

## **Appendix 4**

# **Strategic Asset Management Plan**

**Asset Management Policy**  
**Asset Management Strategy**

# Executive Summary

Tameside Council and Tameside and Glossop CCG are, through the Executive Director of Growth, commissioning a review of how land and property assets across the Council and CCG can be best used to enable the delivery of the priorities identified in the Corporate Plan.

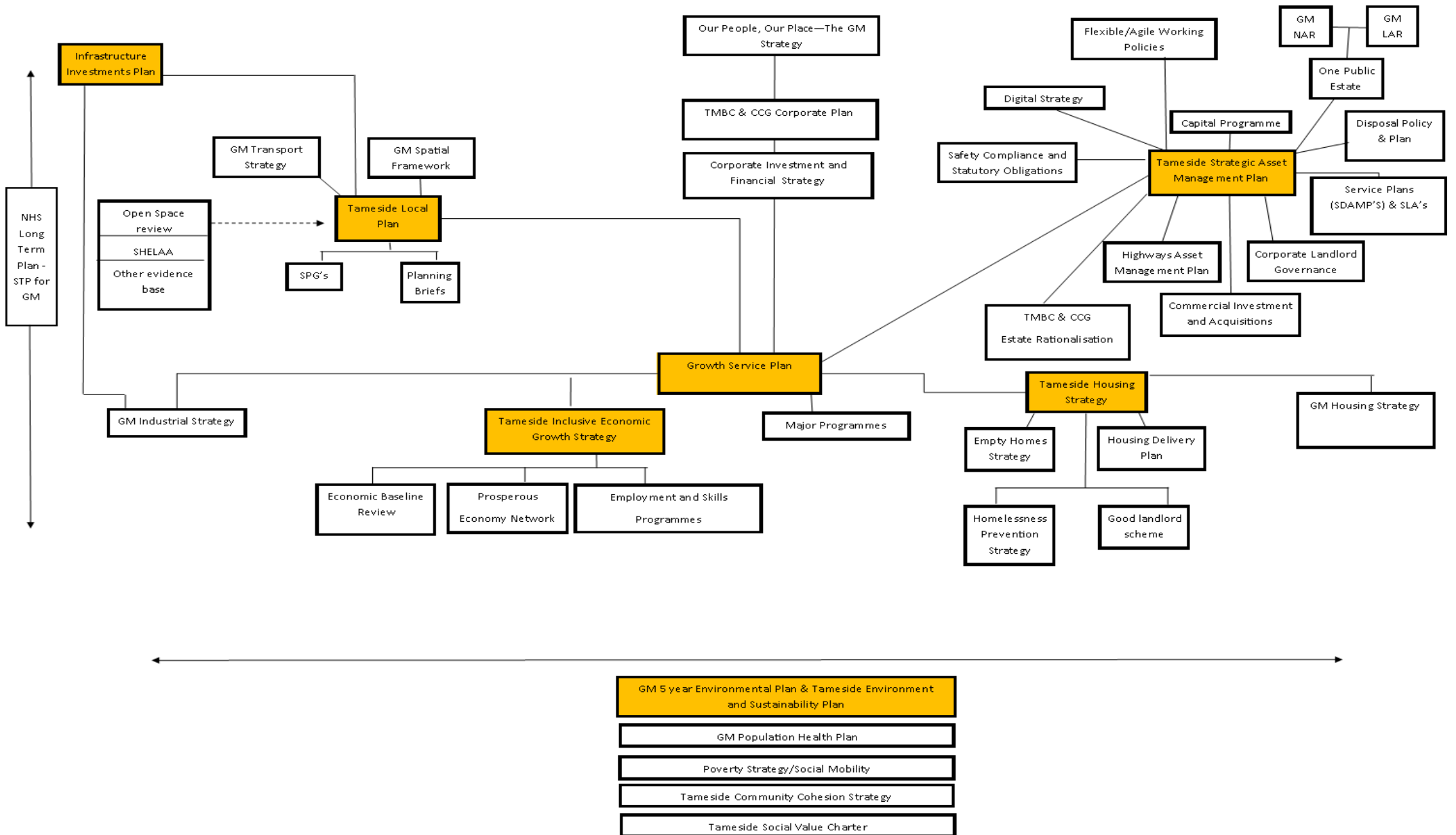
The Council and CCG owns or occupies a portfolio which includes a wide range of assets, all of which require individual consideration in terms of their management. This Asset Management Plan is intended to govern how those assets are managed to best effect to not only capitalise on their benefit to the Borough, its communities and residents but also to maximise efficiency and effectiveness in delivering inclusive growth (figure 1.).

