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EREWASH



Property Asset Management Plan

2024 - 2028



Foreword



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The financial pressures and constraints upon local authorities have continued to increase, since the last Property Asset Management Plan was approved in 2018. In addition, the fundamental changes brought about by the COVID-19 pandemic have changed the way both public and private sectors use and manage their operational property holdings.

The council has continued to seek ways to maximise both revenue and capital from its property portfolio, in order to assist in financing the delivery of services efficiently for the borough. As a primary example, the town hall options appraisal

process is intended to deliver cost savings and efficiencies, whilst releasing underused assets to generate revenue and release capital receipts. The cost-saving efficiencies and income generating opportunities arising from these initiatives can be used to support frontline services and capital projects.

An Asset Management Plan for the council's property assets will also offer opportunities for economic development and house building.

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Introduction and Vision

This property Asset Management Plan (AMP) encompasses all council owned property – buildings and landholdings - and will be the framework for asset management in the forthcoming years.

It is a strategic plan which sets out the key drivers behind the management of the portfolio and will assist with the council's wider priorities and delivery of council services.

Strategic asset management can be defined as:

“... the activity of aligning property assets with the strategic aims and direction of the organisation and adding both financial and non-financial value to the organisation as a result.”

Royal Institute of Chartered Surveyors: Strategic Public Sector Property Asset Management

The council's vision for asset management is:

The effective management of Council property assets to further the Asset Management Plan strategic objectives, in support of the Corporate Strategy and to benefit the local community.

The next section covers the AMP operating context and the strategic objectives for these property assets. A headline description is then given of the council's property portfolio and operation procedures before providing a summary of key achievements and progress. The final section covers the delivery of the strategic objectives.



Context and Strategic Objectives

It is recognised good practice for local authorities to produce an AMP setting out their broad objectives for the management, development and rationalisation of their built and land asset base over a three to five-year period.

Asset management provides a structured process to ensure value for money in serving the needs of the organisation. Property assets are expensive, in terms of both their capital value and annual maintenance and running costs. They need to be carefully managed over their lives, to ensure best value through their use, maintenance, and generation of income. Over the medium term, there will be significant capital programme funding requirements for both property and wider assets (like vehicles) which will require additional capital receipts, additional external grants, additional capital contributions from revenue/drawing on other funding options and, ultimately, prioritisation. The more that the council can do to drive efficiencies, increase rental income and rationalise its property portfolio the better.

The AMP has three strategic objectives for the council's management of building and landholdings, each with three sub-aims which set out the council's approach:

- 1. Facilitate efficient operation of the council and its services:**
 - a. Reduce ongoing management and maintenance costs
 - b. Maximise carbon efficiency - seeking external grants to invest in decarbonisation
 - c. Deliver a corporate landlord function which supports service delivery with assets kept safe and well maintained

- 2. Benefit the borough and local community:**
 - a. Offer facilities for hire and lease to support community organisations that benefit local residents, taking a flexible approach
 - b. Identify opportunities to enable inclusive growth opportunities across the borough
 - c. Maintain or enhance biodiversity



- 3. Generate funding to contribute to the council's operations:**
- a. Maximise income and overall value from investment assets - considering whole life costs to inform future decisions
 - b. Review assets to identify surplus buildings or landholdings for disposal to fund the capital programme and support other council aims
 - c. Acquire assets to further the council's Property Asset Management Plan

This AMP is aligned with the council's Corporate Strategy vision to **'create vibrant and sustainable communities' with a priority to be 'a modern council'** and an objective to **'make best use of resources'**, specifically to: **"develop and implement new Property Asset Management Plan including the disposal of surplus council assets"**.

In addition to the Corporate Strategy there are number of other council policy and related documents which impact on its property assets and property management including:

- Capital Strategy and Capital Programme
- Budget Strategy
- General Fund Revenue Budget and Medium Term Financial Plan
- Treasury Management Strategy
- Economic Development Policy
- Greenspace Strategy
- Core Strategy
- Erewash Housing Strategy
- Climate Change Strategy and Action Plan
- HR policies
- Wild About Erewash Programme
- Financial Regulations
- Contract Procedure Rules



Ultimately, the management of the council's property assets needs to reflect the accommodation requirements of the council's services, which should be well located, accessible and of an appropriate standard for the service users and the staff providing the service.

