

**To:** 15 Cabinet  
**Date:** December 2021  
**Report of:** Head of Corporate Property  
**Title of Report:** Asset Management Strategy 2021 - 2031

<b>Summary and recommendations</b>	
<b>Purpose of report:</b>	To Approve the Draft Asset Management Strategy 2021 - 2031 which will provide an ongoing framework for the management of the Council's property assets prior to public consultation
<b>Key decision:</b>	Yes
<b>Executive Board Member:</b>	Councillor Ed Turner Portfolio Holder for Finance, Asset Management and Public Health
<b>Corporate Priority:</b>	Linked to all Corporate Priorities
<b>Policy Framework:</b>	The 'Asset Management Strategy' is a Policy Framework document and additionally has links to other Policy Framework documents including Corporate Plan, Sustainability Strategy, Leisure Policy, Housing and Homelessness Strategy and the Economic Development and Growth Strategy
<b>Recommendation:</b> That Cabinet resolves to:	
<ol style="list-style-type: none"> <li><b>Approve</b> the Draft Asset Management Strategy 2021- 2031 for public consultation</li> </ol>	

<b>Appendices</b>	
Appendix 1	Draft Asset Management Strategy 2021-2031
Appendix 2	Template for Asset Management Action Plan (AMAP)
Appendix 3	Risk Register

## **Background**

- 1 The Council has a duty to prepare an Asset Management Strategy and Plan and historically has prepared a plan on a 5 yearly basis to set out the Councils objectives priorities and delivery model for its assets which are substantive and extensive in nature and comprise some 547 Operational Assets and 234 Investment Assets providing a rental income pre Covid of some £12.7M

## **The Draft Asset Management Strategy**

- 2 The new Asset Management Strategy (AMS), when adopted will supersede the existing 2016 – 2021 Asset Management Plan which was approved in 2016.
- 3 the AMS will:
  - provides a clear statement of direction for other external stakeholders;
  - identify to the public the way the Council will deal with its land and buildings during the next 10 years.
- 4 The Council's Corporate Plan provides the leadership and vision of building on its strengths to provide a 'World Class City for everyone' and this vision and direction is at the core of the new AMS
- 5 The Draft AMS documents a shift towards a more dynamic approach with a 10 year strategy and a more flexible Asset Management Action Plan (AMAP) that is a live continuously evolving document.
- 6 The AMAP will have clear management control through Asset Review Group and Development Board by exception which will drive quarterly performance and progress reporting. A draft template for the AMAP is attached with this report.
- 7 The Draft AMS has been developed through extensive consultation with, Service Heads and Senior Council Managers alongside a review of market, economic and budgetary impacts on Oxford and the Council.

- 8 Consideration has been given not just to how the Council can manage its property assets but how these can be used to influence the wider environment and economy supporting the Councils core objectives of Thriving Communities , More Affordable Housing and an Inclusive and Zero Carbon Economy.
- 9 The AMS is structured as follows:
- Section 1 Introduction
  - Section 2 – an Executive Summary giving a broad overview
  - Section 3 – articulates the role of the Strategy to foster a long term perspective that enables capital and operational sustainability and efficiency
  - Section 4 – provides details of our property estate
  - Section 5 – details our approach to Asset Management and direction of travel towards an ‘Oxford’ Corporate Landlord Model
  - Section 6 – places the Strategy in its policy context and provides a bridge between the Councils Core Objectives and the Strategy
  - Section 7 – Provides the context to the plan and the detailed strategy distilled down into the eleven core strategic areas we identify and listed alphabetically below:
    - Agile Spaces
    - Asset Condition
    - Biodiversity
    - Carbon Reduction
    - Car Parks and Park & Rides
    - City Centre
    - District Shop Portfolio
    - Housing Development
    - Investment Portfolio
    - Leisure and Community Facilities
    - Parks Open Spaces and Waterways
  - Section 8 – outlines the governance; and
  - Section 9 – provides details of current and proposed activities that are to be undertaken and will provide an initial feed to the AMAP
- 10 An initial AMAP will be prepared and completed within 3 months of this Cabinet approval.

- 11 Key points of note compared to the previous plans include:
- It covers the General Fund property portfolio only as Housing has its own separate Asset Management Plan
  - It continues incremental development of the strategy rather than radical change,
  - It responds to significant change due to the effects of the Covid 19 pandemic upon the property portfolio and income streams, and
  - Positions the strategy in the context of the climate emergency and significant action that is required in response.

## **CONSULTATION**

- 12 The Draft AMS is now submitted to Cabinet with a recommendation for approval prior to public consultation. Following the public consultation any matters raised will be considered and reviewed and the Draft AMS modified as appropriate.
- 13 The public consultation will take the form of an online questionnaire and invitation for comment in accord with Council's policies on consultation
- 14 Following such consultation and review the Draft AMS will be brought back to Cabinet for final approval and submission to Full Council for adoption

## **Legal Issues**

- 15 There are no direct legal implications arising out of this report.

## **Financial Issues**

- 16 The AMS 2021 – 2031 has adopted current agreed budgets.

Any future changes will be subject to appropriate approval processes that apply to any budget proposals.

## **Carbon and environmental considerations**

- 17 This proposed strategy complies with Oxford City Council's policies and commitments relating to carbon reduction and safeguarding the environment.
- 18 The strategy brings us closer to our commitment to becoming a Zero Carbon Council by 2030 or earlier and Zero Carbon Oxford by 2040 or earlier by outlining a strategy for management of the Council's property assets
- 19 Through this strategy projects and work packages will be developed through the AMAP to deliver against the commitments made
20. The AMS will support the delivery of the following plans and strategies:
- The 4th Carbon Management Plan 2021 – 2030: The Strategy will support the development of a plan to decarbonise the City Council's fleet vehicles.

- The Net Zero Oxford Action Plan: Net Zero by 2040 requires decarbonisation of road transport.
- The Council Strategy 2020 – 2024: Includes the priority to pursue a zero carbon Oxford
- .Oxford Local Plan 2036: Includes commitments to provide EV infrastructure with new developments.
- Air Quality Action Plan 2021 – 2025: Requires the reduction in usage of fossil fuel cars in the city.

## Level of Risk

- 21 A full Risk Register is provided alongside the AMS. This identifies core risks which primarily include the lack of an AMS/AMAP, poor delivery and market change with a number of other lower level risks
- 22 Conclusion is that with the adoption of AMS and proper implementation of the AMAP risks will be effectively managed and mitigated and reduced so that overall risk can be considered low

## Equalities Impact

- 23 We do not consider that the AMS itself requires an Equalities Impact Assessment as it provides a strategic framework for action only with no direct equalities
- 24 Each project in the AMAP will specifically address equality issues and consideration of the need for Equalities Impact Assessments will be made at the inception of those individual projects and actions.
- 25 Policy guidelines to ensure appropriate consideration is given will be developed within the AMAP

## Programme

- 26 The anticipated programme is as follows:
- Cabinet approval of Draft AMS for consultation Dec 2021
  - Public consultation January/February 2022
  - AMAP completed End March 2022
  - Final AMS to Cabinet for approval End March 2022
  - Adoption of AMS by Full Council April 2022

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**Background Papers:** None