Strategic asset management is crucial in ensuring that assets are managed in accordance with a pre-determined, well thought through plan, but with a flexibility and adaptability that allows that plan to change should that be the right thing for the Borough. The Asset Management Policy and Asset Management Strategy have been developed to deliver a cohesive and considered approach and to inform the development of a comprehensive and timely Asset Management Action Plan to ensure effective delivery of identified short, medium and long term priorities. The three documents together will form the Council and CCG's Strategic Asset Management Plan.

The Asset management and Policy and Strategy shall be reviewed on a bi-annual basis to ensure they still align with the organisations priorities. The Asset Management Action Plan shall be reviewed annually.

<b>Strategic Asset Management Plan 2020-2025</b>
Asset Management Policy – Review bi-annually.
Asset Management Strategy – Review bi-annually.
Asset Management Action Plan – Review annually.

Figure 1. SAMP's contribution to delivery of Inclusive Growth



# Introduction

Tameside Council and Tameside and Glossop CCG have, through a Joint Strategic Commissioning Board developed a new Corporate Plan, “Our People, Our Place, Our Plan” which provides direction and focus for the transformation of the Borough as well as the services the Council and CCG provides.

Tameside also forms a part of Greater Manchester and supports the wider Greater Manchester agendas of Public Sector Reform, Growth, Housing, Transport, Integrated Health and Social Care and Environmental Management.

Tameside Council’s land and property asset portfolio is one of the key enablers to deliver the Priorities in the Corporate Plan. The corporate estate comprises 1,470 income generating assets, 1,027 highways assets and 482 operational land and property assets. This Strategy will facilitate the review of these assets to align them with achieving the Council, CCG and GM priorities.

It is imperative that in the current environment of budget constraints together with increased transparency and scrutiny that all resources at the Council and CCG’s disposal are employed as efficiently and effectively as possible. This Strategic Asset Management Plan, aligned with the Corporate Landlord approach, will ensure this is the case, providing assurance that the asset base is being used to best effect at every opportunity.

# Context

## 1. Purpose

The purpose of this Strategic Asset Management Plan (SAMP), is to ensure that the Council and CCG land and property assets contribute pro-actively to the delivery of the organisations priorities.

The Policy, Strategy and Action Plan will also inform investment, disinvestment, development and disposal decisions.

This SAMP will also direct and inform the actions and priorities of the Council and CCG's Strategic Property Service (SPS) to ensure that the asset portfolio is consistently aligned with corporate priorities, providing value for money with management of the portfolio in accordance with industry standards, benchmarked against comparable peers and aligned with the Corporate Financial Strategy and Capital Programme. This strategic approach to management and investment of the corporate portfolio will ensure that the asset base remains fit for purpose for years to come.

## 2. Priorities

Tameside Council and Tameside and Glossop CCG have, through a Joint Strategic Commissioning Board developed a new Corporate Plan, "Our People, Our Place, Our Plan" which provides direction and focus for public service reform and transformation of the Borough as well as the services the Council and CCG provides.

Tameside also forms a part of Greater Manchester and supports the wider Greater Manchester agendas of Public Sector Reform, Growth, Housing, Transport, Integrated Health and Social Care and Environmental Management and Sustainability.