The way in which council staff are working has changed significantly over the last few years as modern ways of working and use of technology has enabled more agile working and working from home. This trend was significantly accelerated by the Covid-19 pandemic.

The overall effect of these changes and related HR policies, mean there is a reduced accommodation requirement for the council. This could unlock cost savings and opportunities to generate income.

Where surplus accommodation is identified, the council has a preference for letting to generate recurring revenue income which can be used to support frontline services, for example the recent leasing of a part of the Finance Block at Ilkeston Town Hall. This preference reflects the council's current and predicted need in the future for generating income streams, as reflected in the current Medium Term Financial Plan. This preference needs to be kept under continual review to reflect the council's financial circumstances.

If there is sufficient demand from other public sector organisations, for example blue light services, other local authorities or government departments, consideration will be given to the creation of public sector service hubs at the council's town halls in Ilkeston and Long Eaton.

Where there is no demand from other public sector organisations and private sector letting is not achievable, consideration will be given to a sale to generate a capital receipt.

Whether the property is let or sold, the council is under a statutory duty to provide best value and it is considered that the best way of achieving this is to offer the property to the open market.

Where there are opportunities to seek external grant funding to support investment in the council's properties, these will be pursued directly by the council, for example Heritage Lottery Fund grants and the Towns Fund. Where the council's tenants are able to obtain grant funding to invest in council buildings then the council will, where possible, support the tenants' funding application, for example Long Eaton Rugby Club's extension to West Park Rugby and Football Changing Rooms.



Property Asset Portfolio

Erewash Borough Council has a significant property portfolio comprising properties with a capital value of over £35m via the fixed asset register, as at the end of March 2024.

Table 1 - Operational Properties

Building Type	Number	Value (£)
Office Buildings including Depot	5 includes stable block	3,967,500
Leisure Centres	3	20,338,000
Museum	1	570,000
Car Parks	28	3,014,300
Sports Pavilions including Abbotsford & Cotmanhay	15	576,200
Public Conveniences	12	923,000
Allotments/Allotment land	13	379,000
Cemeteries	2	506,000
Closed Cemeteries	5	0
Garage Sites	2	49,100
Garage Blocks	2	49,100
Markets	2	732,000
Nursery	1	172,700
Land Plots	308	Varies
Total	399	30,676,900

Table 2 - Non-operational Properties

Building Type	Number	Value (£)
Investment	4	2,435,500
Other - non investment	26	1,977,546
Total	30	4,413,046

NB - In tables 1 & 2 the value is the current asset value for capital accounting purposes only. The disposal value would be different.

Table 3 - Expenditure and Income: Financial Year 2023/24

Building Type	Capital Expenditure	Revenue Expenditure	Revenue Income
Operational Properties	272,058	1,254,494	184,083
Non-operational properties	0	161,958	288,490

The rental income is generated from letting surplus space in operational properties and non-operational properties. It does not include income generated from the operational use of properties. In addition to the above, the council has an approved 3-year Capital Programme that identifies a total expenditure requirement for Operational Properties of £1,967,250 and for Non-Operational Properties of £189,050.

There is then also likely to be a financial pressure to the council, created by future years property related revenue expenditure requirements owing to inflationary cost increases, increased utility costs etc. The council is going to need to offset such future cost pressures by generating additional property related income wherever possible, as well as actively pursuing other cost saving opportunities.

Aside from property related expenditure, the council then has a wider 10-year capital programme requirement, that includes such items as the fleet renewal. With dwindling capital reserves, it is likely that the council will need to provide additional capital receipts. The receipts generated will enable investment in council change and modernisation to drive revenue savings/income as well as to fund the council's capital programme requirements.

Despite a move towards more services being delivered digitally, property remains a key element in the way the council delivers services to its residents. This is because properties provide a place for direct delivery and a base for staff in all forms of delivery.

