

## Appendix 1: Asset Management Strategy on a page 2014-17 *(approved by Full Council, May 2014)*

Purpose: The Asset Strategy aligns SSDC's physical assets with the Council Plan goals, underpinning where resources allow the delivery of the Plan and key strategies. It ensures that the asset base of the council is optimised to meet wider public policies and future needs of the organisation, South Somerset residents and businesses.

**Aims:** The Asset Strategy will:

- Ensure the most economic and efficient use of property
- Align assets to council areas of focus and key strategies
- Achieve value for money from assets & optimise income generation opportunities
- Develop sustainable property management
- Explore further collaborative working arrangements
- Be responsive to customer need and service agendas

**We will:**

- Create an annual action plan aligned with corporate goals and resource available
- Use sound property data to challenge property utilisation and review maintenance backlog
- Dispose of unsuitable or inefficient properties, seek further shared use arrangements & income generation opportunities
- Focus on energy management and seek better performance from contractors
- Be mindful of accessibility, equalities, consultation requirements and data management and links to other council plans and strategies

**Strategic Direction:** Retain Brympton Way as head office, Petters Way as Yeovil Town Centre office, the Octagon Theatre, **Yeovil Crematorium** and Lufton Depot; provide an SSDC presence in Chard, Crewkerne, Ilminster, Langport, Wincanton and Yeovil; seek sharing opportunities with partners in office/depot accommodation, make retained buildings more energy efficient; dispose of or transfer buildings that do not contribute to the council's objectives, ensure business continuity, safety and accessibility for staff and

**We will deliver asset related actions within the Council Plan and through the following strategies and policies where resources**

### Corporate

Acquisition / Disposal Policy  
Medium Term Financial Strategy  
Capital Strategy  
Area Review  
ICT Strategy  
Various lettings policies  
Repairs & Maintenance Policy  
Procurement Strategy  
Car Park Strategy Review

With District Executive, Strategic Asset Steering Group, Asset Management Team, agency partners.

### Jobs

Economic Development Strategy  
Car park Strategy Review  
Yeovil Vision  
Chard Vision  
South Somerset Market Town Vision

With Market Towns Investment Group, Chard Regeneration Scheme, Yeovil Vision, Yeovil Innovation Centre

### Environment

Carbon Reduction & Climate Change Strategy  
Open Space Strategy  
Green Infrastructure Strategy (in production)  
ICT Strategy  
Countryside Management Plans  
Contaminated Land Strategy  
Car Park Strategy Review

With Carbon Board, Birchfield Liaison Group, Friends of Country Parks, Cemetery and Crematorium Joint Committee

### Homes

Somerset Housing Strategy  
Empty Homes Strategy  
Homelessness & Temporary Accommodation Strategy

With Somerset Strategic Housing Officers Group

### Health & Communities

Playing Pitch Strategy  
Sport/Active Leisure Strategy  
Area Review/Equality Objectives  
Asset Transfer Policy  
Response to the Localism Bill  
Community Right to Buy  
Play Strategy  
Young People Strategy  
Planning Policy Guidance 17

With Health & Wellbeing Boards, LED and the HUB, Area Committees, Parish and Town Councils, Community Groups

### Outcomes

Improved value for money, quality of services delivered, well maintained buildings, good asset data, more shared use, compliance with legislation, good accessibility, strong alignment with corporate goals, good cross-service input, clarity about decision-making, release of capital, reduced running costs, improved productivity, improved community strength and delivery of the Council Plan.

## Appendix 2: Asset Management Plan on a Page (2014-15 Performance Monitoring Update)

Purpose: The Asset Management Plan outlines agreed high level actions for each year. It will be updated annually, with progress monitored at SASG along with a more detailed list of actions arising from service plans and area development plans. **(Approved District Executive, October 2014)**

### Performance Monitoring Update - Highlights from 2014-15 AMP delivery

#### Corporate

Property and Engineering service had a net cost of £254k in 2011/12. Now has a net receipt of £222k in 2015/16.

Review area/community office provision (including sharing opportunities). **Churchfields project underway, also with SCC/Police in area offices.**

Complete shared accommodation project in Brympton Way. **Complete (£200+k new income).**

Work with partners towards shared accommodation space at Petters House. **Complete (£40k+ new income).**

Dispose of, transfer or develop buildings and land that do not contribute to the council's strategic outcomes or have an economic importance. **On-going (eg South Petherton toilets now converted for office use).**

Seek income generation potential from our assets (eg Petters, B'Way, Churchfields). **On-going. Churchfields nursery completion expected in June 2015.**

#### Jobs

Provide property support to the Chard Regeneration scheme- Boden Mill/ACI site. **On-going until site can be handed over to developer.**

*Provide initial support for the Yeovil Innovation Centre, development of Phase Two (once other projects in the AMP are finalised).* **Not yet started. Business Plan & report to go to District Executive.**

#### Environment

Since 2011, SSDC has reduced energy use by 17.6% saving £50k and reduced electricity by 50%.