The 2020 Covid 19 pandemic has brought a higher focus to the achievement of the Council's strategic aims, particularly around Growth, Jobs and the accelerated change to flexible working practices.

## 3. Social Value

Through the Tameside Social Value Charter, the Council affirms its commitment to:

1. Delivering our Corporate Plan for Tameside and Glossop (Our People, Our Place, Our Plan) supported by our **Five Social Value priorities** and benchmarking their outcomes against the National TOMs Framework for Social Value
2. Deliver **Our Promise**. We will set an example to the businesses in our borough by showing our commitment to Social Value within our organisation.

3. Tameside's **Wider Social Value Activity**
4. Delivering **Social Value through Procurement**. STAR, the Councils internal procurement team will use the Social Value Portal to record and monitor suppliers' Social Value commitments for all competitive procurement activity with a total agreement value in excess of £50k.

### Five Social Value Priorities

	Priority	Outcome:	TOMs Theme				
			1	2	3	4	5
1	Excellent Health and Care	Longer and healthier lives for all through better choices and reducing inequalities.		√	√		
2	Successful Futures	Aspiration and hope through learning and moving with confidence from childhood to adulthood.	√		√		
3	Work, Skills and Enterprise	Opportunities for people to fulfil their potential through work, skills and enterprise for example, apprenticeships, earning above living wage, achieving at least level 3 skills and increasing the number of business start ups	√	√			
4	Stronger Communities	Nurturing our communities and having pride in our people, our place and our shared heritage.		√	√		√
5	Sustainable Environment	Modern infrastructure and a sustainable environment that works for all generations and future generations.			√	√	

Theme 1 - Jobs: Promote local skills and employment

Theme 2 - Growth: Supporting growth of responsible, local businesses

Theme 3 - Social: Healthier, safer and more resilient communities

Theme 4 - Environmental sustainability: Protecting and improving our environment

Theme 5 - Social innovation: Promoting new ideas and community initiatives

## **4. External Influences**

### **4.1 Financial Context**

For some years now, central government has required local authorities and partner organisations to make substantial savings in both revenue and capital spend. This has affected Tameside & Glossop in much the same way as other areas.

This requires the organisation to make significant savings over the coming years, meaning that a focus on efficiency and value for money is even more important.

The effective, strategic management of the Council's assets will enable revenue savings to be made through rationalisation, growth to be achieved through new development, innovative thinking in partnership with others and capital receipts to be generated to support ambitions for the Borough. However, efficiencies should not be made at the expense of the provision of quality services, nor should rationalisation be undertaken in a way which leaves an unfit for purpose portfolio of land and property assets.

Value for Money is key and will form an integral part of the decision-making processes governed by this Plan and which informs asset management in Tameside and Glossop into the future.

### **4.2 Social Context**

Tameside is one of the 20% most deprived districts/unitary authorities in England and about 24% (10,600) of children live in low income families. Life expectancy for both men and women is lower than the England average.

### **4.3 Planning Policy**

The Greater Manchester Spatial Framework and the Council's Local Plan will allocate sites for new homes and jobs throughout the Borough. Although the majority of the housing sites in the plan will be in private ownership, some are owned by the Council. These sites can be brought forward to help meet the Council's targets for new homes and, especially, help deliver new affordable homes or homes for those with particular needs.

The Planning Service will work closely with the Strategic Property Service on the delivery of transport infrastructure, housing and employment sites.

# 5. Corporate Landlord

## 5.1 Introduction

An essential cornerstone of effective Strategic Asset Management is the adoption of a Corporate Landlord Model which effectively transfers the organisations land and property assets to a Corporate Landlord.