Operation Procedures

In accordance with asset management practice and to ensure that the council's properties are fit for purpose, a number of processes are currently undertaken:

- A five year rolling programme of building condition surveys are used to prepare a ten year planned and preventative maintenance programme and annual revenue budget proposal.
- Regular inspections of the footpaths, bridges, car parks and lighting columns on council owned land are used to prepare a planned and preventative maintenance programme and annual revenue budget proposal.
- Annual property asset valuations on a rolling programme, to accord with the requirements of the International Financial Reporting Standards, the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Royal Institution of Chartered Surveyors. These feed into the Fixed Asset Register that is maintained by the council's Finance Department.
- Statutory inspections for fire risk assessment, asbestos, water hygiene, gas safety, electrical safety and lifting equipmen.
- Quarterly health and safety premises inspections of the council's main administrative bases (Ilkeston Town Hall, Long Eaton Town Hall and Merlin Way Depot).
- Regular inspections of property that is let to ensure that tenants are complying with their lease requirements.
- Recording and publication of data. The physical extent of each property owned by the council is recorded on a digital mapping system with more detailed information concerning leases, rents, significant dates, and health and safety information recorded in an electronic property management system (ELF). Information on all property assets in which the council has a freehold or leasehold interest are published on the council's website in accordance with the transparency requirements of the Localism Act 2011. The council has also supplied property asset information to the central government mapping system ePIMS.
- Administering the Community Right to Bid parts of the Localism Act 2011.

Achievements and Progress

Land Review

As part of its Property Asset Management Plan 2018-2022 the council committed *To review the council's property and assets portfolio through a systematic evaluation of the council's properties in association with user departments, planning and legal.*

An in-depth review of circa 350 land assets that the council holds was undertaken with the review entailing:

- Initial consultation by the Property and Estates team to ascertain if the land would be suitable for future development. The consultation took account of the land's size, shape, access, utility provision and topography.
- For those sites deemed suitable by the Property and Estates team, the council's Green Space and Street Scene team were then consulted. The consultation looked at matters such as whether the land had any community value; nature benefits; and flood related issues.
- For those sites deemed suitable by the Green Space and Street Scene team, the council's Planning team were then asked to review each parcel of land and advise whether disposal would be suitable from their perspective and, subsequently, if the land would be appropriate for development. The Planning team also provided advice on the approximate number of dwellings in which they anticipated each parcel of land could eventually deliver.
- Finally, the council's Legal team were asked to consider the parcels of land that had been declared surplus by all other departments to review any covenants and legal constraints which would stop any disposal and subsequent development taking place.



Surplus land for disposal

Through the above review process, the vast majority of land assets were deemed to be not suitable for disposal and subsequent development. However, the review did identify 18 sites as being suitable for disposal. The sites were subsequently agreed as being surplus to council requirements by the Council Executive in two batches including 3 sites in February 2023 and a further 15 sites in November 2023.

Along with being declared surplus, the sites were also approved for disposal. The first 3 sites were marketed for disposal and purchasers identified. Legal processes are underway with anticipated capital receipts for these sales being circa £2.7m.

It is anticipated that the disposal of the further 15 surplus sites will generate substantial capital receipts for the council. These assets will act as a 'pipeline' of sites for disposal over the next few years. The receipts generated will enable investment in council change and modernisation to drive revenue savings/income as well as to fund the council's capital programme requirements.

Capital Reinvestment Reserve

As part of the land disposal reports, and further reaffirmed in the Budget Strategy and Productivity Plan approved in July 2024, the council has agreed that 30% of capital receipts are allocated to a land and building capital investment reserve, subject to minimum capital programme requirements being met.

This will mean that 30% of capital land sales are to be set aside in an earmarked reserve for reinvestment into land and buildings, to continue to replenish assets and to support the funding of the long-term capital programme requirements.

External Grant Funding for decarbonisation measures

The council has been allocated two funding awards. The first is a funding award of £550,139 from the government's Swimming Pool Support Fund (SPSF) and the second is an award of £2,263,750 from the government's Public Sector Decarbonisation Scheme – Phase 3c (PSDS3c).

SPSF

The council was successful with its bid relating to Victoria Park Leisure Centre, Ilkeston (VPLC) with an award of £550,139. The scheme is 100% funded with no council contribution required.

