

West Suffolk Council Asset Management Plan - Policy Summary

Summary and action plan table describing each category of asset and the policy and strategic context

| | 1. Operational property | 2. Commercial investment and economic development | 3. Specialist housing and homelessness | 4. Barley Homes pipeline | 5. Strategic land for residential and commercial development | 6. Leisure, open space and recreation | 7. Land for energy infrastructure | 8. Land without development potential | 9. Options, overage, covenants and other agreements on land and property not directly owned by the council |
|--|---|---|---|--|---|---|--|---|--|
| Description | Property assets used to deliver services | Held to provide commercial revenue returns. Also promote SME businesses, business growth and support retention of key employers | The council is not a stock holding authority, however may own properties providing emergency or specially adapted residential accommodation. The council also owns a small number of community assets. | Land owned or acquired by the council to be developed out by Barley Homes. | Land to facilitate any type of development, either directly by the council for retention, or sold to the market. This includes small parcels of land which may help facilitate development. | Land and property held for community, leisure and recreational uses. | Land and property used to provide or support energy infrastructure such as solar farms, wind turbines, solar panels on council owned and third party properties. | Majority of small land parcels owned by the council normally as the result of legacy and which have no current or potential future value. In many cases this land may also form an ongoing liability for the council. | Interests in land and property not directly owned by the council. Examples include sold land subject to covenants or containing overage provisions. May also include third party land where the council retains a liability. Also includes land under option by the council. |
| Examples of property owned by West Suffolk Council | West Suffolk House; West Suffolk Operational Hub; College Heath Road; Mildenhall Hub; car parks; The Apex | Whole commercial portfolio (for example industrial units in Brandon; shopping parades in Newmarket); Harvey Adams Centre; Haverhill MENTA buildings; OMAR Homes site in Brandon | Abbotts House, Bury St Edmunds; 1 The Avenue, Newmarket | Castle Hill, Haverhill; Westfield; Haverhill (Bought directly by Barley Homes) | College Heath Road | Parks and gardens; play areas; leisure centres; country parks; burial space provision; historic monuments; museums; allotments; amenity greens; leisure facilities included under a community use agreement | Toggam; solar for business sites | Miscellaneous small parcels of land across the district | |
| How this asset type helps to deliver our strategic priorities | Through the delivery of services from our operational estate (both office-based and field-based) we support and enable the delivery of all of our strategic priorities. | By investing in commercial property, we can support growth in West Suffolk's economy, and the delivery of the Medium Term Financial Strategy. | We can enable people to access suitable and sustainable housing through the provision of appropriate temporary, specialist and emergency accommodation to suit their needs. These assets, and our other community assets will support resilient families and communities. | Generate income for the Shareholders (100% West Suffolk Council) and increased and improved provision of appropriate housing in West Suffolk through delivery of land and housing. | The delivery of land and housing will lead to Increased and improved provision of appropriate housing in West Suffolk. This will also support growth in West Suffolk's economy through investment in development. | By using our community, leisure, open space and heritage assets to support wellbeing and education, we enable families and communities to be healthy and active. | By investing in clean energy infrastructure, we are growing the West Suffolk economy, energy resilience and improving the quality of the local environment for our residents and businesses. | Minimal to no contribution. | Such agreements may offer the council the opportunity to help deliver services, support communities and create opportunities for growth. |