This is designed to enable the Council/CCG to utilise its assets to deliver better, more efficient services to communities:

- To unlock the value of assets, seek efficiencies through joint arrangements with public sector partners and maximise private sector investment.
- To support the delivery of the Corporate Plan.
- To integrate thinking about property with financial, regeneration and other considerations.
- Ensure compliance across the estate, with clear governance and responsibilities. Particularly important when step changes in the policy landscape appear such as changes to building regulatory systems following the Grenfell fire and the shift to a carbon neutral estate.

Under a Corporate Landlord approach the ownership of an asset and the responsibility for its management; condition maintenance and funding are transferred from service departments to the Corporate Landlord. The respective roles and responsibilities are then outlined and clarified under a Service Level Agreement (SLA). The correct SLA is particularly important with Green Spaces, Adult Care Services, Highways and Public Realm.

This change can be facilitated by the development of Service/ Directorate Asset Management Plans (SDAMPs), produced by each distinct service area and setting out the properties they use currently and also their aspirations for the future, both of service delivery and infrastructure. The information gathered will be collated and interrogated by the Strategic Property Service so that an overall picture of the asset base and the needs of the various services can be ascertained, including any suitability issues. This then informs the Strategic Asset Management Action Plan.

## 5.3 Performance Management

Performance Management involves the adoption of a systematic approach to help improve performance through measurement and review.

This will be implemented to ensure the successful delivery of this Strategic Asset Management Plan through a series of key performance indicators (KPIs) reported via a balanced scorecard. Asset Management KPIs will be focused on key outcomes, they will be manageable and realistic, and they will be relevant to stakeholders. The scorecard will contain indicators relating



to the critical success factors in the Plan, threading through to ensure effective contribution to delivery of the corporate priorities.

Following review and challenge, results will be analysed and acted upon with the intention of driving exemplar performance.

## 5.4 Benchmarking

Benchmarking involves the continuous search for better ways of working with the intention of delivering superior performance.

This practice will be incorporated into the performance management process so that results can be compared against similar organisations and in order that any learning can be incorporated into ways of working. This will serve to inform future target setting whilst also encouraging an innovative and creative approach and a competitive spirit. The intention will be to drive peer-compared excellence in all practices with a view to achieving upper quartile performance.

## **6. Asset Management Policy**

Tameside Metropolitan Borough Council and Tameside and Glossop Clinical Commissioning Group recognises the inherent value in the effective and efficient direction and utilisation of all land and property assets in sustaining the provision of services and enabling the delivery of the Tameside and Glossop Corporate Plan “Our People, Our Place, Our Plan” priorities, the Greater Manchester Model and the 5-Year Environment Plan for Greater Manchester.

The alignment of assets with organisational priorities and objectives is key to ensuring that all land and property decisions are made in the correct context and having regard to all relevant factors.

The following six Policy Aim’s for Strategic Land and Property Asset Management have been designed to enable decision-making in respect of assets which supports delivery of the priorities within the Corporate Plan.

### **Asset Management Policy Aim 1:**

Cost effective delivery of the Council and CCG’s services and Corporate Plan.

### **Asset Management Policy Aim 2:**

Enabling Inclusive:- Economic Growth, Housing Growth, Employment Growth, Regeneration and Strategic Connectivity, whilst protecting Council historic/cultural assets.

### **Asset Management Policy Aim 3:**

Maximising the opportunities that are available through the adoption of ‘one public estate, public sector reform and unified public services, including Integrated Health and Social Care.

### **Asset Management Policy Aim 4:**

Developing growth of financial income from commercial/non-operational activities.

### **Asset Management Policy Aim 5:**

Maximising Social Value through the commissioning of property projects and property services.

### **Asset Management Policy Aim 6:**

Enabling/ achieving the objectives of the 5-Year Environmental Plan for Greater Manchester.

