable retrofit projects and create jobs. There are, therefore, opportunities for shared learning on retrofitting and the challenges of decarbonising the public estate.

We will work closely with Town and Parish Councils to expand the network of Electric Vehicle charging points in our public car parks in market town locations across the district potentially saving many tonnes of carbon being released in the district each year.

The council is working in partnership the Cotswold Canals Connected to deliver phase 1B of the canal project by acquiring land essential for delivery of this key regeneration scheme.

SOCIAL VALUE

The council recognises the important role it can play in enabling Social Value. We will ensure that we comply with our Social Value policy which integrates economic, environmental, and social sustainability in every procurement opportunity. Property Managers have a critical role to play in driving the positive social, economic, and environmental outcomes generated by an asset and we will maximise social value where possible by the way we manage and maintain our property and deliver projects to create a positive legacy.

GENERAL FUND ASSET MANAGEMENT ACTION PLAN

The delivery of the strategy will be achieved through this General Fund Action Plan which sets out the necessary changes to be delivered and will be a live working document, updated and reported to members on a regular basis.

Action Ref	Action Description	Key Asset Management Policy	Objective	Key Milestones			Accountability	Resource Implications
				2023/24	2024/25	2025/26		
AM1	Review of existing condition surveys Reinstate 5-year rolling programme - renew funding.	To manage and maintain property effectively and efficiently and achieve value for money and help deliver our 2030 net zero ambitions and meet social value policy.	Review condition of all general fund premises by Q3 2024.	Complete costing of backlog maintenance.	Phase 1: Schedule and procure prioritised planned works.	Phase 2: Schedule and procure further planned works.	Building Programmes Manager	£10K per annum survey costs from planned maintenance budget.
AM2	Review/agree the 5-year programme of property reviews.	To manage and maintain property effectively and efficiently and achieve value for money and help deliver our 2030 net zero ambitions and social value policy. Help deliver our ambition to improve, protect and enhance green spaces and biodiversity. Act as good custodians of our heritage buildings.	Challenge and review the use, provision, and performance of our property.		Review existing programme, assess, and draft revised programme.	Implement reviews	Head of Property Services Property Manager	Internal resource
AM3	Carry out a condition survey of Stratford Park Leisure Centre (SPLC) as part of the Leisure Services Review.	To manage and maintain property effectively and efficiently and achieve value for money and help deliver our 2030 net zero ambitions and social value policy.	Instruct and complete condition survey by end 2023.	Complete survey and assess recommendations	Phase 1: Schedule and procure prioritised planned works required to comply with health and safety requirements.	Phase 2: Schedule and procure further planned works.	Building Programmes Manager	£6K survey costs from 23/24 planned maintenance budget.

AM4	One Public Estate project OTH.	Using our property where possible to help create distinctive places and support and enhance local communities and our town centres.	To ensure the long-term use of the Old Town Hall, which is an important heritage asset in the centre of the town, whilst protecting the public use of the hall and supporting the adjoining Shambles market.	Commence the marketing of the long leasehold interest in the Old Town Hall for a period of 6 months following the receipt of Expressions of Interest from Community Groups in December 2023.	Agree terms and enter into a long lease for the Old Town Hall with the successful bidder.		Head of Property Services Regeneration Delivery Lead Regeneration & Investment Board	Offering the long lease of the Old Town Hall will secure its future and will generate a capital receipt, which will be held in the Capital Receipts Reserve.
AM5	Progress the development of Brimscombe Port.	Using our property where possible to help create distinctive places and support and enhance local communities and our town centres.	To regenerate this brownfield site, reinstate the canal and deliver homes and jobs.	Enter into Development Agreement with the selected developer.	Planning permission for the redevelopment proposals.	Delivery of the infrastructure works.	Head of Property Services Regeneration Delivery Lead Regeneration & Investment Board	Capital grant funding of £2.6 million from SDC, £2 million from Homes England, £796K from Land Release Fund and net income from the Mill.
AM6	Progress the regeneration project at Bath Place, Cheapside and station car parks, Stroud.	Using our property where possible to help create distinctive places and support and enhance local communities and our town centres.	Regenerate the area around the station bringing new energy efficient homes into the town centre assisting with the economic regeneration of the town and delivering improved passenger experience for rail users.	Formal pre app to be obtained and in principle approval to the project from Department for Transport, Great Western Railway and Network Rail.	Delivery Strategy to be agreed, public funding secured, and opportunity taken to market, subject to agreement by all landowners.	Subject to approval by all parties and the successful marketing of the opportunity, planning permission for the redevelopment plans can be applied for.	Head of Property Services Regeneration Delivery Lead Regeneration & Investment Board	Masterplan and surveys funded through the Zero Carbon One Public Estate project. Private investment required through partnership with developer. Public funding required through for example Homes England's Brownfield, Infrastructure and Land fund.