| | 1. Operational property | 2. Commercial investment and economic development | 3. Specialist housing and homelessness | 4. Barley Homes pipeline | 5. Strategic land for residential and commercial development | 6. Leisure, open space and recreation | 7. Land for energy infrastructure | 8. Land without development potential | 9. Options, overage, covenants and other agreements on land and property not directly owned by the council |
|--|--|---|--|--|---|---|---|--|---|
| Overarching asset strategy, linked to statutory duties and council policy | Retain where meeting need. Look for OPE opportunities to share facilities and co-locate with other public sector bodies and relevant partners. | Maximise revenue returns but also understand the value of the wider benefits – for example jobs created; increased no’ of start-ups; increased salary levels; increased skills and attainment; links with education providers. The council can also invest in properties which promote and support start up enterprises; small to medium sized companies; or properties which generate business growth in the area. Other investments could be purchased to support the retention of key employers in West Suffolk. | Provision of appropriate housing in right locations to meet with identified need. Look for opportunities to reduce reliance on emergency accommodation and looks for opportunities which meet our statutory duties whilst also improving social outcomes for families. | Any potential residential sites will be assessed for suitability for Barley Homes before disposal to the wider market. Sites may be acquired as strategic land, but again Barley Homes will be given the opportunity to appraise and provide an in-principle view during the purchase appraisal process. Sites will be appraised on the basis of a full compliance scheme. | Understand and assess potential for viable development; link to Housing Delivery Plan; link to Barley Homes and/or Developer partners | Asset approach supports specific adopted community and leisure policies; including; Physical Activity Framework; Playing pitch assessment; Tree strategy; Supplementary Planning Guidance; Green infrastructure strategy (planning document). Also consider Conservation Area Management Plan for former Abbey site in Bury St Edmunds. | Long term, stable return on investment; increased resilience for our communities; Removing a key barrier to growth; A higher skills sector for West Suffolk. Opportunities for the Council to demonstrate best energy practice/show leadership through the One Public Estate programme Strengthening the local energy network where it builds resilience Local energy purchasing and cost reduction opportunities for West Suffolk businesses. Maximise the contribution that energy can make in unlocking growth, strengthening local sustainability and supporting investment value allowing us to secure benefit for our residents and businesses. While energy provision is fundamental to our growth ambitions for West Suffolk, there is also a financial business case for developing energy schemes. These offer us a commercial investment opportunity and we have seized the chance to invest since it makes sound financial, economic and environmental sense. See West Suffolk Energy Framework | Needs to be identified as a specific project; Assess for longer-term strategic potential. If none, then seek to transfer or sell liability | Update and maintain a centralised database of these types of agreement, with action triggers to be linked to the Estate Management system, when it is in place. |

West Suffolk Council Asset Management Plan – Estate Management

Summary and action plan table of how we manage the council's land and property assets and interests

| | 1. Operational property | 2. Commercial investment and economic development | 3. Specialist housing and homelessness | 4. Barley Homes pipeline | 5. Strategic land for residential and commercial development | 6. Leisure, open space and recreation | 7. Land for energy infrastructure | 8. Land without development potential | 9. Options, overage, covenants and other agreements on land and property not directly owned by the council |
|--|---|--|--|--|---|---|---|---|--|
| Estate management approach | Maintain and seek efficiencies on operational running costs. Ensure efficiency of space and use. Maintain and extend the lifespan of our buildings and infrastructure | Ensure lease events kept up to date and rents agreed are at Market levels. Respond swiftly to non-paying tenants and ensure lease terms adhered to in order to maintain the value of the individual asset. | Review the estates portfolio for conversion of the commercial and operational portfolio to appropriate short term accommodation for residential lettings | Identify potential sites in the operational and non operational estate portfolio of the council that may be redeveloped to meet the Barley Homes pipeline. | Identify any potential upcoming surplus land and property on the estate and appraise for possible re-development to generate revenue and/or disposal to generate a capital receipt. | Management of playgrounds, pitches, and so on. Part of Operations, but separate from management of estate and commercial portfolio. | To manage existing land holdings used for the purpose of providing energy infrastructure and consider future opportunities. Managed by Environmental Health team. | Mange any liabilities as appropriate – seek to dispose or transfer where possible | Management of options, overage agreements, covenants and other agreements on assets not directly owned by the council. |
| Actions over the next 12 months | Repairs and investment to ensure that properties meet the Minimum Energy Efficiency Standards (MEES) Regulations 2015 | Refurbishment of James Carter Road units (Mildenhall) including modernisation of front units and more efficient configuration of outside space and parking. | Residential conversion of Palace Cottage, Newmarket | Sites identified across car parks in Bury Town Centre - subject to parking capacity and potential redevelopment of Ram Meadow/ St Andrews | Eastern Way – Consider options for acquiring adjacent sites to allow potential commercial redevelopment for B1/2/8 uses of wider site. | Review of our open space holdings | The Environment team will continue to manage the existing energy portfolio. A new O&M contract for the solar farm begins in 2019. | | Review all known records of options, overage, covenants and other agreements on non-owned WS land |
| | Commence a 3-year programme of maintenance on our network of footpaths | 14/15/16 Chiswick Avenue (cul-de-sac) – Review opportunities for upgrade or possible redevelopment- linked to 2020 lease expiry of unit 16. | Kellys Meadow Traveller Site | | | Project management of the Eastgate Nursery development. | | | Arrange for the Land Registry to undertake a review for its records on land registered to WS and non owned holdings that WS has an option, overage, covenants and other benefit. |
| | Purchase and implementation of a Property Management System | Gregory Road Re-roofing | The Avenue, Newmarket - ongoing works to make site compliant with health and safety standards and suitable for HMO use. | | | Complete Abbeycroft and Skyliner leases. | | | |