The following existing and approved documents are relevant to the Asset Management Policy and should be referred to when appropriate:

- Tameside and Glossop Corporate Plan “Our People, Our Place, Our Plan”.
- Tameside Inclusive Growth Strategy and Service Plan.
- Tameside Local Plan.
- Greater Manchester Spatial Framework
- Greater Manchester Population Health Plan / Locality Plans.
- Tameside Housing Strategy.
- Greater Manchester Housing Strategy
- Tameside and Glossop Medium Term Financial Plan
- Tameside and Glossop Capital Programme.
- The Greater Manchester Model – July 2019
- One Public Estate (OPE) Programme
- 5-Year Environment Plan for greater Manchester 2019-2024
- Greater Manchester Housing Strategy 2019-2024
- Greater Manchester Local Industrial Strategy
- Greater Manchester – Estates Strategy
- Tameside Social Value Charter
- Tameside Economic Recovery Plan
- Tameside Transport Asset Management Plan
- Tameside Covid Recovery Plan(s)

## 7. Asset Management Strategy

The Asset Management Strategy identifies how the policy Aims will be delivered and implemented. The Strategy sets the key outputs to be delivered, and the high level actions to achieve these outputs.

### **Asset Management Policy Aim 1:**

Cost effective delivery of the Council and CCG's services and Corporate Plan.

#### **1.1 Expected Outputs:**

**Enabling delivery of the Medium Term Financial Strategy (MTFS), the Capital Strategy, the Corporate Plan, Service plans, improvement and transformation plans.**

In seeking to ensure best value for money is achieved from land and property assets, effective asset management will naturally enable savings to be made, growth to be achieved and the Borough to be transformed through regeneration. This Strategy will be integrated with the delivery of the above Strategies and Plans to ensure that joined up, consistent thinking and actions deliver optimum solutions.

#### **The delivery of school's basic need.**

A key focus of this Strategy is to encourage a Borough with a vibrant, attractive offer in terms of housing, employment opportunities and lifestyle. Such an increase in population will lead to a corresponding increase in school places and the level of basic need funding received together with associated maintenance funding, thereby improving the estate and the attractiveness of the Borough even further.

#### **A rationalised efficient estate provided at lowest possible cost.**

The implementation of a Service/ Directorate Asset Management Plan (SDAMP) process to identify the requirements of each discrete service area will enable future plans for the portfolio in terms of investment and rationalisation to be formulated in a structured and coherent way, ensuring that linkages are made to reduce costs and maximise efficiency across the estate.

#### **An effective estate suitable for modern ways of working.**

The operational portfolio will be reviewed following receipt and overall assessment of Service/ Directorate Asset management Plans (SDAMPS). It is intended this will lead to a rationalisation review, providing a portfolio which reflects Tameside and Glossop's position as a modern, efficient organisation. The effectiveness of agile working practices will simultaneously be assessed, and a view taken regarding roll out across the estate.

#### **An estate with an effective preventative condition maintenance plan.**

Following a comprehensive programme of condition surveys, a revised preventative maintenance programme will be devised taking into account component life cycles and asset life expectancy, ensuring assets are maintained in a way which maximises their capital value

and preserves their use for the longest time possible.

### **A compliant, safe and resilient estate.**

In an ever-changing political, economic and social world it will become increasingly important to ensure the estate owned and occupied by the Council and CCG after rationalisation is, safe, compliant and able to withstand external pressures. Each asset will be assessed to determine whether continued use or ownership is appropriate and, if not, the most beneficial disposal approach. Assets retained will be those which are considered to be of use or to have investment return potential in the short, medium or long term. They will be adaptable, flexible, fit for purpose, safe, compliant and financially viable.

## **1.2 Actions to Deliver Policy Aim 1 Outputs:**

### **Implement a Corporate Landlord approach across the estate.**

The use of a Corporate Landlord Model will introduce an increasingly co-ordinated approach to asset management throughout the Council's portfolio. This Strategy will embed that process, encouraging discussion and communication between Directorates.