PV has achieved FIT of £109k since 2011.

Continue to deal with council owned sites where there is an identified risk from a former use (brownfield sites). **On-going, with most attention on Birchfield former landfill.**

Make retained buildings more energy efficient (eg work at the depot). **On-going and completed for Lufton Depot, with installation of new double glazing.**

Review property portfolio to establish whether there are further viable PV projects. **Completed Sept 14.**

Design and implement any suitable PV schemes. **Feasibility underway and Yeovil small business centre under consideration.**

#### Homes

Facilitate conversion of our buildings at Goldcroft to use as housing units. **Nearing completion (some occupied).**

Facilitate conversion of our property at Sherborne Road to housing units. **Complete.**

Facilitate conversion of Woodland Grove. **Complete.**

Facilitate conversion of our property at South St Yeovil, to mixed use. **On hold due to funding decisions currently under consideration.**

Maintain facilitative role to assist with Rope Walk project at High St, West Coker. **On-going.**

Investigate potential for earning revenue by acquiring housing for rental purposes. **On-going – report went to DX on 5 Feb 15.**

#### Health & Communities

Respond to community requests and opportunities as they arise. **On-going.**  
Transfer of responsibility for Bruton toilet provision. **Complete. Saving made and disposal report to DX in July 15.**

Respond to Wincanton TC request to end car park compensation scheme. **Complete**

Act in a supporting role with Crewkerne and Somerton Town Councils to find additional off-street spaces. **On-going. Site in Crewkerne purchased. Report on Somerton – DX, 4 Dec 14.**

Complete the Yeovil Country Park Ranger Base. **Complete.**

Work to support our leisure facilities across the district and undertake essential property work due to contractual arrangements on our key buildings. **On-going**

If possible, support leisure schemes elsewhere in the district with professional support and advice. **On-going.**

**Appendix 3 : Asset Management Plan on a Page (2015-16)** (*approved by District Executive, 6 August 15*) Purpose: The Asset Management Plan outlines agreed high level actions for each year. It will be updated annually, with progress monitored at SASG along with a more detailed list of actions arising from service plans and area development plans.

### Our plans for 2015-16

#### Corporate

- H** Keep key strategic buildings in reasonable condition.
- L** Review area and community office provision.
- H** Ensure efficient use of HQ at Brympton Way.  
*Consider options for Petters House that increase efficiency or promote new opportunities.*
- M** Dispose of, transfer or develop assets that do not contribute to the council's strategic outcomes or have an economic importance.
- H** Seek income generation potential from our assets (eg Crematorium, Petters, B'Way, Churchfields).
- H** Review misc properties and public conveniences.

#### Jobs

- H** Provide property team support to the Chard Regeneration scheme- Boden Mill/ACI site.
- M** Support Yeovil Innovation Centre phase 2 and car park extension.

#### Environment

- H** Continue to deal with SSDC sites where there is an identified risk from a former use (brownfield sites).
- M** Make retained buildings more energy efficient.
- H** Begin replacement of obsolete lighting systems with low energy alternatives.
- H** Design and implement any suitable PV schemes.
- H** Review car parking options as outlined in Car Park Strategy.
- M** Work to maintain listed buildings in our control.

#### Homes

- H** Continue to investigate housing opportunities from our assets  
*Support teams that are acquiring housing for rental purposes.*

#### Health & Communities

- M** Respond to community requests and opportunities as they arise (inc Churchfields, Castle Cary Market House, potential Yeovil Hub).
- H** Act in a supporting role with Crewkerne and Somerton Town Councils to find additional off-street spaces.
- M** Work to support and develop our leisure facilities and undertake essential property work due to contractual arrangements on our key buildings (inc Octagon, swimming pools etc).
- M** Support leisure schemes elsewhere in the district with professional support and advice.
- H** Review transport links in Yeovil relating to our assets

#### Priority Levels

AMP delivery is designed to be flexible to allow urgent projects to be added mid-year. To aid flexibility, actions are prioritised as **H**igh, **M**edium and **L**ow. Lower priority actions or those in italics will start when capacity allows, when the opportunity arises or if external resource is identified within the project plan.

## Appendix 4: 2015-16 Asset Management Plan Detail

This plan details actions behind the headlines in the Asset Management Plan on the Page.

Priority level has been assessed on current Property and Engineering team capacity. If external resource is identified to escalate a project's priority level, there will still always be a demand on the P&ES team (eg to provide technical data) which impacts on capacity. Full resource impact must be calculated before a project is signed off to go ahead.

