

North Devon Council Asset Management Strategy 2024 - 2027



Background and Purpose

The over-reaching aim of the strategy is to enable us to achieve the best outputs for our current and future assets in terms of economic, social, commercial and environmental perimeters and objectives.

This Strategy will need to encompass other relevant policies adopted by the Council;

- Commercialisation Strategy
- Corporate Plan
- Environmental and Planning Policy
- North Devon Council Carbon Plan
- Corporate Plan Delivery Program
- The Housing Strategy

The fundamental basis for the Strategy is to;

- Maintain and improve our asset base
- Support service provision
- Maximise the value and performance of our estate
- Invest to save
- Invest to generate income and capital growth
- Invest to promote other services and opportunities – whether for economic, social or environmental benefit

Our Corporate Plan is one of the councils most important documents because it sets out how we will play our part in making North Devon a place where people want to live, learn, work and visit.

This corporate plan sets out our medium-term ambitions over the next four years and potential for our district. As a council, we have an ambitious range of priorities and actions that are necessary to deliver them.

Our five priorities are:

- Achieving Financial security
- Housing
- Climate and Environment
- Pride of Place and Prosperity
- People Matter

With these priorities, we aim to use a commercial philosophy to continue being focused on delivering the best for our citizens, planning for north Devon's future and cherishing and protecting our environment, whilst seeking financial stability for our staff, business model and our community. How can these priorities be reflected in our asset Management Strategy with reference to our asset base?

- Reflection on revenue and capital growth
- Effective, proactive management of our estate
- Promoting energy efficiency
- Protecting environmental assets
- Enabling community support from our assets
- Supporting the business of the council, the wider business and social community needs

Commercial Vision; *To become an enterprising and commercially focused Council, which staff are proud to work for and which others want to work with. We will use our assets, skills and infrastructure to shape and improve public services and enable economic growth in the District.*

We shall generate significant levels of new income for the Council working towards the objective of enabling it to become financially sustainable.

North Devon Council has a rich source of assets, attributes and roles from which we can derive commercial value

These assets and attributes will be applied and assessed against the following criteria:

- Financial objective
- Revenue delivery
- Risk
- Control
- Liquidity
- Management oversight
- Performance
- Diversification

This will enable us to determine how we work, where we work, who we work with and influence how we take investment decisions.

We need to encourage our staff to employ our management behaviours to actively seek out opportunities outside our day-to-day activities and find creative delivery mechanisms to achieve our goals.

Commercial Decision Making

Our Capital Spending Decisions should focus on achieving at least one of our four main drivers:

1. **Revenue Generation:** For example, proposals that generate new sources of income for the Council such as investment in land and property development, rental property, green energy renewables, schemes that grow our business rates income, or proposals to enable existing revenue streams to be improved and maintained longer into the future.
2. **Invest to Save:** For example, proposals to introduce new technologies and redesign services to reduce demand and promote independence.
3. **Social Value:** For example, proposals that will bring collective benefit to a community.
4. **Improving the environment or increasing natural capital**

Ensuring our land and property asset portfolio is fit for purpose, secures increased income generation, maximises capital receipts, stimulates growth and investment in the district, and reduces costs.

Through master planning of key strategic projects to promote the delivery of housing and economic growth.

In order to develop a more robust approach to strategic asset management we aim to deliver our key policy objectives and will continue to review the **Asset Management Strategy**

Strategy Objective 1

We will generate new and additional property income via property and land to complement the Council's medium term financial plan and our policy. Looking into future and new ways to 'invest to save'. To use our assets to optimise returns and constantly looking for new income generating opportunities

- Investing in key assets
- Repurposing assets
- Reviewing Assets which may be identified as surplus and understanding how they may be best used to generate value
- Focusing on key cost areas
- Supporting the needs of the community and economy
- Investing in our tenants
- Finding opportunities and funding to support our projects
- Working with stakeholders to achieve outputs across sectors

Strategy Objective 2

We will plan and manage our property as a corporate resource to deliver against NDC's Corporate Plan priorities in a balanced way. To promote joint working where it will provide benefit for service delivery and delivering efficiencies

- To develop a comprehensive planned maintenance program for our asset base
- To implement budgetary support to enable PPM
- Budget control – best use of resources
- Understanding service needs

Strategic Objective 3

We will assess potential enhancement in value and identify how investing allows us to influence within our district;

- To focus and support regeneration
- Medium to long term planning
- Using resources constructively
- Improving time management and communication

Strategic Objective 4

We will take a strategic approach to the use of Council's buildings and land. To contribute positively to support Growth of employment or good quality homes to help assist housing needs.

- Increase and maximise the use of the council's estate
- Manage proactively, critically analyse the ownership and occupation of assets
- Protect and enhance our heritage and environmental assets
- Support works across council services – TA, release of sites for affordable and other housing, business growth and regeneration
- Control running costs but enable budgetary support for PPM
- Identify the rate of return and opportunity costs of holding assets to enable informed decisions on future planning

Strategic Objective 5

We will use our land and building in order to build attractiveness for visitors, bring money to area; and strengthen community values

- Not solely financially focused
- Working with stakeholders
- Forward planning
- Transparency
- Communication

NEXT STEPS

Use our Strategic objectives to formulate and action our response to our property portfolio (to be set out in our Asset Management Plan (AMP))

- Work with the Corporate Plan Delivery Program
- Identify costs and benefits
- Support the regeneration process
- Working in line and delivering across the service incorporating the Car Park strategy and Housing Strategy into the Asset Management Plan

To implement our Asset management Plan in line with our Corporate and Commercialisation strategy:

Asset Management Framework