| | 1. Operational property | 2. Commercial investment and economic development | 3. Specialist housing and homelessness | 4. Barley Homes pipeline | 5. Strategic land for residential and commercial development | 6. Leisure, open space and recreation | 7. Land for energy infrastructure | 8. Land without development potential | 9. Options, overage, covenants and other agreements on land and property not directly owned by the council |
|--|---|---|---|---------------------------------|---|--|--|--|---|
| | Structural surveys at Parkway and Guineas car parks | Wimbledon Avenue/Norwood Road, Brandon - review options ahead of lease renewal including potential refurbishment against impact of potential loss of tenant. | | | | Abbey Gardens plan sale building construction | | | |
| | Anglian Lane - site alterations to provide additional parking | Piperall Way - appraise options for smaller units | | | | Brandon L/C - GP Surgery/Pre School and Receptions Feasibility scheme | | | |
| | Bus shelter refurbishments and repairs | Management of the Council's 300 commercial properties including rent reviews, new lettings and renewed leases, assignments, break options and debt recovery. | | | | Moreton Hall Community Centre refit and extension - Library and office areas | | | |
| | Estate and building surveyor support to Mildehall Hub and Western Way development including new leases, facility management and building works. | Maintain a commercial portfolio void rate of less than 7% empty properties ensuring that they are marketed, let or sold at earliest opportunity. | | | | Athenaeum Heating plant renewal | | | |
| | | A review of neighbourhood precincts to identify whether there may be opportunities for rationalisation, or sale or re-gearing of individual interests where any receipts could be potentially be re-invested with greater effect elsewhere. | | | | | | | |
| | | Gloucester Road Haverhill repairs | | | | | | | |

| | 1. Operational property | 2. Commercial investment and economic development | 3. Specialist housing and homelessness | 4. Barley Homes pipeline | 5. Strategic land for residential and commercial development | 6. Leisure, open space and recreation | 7. Land for energy infrastructure | 8. Land without development potential | 9. Options, overage, covenants and other agreements on land and property not directly owned by the council |
|------------------------------|--|---|---|-----------------------------------|--|--|--|--|---|
| Purpose and outcomes | <ul style="list-style-type: none"> 1. Meet MEES regulations 2. Reduces energy costs 3. Reduce whole life costs of asset 4. Mitigate health and safety issues | <ul style="list-style-type: none"> 1. Optimise income 2. Maximising rental income 3. managing debt 4. Meeting market demand for unit size and fit out 5. Upgrade units to meet maintenance liabilities 6. Minimise risk of void units | <ul style="list-style-type: none"> 1. Support council housing priorities' 2. Increase the number of short term lettings | | <ul style="list-style-type: none"> 1. Complete investigations on possible acquisition of neighbouring sites 2. Viability of options including commercial and residential 3. Develop business case | Establish all open space holdings of the council with a view to evaluating the need and value of the assets | Ensure all energy assets are maintained and enhanced to operate as efficiently as possible | | A planned response to exercise an option and improved financial management for overage receipts |
| Resource implications | Funded from approved building maintenance programme. The level of support needed for business case development for new acquisitions has the potential to impact on work programme. | Funded from approved budgets. External support for valuation/ marketing agents may be needed from time to time. The level of support needed for business case development for new acquisitions has the potential to impact on work programme. | Business cases approved including resources | Resources provide by Barley Homes | No additional resources needed | Funded from approved building maintenance programme and relevant business cases. The level of support needed for business case development for new acquisitions has the potential to impact on work programme. | Business as usual for the environment team. | | |