### **Rationalise and minimise the cost of the estate.**

The implementation of this Strategy to enable considered decision-making in accordance with the Principles set out in the Asset Management Policy will provide a framework for the rationalisation of the estate, leading to a reduction in costs.

### **Use of modern agile and flexible working principles to make best use of the estate (aka WorkSmart).**

The review of the operational estate will allow investment in new ways of working and WorkSmart practices to be focused upon buildings which have been determined to be retained in at least the medium to long term. Decisions regarding investment will be made according to the Corporate Landlord model, thereby reducing waste and the making of short-term spending decisions which fail to take account of the bigger picture.

### **Developing and operating an increasingly energy efficient and environmentally low impact estate.**

The comprehensive property review will include an assessment of the energy efficiency and/or environmental impact of all assets. See also Policy Aim 6.

### **Implement a Planned Preventative Maintenance (PPM) Plan across the estate.**

The implementation of PPM across the portfolio will allow workstreams to be planned, assisting in resource planning, and permit financial requirements to be assessed in the medium to long term.

## **Asset Management Policy Aim 2:**

Enabling Inclusive;- Economic Growth, Housing Growth, Employment Growth, Regeneration and Transport/ Connectivity, whilst protecting Council historic/cultural assets.

### **2.1 Expected Outputs:**

**Provision of sites and developments that deliver inclusive, economic growth, housing growth, employment growth, regeneration and transport/ connectivity.**

A comprehensive property review and ongoing review of the asset base will likely enable sites and properties to be released, which can be used for economic growth, housing growth, employment growth, regeneration and transport/ connectivity. Sites may be of use in Council or wider Public Sector initiatives, or the decision may be taken to dispose of the site on the open market or with the Council retaining an interest to ensure regeneration, growth/ transport are indeed driven through the release of those sites.

### **2.2 Actions to Deliver Output:**

**Proactive release of public sector sites for development.**

Central Government believes that public sector bodies are holding land which could, and should, be released for development by others. This Strategy provides for the comprehensive review of all sites with a view to actively identifying sites which can be developed by our partners.

**Development of Council owned sites.**

Where sites are considered viable for development by the Council directly then these will be retained and, following a valid business case and subject to availability of funding, will be developed in accordance with the most appropriate outcomes for that locality.

**Targeted Council development of sites to stimulate the market/address market failure.**

The review of all assets will identify those sites available for development which are in areas most in need of Council intervention.

**Investment in developments with a financial viability gap when that investment enables/achieves Housing, employment, economic growth and regeneration.**

The sites identified through the review will not all be viable from a financial point of view. Assessment of the sites released through the process of comprehensive review will allow any viability gaps to be quantified and options which will permit progression to be considered.

**Strategic acquisition of sites for development/ Transport schemes**

A comprehensive review may also show where there are gaps in ownership in areas where Council intervention could make a real difference. The SDAMPs will similarly inform of Directorate/CCG requirements where acquisition may be appropriate and justified. Once such gaps have been identified the Strategic Property service will work with other service areas and

potential local and sub-regional partners, using more detailed provided briefs, to identify and deliver the required land and property.

### **Protection, enhancement and reutilisation of heritage/cultural assets**

The Council has agreed those properties of historic value which it wants to retain. Such assets will be prioritised for repair, restoration and reutilisation.

## **Asset Management Policy Aim 3:**

Maximising the opportunities that are available through the adoption of “one public estate”, public sector reform and unified public services, including Integrated Health and Social Care.

### **3.1 Expected Outputs:**

Co-location/ service hubs & joint rationalisation to achieve:

- Revenue savings and revenue generation.
- Capital receipts.
- Release of sites.
- Better integrated public services.

The Council is already actively working with a range of partners to deliver the benefits of “one public estate” and this is expected to increase further through the implementation of this Policy/ Strategy. The identification of not only the assets held by each partner but also the intelligent formulation of co-location options which benefit all partners in terms of customer service as well as rationalisation will be enabled further by the adoption of the Corporate Landlord Model informed by SDAMPs.