The VPLC bid included the following proposed items of work, amongst others:

- Photo voltaic (PV) panels
- Pool covers
- Install combined heat and power (CHP) system
- Install additional metering and monitoring software
- Upgrade pool hall windows to triple glazing
- Plant room insulation
- Heat recovery to air handling units in changing rooms
- Shower flow restrictors
- Thermostatic radiator valves
- Micro-filtration systems

The development, design and procurement phases of these are underway, and works are required to be delivered within 2024/25. The council is delivering these in partnership with its Leisure Operator, Legacy Leisure.



PSDS3c

The Council has secured funding for decarbonisation works at VPLC and West Park Leisure Centre (WPLC) and was awarded £2,263,750. There is a required client contribution with this scheme of £337,250 providing a total project value of £2,601,000.

The fund supports the government's aim of reducing emissions from public sector buildings by 75% by 2037, compared to a 2017 baseline.

The main elements of the scheme include:

- Installation of new primary air source heat pumps
- Replacement of the pool air handling units
- Replacement of air handling units with improved efficiency
- Further and larger PV installations, increasing generation capacity

The development, design and procurement phases of these are underway, and works are required to be delivered within 2024/25. The council is delivering these in partnership with its Leisure Operator, Legacy Leisure.

Leisure Operating Contract Review

In 2023 the council undertook a review of its Leisure Operating Contract, to see if any efficiency savings could be made.

As part of the above, the council reviewed the usage of Sandiacre Friesland Sports Centre which forms part of the campus of Friesland School. The centre was operated as a dual use facility on a 99-year lease on a low rent but had by far the lowest usage of the four leisure centres. The Department for Education (DfE) had expressed an interest in taking back complete control of the site on behalf of the Two Counties Trust and had already allocated significant funding for the redevelopment of the buildings and site as part of the government's School Rebuilding Programme.

It was considered that the council has alternative leisure facilities customers to use within a reasonable distance. In September 2023 the Council Executive approved the transfer of the sports centre back to the Trust, to enable the DfE's redevelopment of the site. Subsequently in December 2023 the asset transferred and the facility was removed from the leisure operating contract, delivering a revenue saving of £120,000 per annum.

The leisure operating contract was for a 10-year initial term with an option for a 5-year extension. At the suggestion of the leisure operator, the council opened negotiations about activating the five-year extension allowed for within the leisure operating contract. Following a balanced assessment of the various factors, benefits, disbenefits and risks it was agreed to grant a 5-year extension to the contract, delivering a further revenue saving of £60,000 per annum.

Within the leisure operating contract, the Artificial Turf Pitch (ATP) at Rutland Sports Park was stipulated as being an operator obligation to replace during the initial term of the contract. The council was successful in securing £450,000 from its Shared Prosperity Fund allocation from government, to provide a replacement third generation artificial pitch. In December 2023 the council removed the contractual obligation on Parkwood Leisure Holdings Limited to fund the replacement of the pitch, providing a further £29,000 per annum revenue saving over the remaining term of the initial 10-year contract period.

The council needs to continue to work closely with its Leisure Operator to ensure its leisure assets are well maintained through the remainder of the contract term. Both West Park and Victoria Park Leisure Centres are aging assets and are likely to require major investment in order to continue council services at the required standard. The council needs to continue to maximise investment into the facilities by its leisure operator, through the remainder of the contract term, whilst also starting to develop plans for the future, post expiry of the leisure operating contact in 2034. This may include provisions for the eventual replacement of the facilities.



Long Eaton Town Deal

The Council successfully secured £24.8m from the Towns Fund, the second phase in the Government plan to level up the UK regions. The Long Eaton Town Deal will deliver five main projects as identified in the Town Investment Plan for Long Eaton. The projects are varied in nature, and taken together will bring about positive economic, social and environmental change in the town.

The Borough Council is partnering with Derbyshire County Council to deliver improvements to **Long Eaton High Street** and **Tamworth Road**. The project will make pedestrian access a priority through better management of vehicle/pedestrian interaction and the provision of wider footpaths where there are existing pinch points. Designers are working up concepts which include new paving, street furniture and planting to create a place to linger rather than pass through. Having acquired by negotiation the land locked, dilapidated Cinema on Derby Road, along with three other plots, the Council is in the final stages of procuring a development partner to regenerate the Derby Road gateway into Long Eaton known as **Galaxy Row**. Outline planning has been obtained to demolish the eyesore structures and replace with a mixed-use development consisting of commercial units, apartments, town houses and off-street parking.