AM7	Littlecombe Employment Land	Using our property where possible to help create distinctive places and support and enhance local communities and our town centres.	Determine delivery strategy and market site or developed units.	Identify and engage supporting agent.	Determine delivery strategy and seek Committee approval.	Marketing starts.	Head of Property Services	Dependent on delivery strategy.
AM8	To have established and completed a carbon neutral action plan of the councils public and operational estates.	Managing and maintaining property, effectively and efficiently, achieving value for money and helping deliver our 2030 net zero ambitions and social value policy.	Complete by 2026	Specify technologies for replacement of fossil fuel heating to general fund premises.	Secure funding and procure works.	Complete and commission schemes of work.	Building Programmes Manager	Internal resource
AM9	Installation of Air source heat pumps - Stratford Park Leisure Centre, the Museum in the Park and The Pulse.	Managing and maintaining property, effectively and efficiently, achieving value for money and helping deliver our 2030 net zero ambitions and social value policy.	Work in progress.	Complete final commissioning Feb 24.	Complete final inspection, certify works and settle final accounts.		Head of Property Services Building Programmes Manager	£609K contribution from SDC and £4.69 million in grant funding.
AM10	Disposal of General Fund surplus small sites	Renovating, repurposing, redeveloping, or disposing of poorly performing property that doesn't meet service needs.	Dispose of surplus or underused, small sites and property by public marketing to maximise overall economic use value.	Project continues with auctions of site in Feb 2024.	This is a continuing programme disposing of surplus sites as they become available through day today property turnover, changing land requirement etc.	Ongoing as sites become available.	Head of Property Services Principal Estates Surveyor	Self-funding, costs recovered from proceeds of disposals.
AM11	Accommodation Strategy	Providing the right property, fit for purpose, in the right place to meet current customer and service needs and plan for the future.	To complete changes to office accommodation to support hybrid working and free up further space for letting.	Agree brief for redesign.	Implement changes and market office suites.		Head of Property Services Building Programmes Manager	Internal resource and Covid Recovery Budget.

HOUSING REVENUE ACCOUNT ASSET MANAGEMENT ACTION PLAN

The delivery of the strategy will be achieved through this HRA Action Plan which sets out the necessary changes to be delivered and will be a live working document, updated and reported to members on a regular basis.

Action Ref	Action Description	Key Asset Management Policy	Objective	Key Milestones			Accountability	Resource Implications
				2023/24	2024/25	2025/26		
HRA AM1	Ensure the delivery of the 'Decent Homes' Standard.	Managing and maintaining property, effectively and efficiently, achieving value for money and helping deliver our 2030 net zero ambitions and social value policy.					Head of Assets & Investment (Council Housing)	
HRA AM2	Implement a new asset management software system.	Managing and maintaining property, effectively and efficiently, achieving value for money and helping deliver our 2030 net zero ambitions and social value policy.					Head of Assets & Investment (Council Housing)	
HRA AM3	Undertake annual rolling programme of stock condition of our assets.	Managing and maintaining property, effectively and efficiently, achieving value for money and helping deliver our 2030 net zero ambitions and social value policy.					Head of Assets & Investment (Council Housing)	
HRA AM4	Cost analysis of achieving a C rating or above for all our housing stock.	Managing and maintaining property, effectively and efficiently, achieving value for money and helping deliver our 2030 net zero					Head of Assets & Investment (Council Housing)	