Theme and headline entry into Asset Management Plan on a Page	Action	Lead for project	Resource need / availability in P&ES	Funding	Priority level	Comment
<b>CORPORATE THEME OF PLAN</b>						
Keep key strategic buildings in reasonable condition  Overall priority <b>H</b>	Air handling project at BW	Property Services	H	Requires capital bid	H	Initial report to members in autumn 2015
	Respond to actions raised in building / fire / business continuity risk assessments.	Property Services	H	Within existing resources	H	Range of work inc flooring, fire doors, signage, alarms systems and <i>Permit to Work</i> system
	Ensure that suitable adaptations are made to enable reasonable access to public buildings.	Property Services	L	Within existing resources	H	Range of work in programme
	Develop 5 year condition surveys	Property Services	L	May result in capital bid	H	Will ensure a structured approach to major works
	Review electrical and legionella contracts	Property Services	H	Within existing resources	H	
	Consider options for the future development of the Crematorium	Property Services	H	May result in capital bid	H	

Theme and headline entry into Asset Management Plan on a Page	Action	Lead for project	Resource need / availability in P&ES	Funding	Priority level	Comment
Review area and community office provision (including sharing opportunities).  Overall priority <b>L</b>	Non-building alternatives to community office provision?	Not known	None available	n/a	<b>L</b>	Can be escalated if ADMs lead project and they use external property resource
	Crewkerne Victoria Hall, potential to share with Police	ADM	Minimal available (plan drawing?)	Unknown	<b>L</b>	Can be escalated with external property resource
	Boden centre - empty space	ADM	Minimal	Unknown	<b>L</b>	Tenant's lease ending. A report may come forward to DX
	Lace Mill investigate potential for vacant space, & possibility of police hub	ADM	Minimal	Unknown	<b>M</b>	Low priority due to higher priority for Chard Regen scheme
	Ilminster community office	ADM	Minimal	Unknown	<b>L</b>	Review disposal option if alternative site can be found
	Langport- potential to co-locate with SCC?	ADM	Minimal	Unknown	<b>L</b>	Can be escalated with external property resource
	Churchfields - filling remaining vacant space, hub project	ADM	Minimal available (plan drawing?)	Unknown	<b>L</b>	Can be escalated with external property resource
	Churchfields - Getting permission for coach house	ADM	Minimal	Unknown	<b>L</b>	Can be escalated with external property resource
	Review use and cost of Bridge Barns	Property, ICT and ADM	Minimal	Minimal	<b>H</b>	To investigate alternative solutions that may be lower cost

Theme and headline entry into Asset Management Plan on a Page	Action	Lead for project	Resource need / availability in P&ES	Funding	Priority level	Comment
Efficient use of HQ at Brympton way  Overall priority <b>H</b>	Evaluate success of accommodation project in Brympton Way	Project team	L	-	H	Evaluation report complete by summer 2015
	Respond to further sharing requests.	LW	H	Unknown	H	A request has been received. Requires feasibility
<i>Consider options for Petters House.</i> Overall priority - stalled	<i>Seek to increase efficiency or promote new opportunities</i>					<i>Suggest that project is stalled until after the outcome on Yeovil Hub are clear</i>
Dispose of, transfer or develop assets that do not contribute to the council's strategic outcomes or have an economic importance  Overall priority <b>M</b>	Helliars Road Workshop, Chard	Senior Land & Property Officer	M But short term	-	H	
	Ilminster – ex toilet block	Property	M	-	L	
	Work with suggestions arising from the review of miscellaneous properties and public conveniences	SASG	L	-	H	Review will inform Asset Management Plan in future years, inc 72 South St Coach House if returned
Seek income generation potential from our assets (eg Petters, B'Way, Churchfields).  Overall priority <b>H</b>	Petters – sharing potential	-	-	-	-	Wait for Yeovil Hub outcome
	Crematorium	EH Manager and SD Ops	L	Unknown	H	Fees. District heating potential facilities
	Churchfields	ADM & and AD Environment	H	Funding secured	H	Nearing completion
	Brympton Way	AD Env	H	Unknown	H	
	Letting vacant commercial property, eg Unit 18	Property, Senior Land and Property Officer	M	-	H	
Review miscellaneous properties and public conveniences  Overall priority <b>H</b>	As identified in the Asset Management Strategy	SASG	L		H	