### **3.2 Actions to Deliver Output:**

Active participation with Greater Manchester Combined Authority – Land and Property Board and One Public Estate Programme.

Active Participation in the Tameside and Glossop Integrated Health and Social care delivery.

Tameside and Glossop Strategic Estates Group to develop an integrated land and property action plan.

Active participation in the Greater Manchester Health and Social Care Strategic Estates Board.

Continued active participation in the above partnerships will deliver co-location and rationalisation opportunities for all concerned, resulting in benefits for Tameside and Glossop and for the wider region.

## **Asset Management Policy Aim 4:**

Developing growth income from commercial/ non-operational activities.

### **4.1 Expected Outputs:**

**To maximise income generated through the Council's Commercial estate, property investment and Strategic Property Service external trading activity, to support the Council's revenue position.**

The Comprehensive Asset Review will lead to the rationalisation of the commercial and overall estate and may lead to opportunities to maximise return being identified. In addition, the Strategic Property service has a number of elements which are marketable and that with some resource applied together with investment, may generate a valuable revenue stream in the future.

### **4.2 Actions to Deliver Output:**

**Investing in property to deliver revenue income.**

Condition surveys will confirm the investment required to meet ownership and Landlord obligations and also the investment needed to maximise capital value going forward. This will be used to drive investment decisions not only through a Planned Maintenance Programme but also in terms of an ongoing capital improvement programme.

**Developing and growing the non-operational estate to improve its yield and surplus.**

Opportunities will be explored in order to potentially fund the acquisition of non-operational assets which will produce a good return and sustain the portfolio in future years.

**Combining income development and managed risk appetite to enable economic growth and housing development where the commercial market is too risk adverse to deliver.**

The identification of both housing and economic growth sites will deliver additional revenue or capital income, or both, depending on the nature of the opportunity and will also regenerate areas which are difficult to reach through market-led interventions. Receipt of New Homes Bonus, additional business rates income and the creation of new jobs will further benefit the Borough.

**Investment/development in the existing estate.**

This will be informed via a comprehensive property review and condition survey being undertaken, with the investment needs of retained assets being included in either the planned maintenance or capital improvement programmes. Development sites will be either developed by the Council, in partnership or released to the market where the capital receipt receivable is significant. This will be enhanced wherever possible by the prior obtaining of planning permission to maximise value.



**Purchasing commercial and housing developments.**

The purchase of commercial developments with the Investment and Development team, and housing developments in conjunction with the Strategic Housing Service will be dependent upon the developments proving to be commercially viable and with a positive return. Such return can be purely financial or may be formed in part by a calculated Social Return on Investment.

**Developing new commercial assets.**

This will also be facilitated alongside the Investment and Development Service to make possible the development of opportunities in areas where such Council intervention will have the most positive impact.

**External trading of the Council's Professional Strategic Property Services.**

The Council's Strategic Property service includes a number of areas of professional provision which may be marketable to third parties. The potential options available will be assessed and progressed once the existing estate has been reviewed/explored to its full potential.

## **Asset Management Policy Aim 5: Maximising Social Value through the commissioning of property projects and property services.**

### **5.1 Expected Outputs:**

The Council/ CCG wishes to maximise the Social value gains through its activities, this is highlighted in the Tameside Social Value Charter.

The Council/ CCG is a significant commissioner for the supply of property, construction, consultancy and energy services and the effective management of this process will:

Ensure cost effective construction and energy services are provided to the Council.

Maximise the benefits of collaboration and partnership in commissioning property services in the public sector.

Support inward investment in SME business in Tameside, Glossop, Greater Manchester and the North West.

Promote training, development and retention of a skilled labour market in the region.  
Creation and retention of skilled employment.

Add social value through the delivery of projects and services which enhance the communities they serve.

### **5.2 Actions to Deliver Outputs:**

Work across the public sector to jointly procure and commission.