Long Eaton Cycle and Walking Network includes three separate but interconnected projects. Recently new lighting has been installed within West Park to improve the existing provision and two new bridges are, separately, in the final stages of design. One known as Britannia Mills Bridge will provide a new pedestrian and cycle link from the new housing development on Bennett Street across Erewash Canal to the north of the town centre. The second will see the replacement of the existing, sub-standard and near end of life bridge linking West Park to Broad Street with a new landmark bridge that interconnects into a new waterfront terrace. The Waterfront is part of the West Park Events Hub, it is located within West Park, and will introduce a unique asset through the provision of permanent seating and the ability for further temporary seating for organised events. The terrace itself has direct access to the canal to encourage visitors to launch canoes/paddleboards and the like. Due to its proximity to Broad Street bridge the two are being designed and constructed together to ease construction complexities and ensure a co-ordinated approach. Also within the West Park Events Hub is the construction of a new Events Field. Construction activities are currently on site and will provide an improved, formalised car park with lighting, a new link footpath to the perimeter path within the park and water and electricity infrastructure to facilitate a greater range of community events.

The fifth project is the **Stable Block Managed Workspace Units**. This scheme sees the refurbishment of the Grade II* listed Stable Block and removes the modern-day portal framed workshop, returning the building back to its former courtyard layout to create small, affordable business units to rent in Long Eaton. Whilst the project has seen its challenges, mainly due to the existing building being in worse condition than anticipated and the original contractor going into administration in Summer 2023, an alternate contractor is now engaged and works have recommenced on site.

Income Growth from Leased Properties

In 2023 the authority terminated management agreements with an external operator (Erewash Partnership) in respect of Bridge House and Toll Bar House. This has had a twofold effect in that there are no longer management fees to be paid. Where appropriate the council has also been able to renew tenancy agreements/licences at current market rates subsequently deriving an uplift in income against each property.

Property Review

The council has continued to review its property holdings. Where surplus buildings/ space in operational properties and non-operational properties has been identified, it has sought to reduce operating costs for such properties and generate additional income wherever possible. Recent examples of this include lettings of both Long Eaton and Ilkeston Shopmobility buildings, a letting of the first floor of the Finance Block where surplus office accommodation was identified, the mothballing of the West Park Nursery Depot along with a number of Public Convenience buildings which are now being advertised to the open market.



Delivering the Strategic Objectives

The three strategic objectives shape the AMP and each strategic objective is underpinned by three sub-aims. These sub-aims provide more information on the intent behind each strategic objective.

This section and the action plan shown in Appendix One set out the specific actions that will be undertaken over the lifetime of the AMP in the years ahead. These actions will be kept under review and adapted or updated as things progress or as necessary.

1. Facilitate efficient operation of the council and its services:

a. Reduce ongoing management and maintenance costs

- i. Undertake the town hall options appraisal and development of a business case
- ii. Participate in the One Public Estate to identify co-location or other mutual opportunities

b. Maximise carbon efficiency – seeking external grants to invest in decarbonisation

- i. Advance AMP elements from the Climate Change Strategy and Action Plan
- ii. Identify and apply for appropriate decarbonisation grants

c. Deliver a corporate landlord function which supports service delivery with assets kept safe and well maintained

- i. Provide buildings and landholdings to facilitate the effective operation of the council and its services
- ii. Ensure full health and safety inspection and regulatory compliance



- iii. Ensure appropriate consideration is given to accessibility and equality regulations
- iv. Ensure appropriate arrangements for planned, routine and responsive maintenance

2. Benefit the borough and local community:

a. Offer facilities for hire and lease to support community organisations that benefit local residents, taking a flexible approach

- i. Seek to support public and community uses of property which benefit local residents
- ii. Seek to support voluntary and community sector organisations' access to properties which benefit local residents, taking a flexible approach where appropriate
- iii. Hold and manage the Community Right To Bid register

b. Identify opportunities to enable inclusive growth opportunities across the borough