Theme and headline entry into Asset Management Plan on a Page	Action	Lead for project	Resource need / availability in P&ES	Funding	Priority level	Comment
<b>JOBS THEME OF PLAN</b>						
Provide property support to the Chard Regeneration scheme- Boden Mill/ACI site. Overall priority <b>H</b>		ED and ADM	Minimal	-	H	
Support Yeovil Innovation Centre Phase Two Overall priority <b>M</b>	Also support car park extension	ED	M		M	<i>Can be accelerated with external project resource as part of Phase Two</i>
<b>ENVIRONMENT THEME OF PLAN</b>						
Continue to deal with council owned brownfield sites where there is an identified risk from a former use Overall priority <b>H</b>	Gas extraction scheme at former landfill site	Engineers	H		H	Part of responsible land management of this site.
Make retained buildings more energy efficient Overall priority <b>M</b>	Best value for money projects already completed	Property	H	Within existing resources	M	Priority reduced to M as much work completed already
Begin replacement of obsolete lighting systems with low energy alternatives Overall priority <b>H</b>	Octagon	Property	H	tbc	H	
	Wincanton Sports Centre	AD - HWB	M	tbc	M	Project scope not yet clear
Design and implement any suitable PV schemes. Overall priority <b>H</b>	Business unit project	Procurement Manager	H	Save to earn bid required	H	Report to come forward

Theme and headline entry into Asset Management Plan on a Page	Action	Lead for project	Resource need / availability in P&ES	Funding	Priority level	Comment
Review car parking options as outlined in the car park strategy Overall priority <b>H</b>	Review car parking tariffs	P&ES Manager AD – EC	H	n/a	H	Recommendations to members by winter 2015
	Potential to transfer non pay & display car parks to local councils	ADM's			L	On-going over 4 year period
Provide property support to listed building projects in our control Overall priority <b>M</b>	Maintain facilitative role to assist with Rope Walk project, West Coker.	Property	L	Within existing resources	M	
	Burlingham Barn. Need to consider long term future	AD Environment and ADM	Minimal - only maintenance	Unknown	M	Repair costs increasing. Investigate permitted development opportunities
	Chard museum-	ADM	Minimal - only maintenance	Unknown	L	Repair costs increasing, report may come to DX
	Follies	Property	Minimal - only maintenance	Unknown	L	May look at sponsorship opportunities in future year
<b>HOMES THEME OF PLAN</b>						
<i>Support housing for rental purposes.</i> Overall priority - none		AD - E	None	-	L	Paper to Feb DX says no impact on property team
Continue to investigate housing opportunities from our assets Overall priority <b>H</b>						



Theme and headline entry into Asset Management Plan on a Page	Action	Lead for project	Resource need / availability in P&ES	Funding	Priority level	Comment
<b>HEALTH &amp; COMMUNITIES THEME OF PLAN</b>						
Respond to community requests and opportunities as they arise. Overall priority <b>M</b>	Churchfields - getting nursery up and running.	AD - ENV	H	Funding secured	H	Project nearing completion
	Hub at Yeovil library possibility	ADM	H	Unknown	L	Can be escalated with external property resource
	Work with Castle Cary TC on Market House project.	ADM	M		M	
	Respond to future requests or opportunities	AD - Communities	None available	-	L	Can only be delivered with external property resource
Act in a supporting role with Crewkerne and Somerton Town Councils to deliver additional off-street spaces. Overall priority <b>H</b>	Crewkerne Millers site and possibility of bigger project	AD-ENV ED ADM	H		H	Could deliver other aspirations
	Formation of new car park at Somerton	AD – FINANCE P&ES Manager	H		H	
Work to support and develop our leisure facilities and undertake essential property work due to contractual arrangements on our key buildings. Overall priority <b>M</b>	Ongoing maintenance at our leisure facilities	AD – HWB P&ES Manager	H		M	In line with the 10 year plans
	Octagon: assess feasibility of developing a studio theatre / dance rehearsal space in collaboration with Yeovil College	AD-HWB (with support from Property, etc etc)	L	Bid to the Arts Council and others	L	Probably not an asset project for 15-16
	Ninesprings Café / Country Park: introduction of interpretation area and divider in the café	AD – HWB	Little available	Not known	L	

Theme and headline entry into Asset Management Plan on a Page	Action	Lead for project	Resource need / availability in P&ES	Funding	Priority level	Comment
Support leisure schemes elsewhere in the district with professional support and advice. Overall priority <b>M</b>	Continue to liaise and support various schemes across the district	AD – HWB	Little available	Not known	L	
	Repair of various Victorian era structures through Yeovil Country Park	AD – HWB	Little available	Should HLF bid be successful	L	
Review transport links in Yeovil relating to our assets Overall priority <b>H</b>	Prepare options for consideration	Tbc	AD – Environment and Service Manager	Not yet known	H	

Potential projects for future years:

1. Anything in key strategies
2. Free car park options
3. The Follies – investigate sponsorship opportunities
4. Lottery funded improvements to Yeovil Country Park
5. Further voltage optimisation, if proven feasible