Review the delivery of Council/CCG property contracts and construction through the LEP.

Work through the LEP to maximise social value on services they continue to deliver.

Work with STAR to procure/ and/or utilise existing contracts and frameworks to deliver property services and construction whilst maximising social value.

Comply with the Tameside Social Value Charter – to ensure that property procurement methodology maximises the community benefit through: -

- Including Social Value in every procurement opportunity where relevant and proportionate and attribute a minimum weighting of 15% with an overall target of 20%, in all competitive procurement activity with a total agreement value in excess of £25k
- Ensuring all providers and suppliers adhere to our ethical standards and eradication of modern slavery.

- Using the Social Value Portal to record and monitor suppliers' Social Value commitments for all competitive procurement activity with a total agreement value in excess of £50k
- Businesses and providers will be motivated to promote new skills and offer meaningful employment.
- Promoting and increase local spend by targeting local businesses and the VCSE sector.
- Encouraging Providers to work with the local community, the voluntary sector, social enterprise sector, and schools.
- Encourage Partners' and suppliers to promote sustainable procurement by protecting and enhancing the local environment and heritage.
- We will encourage our suppliers to promote and reward social innovation that leads to better community outcomes.

# **Asset Management Policy Aim 6: Enabling/ achieving the objectives of the 5-Year Environmental Plan for Greater Manchester.**

## **6.1 Expected Outputs:**

**Mitigation of Climate Change** by being Carbon Neutral by 2038 and meet carbon budgets that comply with international commitments.

**Air Quality:** meet World Health Organisation guidelines on air quality by 2030 and support UK government in meeting and maintaining all thresholds for key air pollutants at the earliest date.

**Sustainable consumption and production:** on a path to be a circular economy, recycling 65% of municipal waste by 2035 and reducing the amount of waste we produce.

**Natural Environment:** Protect, maintain and enhance our natural environment for all our benefit, taking steps to implement and achieve environmental net gain.

**Resilience and adaptation to climate change:** Prepare for the impacts of climate change and already be adapting to the future changes from any increase in climate shocks and stresses.

## **6.2 Actions to Deliver Outputs:**

**Our Energy Supply:** Increasing Local Renewable Energy Generation.  
Decarbonising the energy supply to property.

**Travel and Transport:**  
Reducing employee travel to work and during work.

Reducing carbon footprint of wider business travel.

Work across the public sector to jointly procure and commission green delivery of material supplies and contract works.

Design in vehicle charging points in new property projects.

**Homes, Workplaces and Public Buildings:**  
Reduce energy demand from existing homes.

Reduce energy demand in new buildings.

Reduce the energy demand from existing commercial and public buildings.

Reduce the number of operational buildings. Through reviews and agile working practices.

**Consumption and production of resources:**  
Managing our waste as sustainably as possible.

Delivering goods and services more sustainably, moving to circular economy.

Reducing unnecessary food waste.

Becoming more responsible consumers.

**Natural environment:**

Managing our land sustainably.

Achieving a net gain in biodiversity for new development.

Increasing engagement with our natural environment.

Managing our water and its environment sustainably.

Increasing investment into our natural environment.

**Resilience and adaptation to climate change:**

Embedding climate change resilience and adaptation into all Land and Property decisions.

Increasing the resilience of our land and property assets, in line with:-

- Council/ CCG Resilience and Emergency Procedures.

- Control Infrastructure.

- Evacuation Centres.

- Business Continuity Plans.

## **8. Asset Management Action Plan**

The Asset Management Action Plan shall be developed and then reviewed annually as part of the Council and CCG's annual Service Plan arrangements.

The Asset Management Action Plan shall be based on:

- The Asset Management Policy and Strategy defined in this document
- Analysis of Service/ Directorate Asset Management Plans (S/DAMP), which will identify all Asset/ Property requirements to deliver service plans.