		ambitions and social value policy.						
HRA AM5	Achieve a C rating or above of all our stock.	Managing and maintaining property, effectively and efficiently, achieving value for money and helping deliver our 2030 net zero ambitions and social value policy.					Head of Assets & Investment (Council Housing)	
HRA AM6	Delivery of the current New Homes & Regeneration Programme.	Providing the right property, fit for purpose, in the right place to meet current customer and service needs and plan for the future.	Deliver remaining 54 homes in the current new homes programme. Achieve an EPC A rating on all properties (except for those acquired through S106).	Tender works at Gloucester Street/Bradley Street, Cambridge Avenue & Glebelands Secure planning permission for Queens Drive Acquire S106 units at Symn Lane.	Start on site at Gloucester Street/Bradley Street, Cambridge Avenue, Glebelands & Queens Drive (subject to planning).	Completion of Gloucester Street/Bradley Street, Cambridge Avenue, Glebelands & Queens Drive (subject to planning).	New Homes & Regeneration Manager	Subject to securing external subsidy from Homes England or other partners to provide gap funding for projects. Subject to planning (Queens Drive).
HRA AM7	Review and assess opportunities to develop a future New Homes Programme.	Providing the right property, fit for purpose, in the right place to meet current customer and service needs and plan for the future.	Assess and acquire suitable new land opportunities as well as exploration of existing land holdings/ property portfolio to extend the new homes programme.	Review Swedish Timber properties to establish the best option for each site (refurbishment, redevelopment, or disposal). Assess land opportunities and S106's as they present themselves, making offers subject to budget	Work closely with Contract Services and Tenant Services to identify any regeneration opportunities from poor performing/ hard to let assets. Assess land opportunities and S106's as they present themselves, making offers	Develop suitable sites from inception through to concept stage. Present a report to Housing Committee setting out details of a future new homes programme.	Head of Property Services New Homes & Regeneration Manager	Budget of £3m available for the acquisition of sites. Delivery of future programme subject to viability and securing subsidy to gap fund projects.

				<p>availability and in line with delegated authority. Actively promote SDC's interest in new development opportunities with land agents and developers.</p> <p>Attend GRHP meetings and assess any rural exception sites as arise.</p>	<p>subject to budget availability and in line with delegated authority.</p> <p>Actively promote SDC's interest in new development opportunities with land agents and developers.</p> <p>Attend GRHP meetings and assess any rural exception sites as arise.</p>			
HRA AM8	Independent Living modernisation programme.	Providing the right property, fit for purpose, in the right place to meet current customer and service needs and plan for the future.	To complete the Independent Living modernisation works in line with the Older People's Housing Strategy.	Complete modernisation works at 3 schemes. The 6 th of the 7 Hubs and the 5 th and 6 th of the I+ schemes.	Complete works at 3 schemes. The final Hub and 2 further I+ schemes.	Complete works at the final 3 I+ schemes.	New Homes & Regeneration Manager	Programme included in MTFP – subject to continued budget approval.
HRA AM9	Explore the use of garage sites to be used for temporary or general needs modular homes.	Providing the right property, fit for purpose, in the right place to meet current customer and service needs and plan for the future.	To explore the delivery of 'pods' on suitable garage sites which may be used for temporary accommodation. Any units need to address the needs identified in the Temporary Accommodation Strategy. If unsuitable for temporary accommodation to investigate their suitability for	<p>List of garage sites to be reviewed and assessed to determine a list of sites which are suitable for accommodation.</p> <p>Development and drafting of a Temporary Accommodation Strategy</p>	<p>Adoption of Temporary Accommodation Strategy</p> <p>Develop sites with a view to submitting planning applications and in line with strategy.</p> <p>Procure 'Pods' and contractor to undertake groundworks.</p>	Start on site and delivery of 'pods' for temporary or general needs accommodation	<p>New Homes & Regeneration Manager</p> <p>Strategic Head of Housing Services</p> <p>Head of Housing Solutions</p>	<p>Subject to adoption of Temporary Accommodation Strategy.</p> <p>Subject to planning and funding.</p>

			general needs use.					
HRA AM10	Disposal of HRA surplus garages and small sites.	Renovating, repurposing, redeveloping, or disposing of poorly performing property that doesn't meet service needs.	Dispose of surplus or underused garages and small sites by public marketing to maximise overall economic use value.	Project continues with auctions of sites in Feb and March 2024. Rolling up of further auction programme.	As previous milestone plus a) identify all retained garages and b) put medium term maintenance plan in place.	Nearing completion of all garages and small sites disposals, programme wind-up begins.	Head of Property Services Principal Estates Surveyor	Self-funding, costs recovered from proceeds of disposals.

APPENDICES

Approach to Community Asset Transfers

<https://stroud.moderngov.co.uk/Data/Strategy%20and%20Resources%20Committee/201906131900/Agenda/item-5-corporate-asset-management-strategy-property-reviews-and-community-asset-transfers.pdf>

Social Value Policy <https://www.stroud.gov.uk/media/1822648/stroud-district-council-social-value-policy-v13.pdf>

Repairs and Planned Maintenance Policy 2017-2020 <https://www.stroud.gov.uk/media/682239/repairs-and-planned-maintenance-policy-2017.pdf>

Tenant Engagement Strategy <https://www.stroud.gov.uk/media/1874703/tenant-engagement-strategy-april-2022.pdf>

Older People's Housing Strategy <https://www.stroud.gov.uk/media/1022570/older-peoples-housing-strategy-19-23.pdf>