- i. Utilise property to provide in-demand accommodation for small businesses and to provide wider economic development support
- ii. Seek opportunities to enable the provision of additional housing

c. Maintain or enhance biodiversity

- i. Manage landholdings in line with the Wild About Erewash programme
- ii. Seek opportunities to support enhancing biodiversity





3. Generate funding to contribute to the council's operations:

a. Maximise income and overall value from investment assets – considering whole life costs to inform future decisions

- i. Continually review and update lease values
- ii. Seek to understand and consider whole life costs to inform future decisions

b. Review assets to identify surplus buildings or landholdings for disposal to fund the capital programme and support other council aims

- i. Deliver against the approved disposal pipeline of surplus land holdings
- ii. Continue land review to identify additional surplus land to consider for disposal
- iii. Undertake a car park review to substantiate surplus car parking capacity, and develop proposals in response
- iv. Undertake a building review to identify surplus buildings to consider for disposal

c. Acquire assets to further the council's Property Asset Management Plan

- i. Establish a land and building investment reserve (using a proportion of capital receipts)
- ii. Identify potential investment acquisitions

Appendix One: Delivering The Strategic Objectives – Action Plan

Strategic Objectives	Action	Lead	Timescales
Facilitate efficient operation of the council and its services			
Reduce ongoing management and maintenance costs	Undertake the town hall options appraisal and development of a business case	Head of P&LS	Summer 2025
	Participate in the One Public Estate to identify co-location or other mutual opportunities	Head of P&LS	Annually
Maximise carbon efficiency – seeking external grants to invest in decarbonisation	Advance AMP elements from the Climate Change Strategy and Action Plan	Head of P&LS	Ongoing
	Identify and apply for appropriate decarbonisation grants	Head of P&LS	Annually
Deliver a corporate landlord function which supports service delivery with assets kept safe and well maintained	Provide buildings and land holdings to facilitate the effective operation of the council and its services	Head of P&LS	Ongoing
	Ensure full health and safety inspection and regulatory compliance	Head of P&LS/CH&S	Ongoing
	Ensure appropriate consideration is given to accessibility and equality regulations	Head of P&LS	Ongoing
	Ensure appropriate arrangements for planned, routine and responsive maintenance	Head of P&LS	Ongoing
Benefit the borough and local community			
Offer facilities for hire and lease to support community organisations that benefit local residents, taking a flexible approach	Seek to support public and community uses of property which benefit local residents	Head of P&LS	Ongoing
	Seek to support voluntary and community sector organisations' access to properties which benefit local residents, taking a flexible approach where appropriate	Head of P&LS	Annually
	Hold and manage the Community Right to Bid register	Head of P&LS	Ongoing
Identify opportunities to enable inclusive growth opportunities across the borough	Utilise property to provide in demand accommodation for small businesses and to provide wider economic development support	Head of P&LS	Ongoing
	Seek opportunities to enable the provision of additional housing	Head of P&LS	Ongoing
Maintain or enhance biodiversity	Manage land holdings, in line with the Wild About Erewash programme	Head of P&LS	Ongoing
	Seek opportunities to support enhancing biodiversity	Head of P&LS	Autumn 2027
Generate funding to contribute to the council's operations			
Maximise income and overall value from investment assets – considering whole life costs to inform future decisions	Continually review and update lease values	Head of P&LS	Ongoing
	Seek to understand and consider whole life costs to inform future decisions	Head of P&LS	Ongoing
Review assets to identify surplus buildings or landholdings for disposal to fund the capital programme and support other council aims	Deliver against the approved disposal pipeline of surplus landholdings	Head of P&LS	Autumn 2027
	Continue land review to identify additional surplus land to consider for disposal	Head of P&LS	Ongoing
	Undertake a car park review to substantiate surplus car parking capacity, and develop proposals in response	Head of P&LS	Summer 2025
	Undertake a building review to identify surplus buildings to consider for disposal	Head of P&LS	Summer 2026
Acquire assets to further the council's Property Asset Management Plan	Establish a land and building investment reserve (using a proportion of capital receipts)	Head of P&LS	Summer 2027
	Identify potential investment acquisitions	Head of P&LS	Ongoing

Erewash Borough Council

The effective management of Council property assets to further the Asset Management Plan strategic objectives, in support of the Corporate Strategy and to benefit the local community.

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