



SOUTH CAMBRIDGESHIRE  
DISTRICT COUNCIL

CORPORATE  
ASSET PLAN

2020-2024



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# Foreword

Like all public services, South Cambridgeshire District Council faces significant economic challenges in uncertain times, so it is imperative that land and property assets are used to support our Business Plan ambition for the District to be a place to grow. The proactive management of resources - including our land and property - is essential and this Corporate Asset Plan clearly sets out how this will be achieved.

Alongside other corporate plans and strategies, the Corporate Asset Plan (CAP) sets out 6 clear priorities to ensure that the Council acts as a responsible landlord, landowner and partner dedicated to ensuring public services are delivered efficiently and effectively. There is a commitment to develop and effectively manage the commercial estate, operational buildings and other property assets that exist for the benefit of the community and to work with our partners to exploit opportunities to share premises and reduce costs to the tax payer. This Plan provides the necessary framework for delivering effective asset and estate management.

Of key importance is how the CAP assists our Economic Growth Strategy to realise economic development and regeneration opportunities, thereby creating wealth and place-shaping opportunities throughout the District.

As a responsible landlord the Council is committed to reducing the environmental impact of its estate and the Plan shows how we will be building on carbon-reduction investment opportunities to ensure our commercial premises and council buildings continue to meet stringent environmental legislation.

Overall our aim is to provide value for money services at the right time, from the right property, in the right location and this Plan and its associated action plan will ensure that we continue to focus on excellent service delivery to the District's residents, visitors and businesses in the District, contributing towards South Cambridgeshire becoming the place to grow.



*Bridget Smith*

**Bridget Smith**  
Leader of the Council

**Our vision is to:**

“ Create an efficient, fit for purpose and sustainable estate to deliver better-integrated public services across South Cambridgeshire District, to support business and enable economic growth. In short, we will ensure that our property assets actively contribute towards the Council’s ambition of South Cambridgeshire becoming the place to grow. ”



# Our Approach

'Strategic Property Asset Management is the process which aligns business and property asset strategies, ensuring the optimisation of an organisation's property assets in a way which best supports its key business goals and objectives'

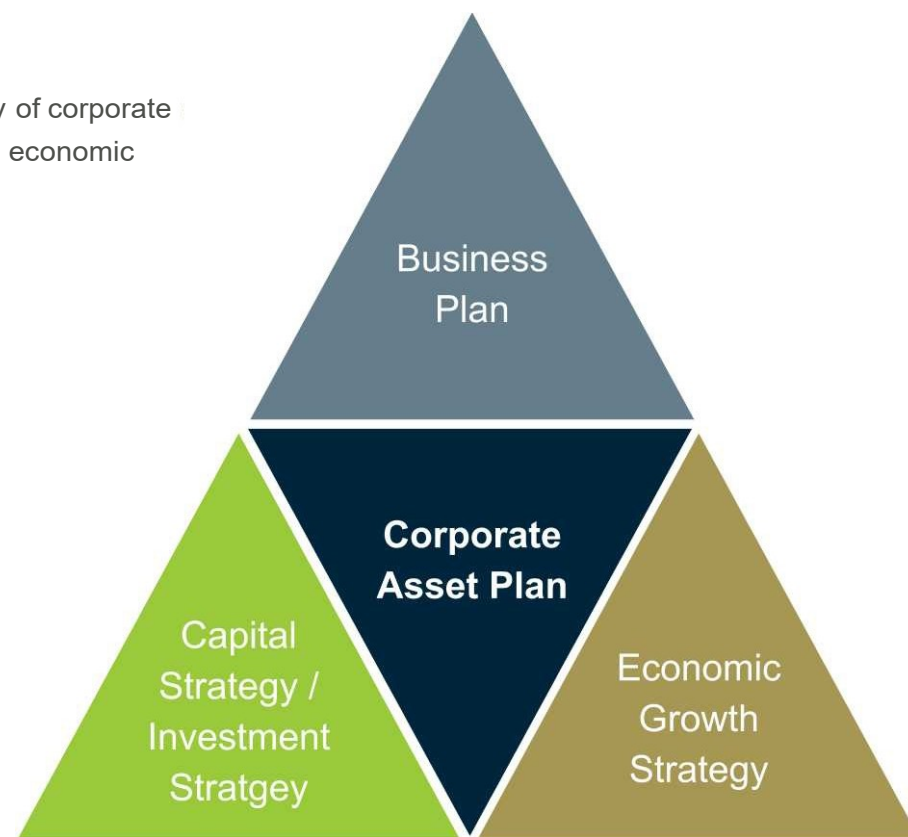
RICS Public Sector Asset Management Guidelines 2nd Edition

The use and management of the authority's assets can play a key role in the delivery of corporate and local priorities, as well as shape and influence the quality of life and sustainable economic growth for local people and businesses.

Our Corporate Asset Plan (CAP) priorities are driven by the Council's key goals set out in the Business Plan 2019-24, which are:

- To help business to grow
- Being Green to our core
- Building homes that are truly affordable
- Putting our customers at the centre of everything we do.

The CAP specifically relates to non-Housing Revenue Account (HRA) assets and will work alongside other Council plans and strategies to deliver these goals, including the Economic Growth Strategy, the Capital Strategy and the Investment Strategy. A separate HRA Asset Management Strategy and a New Build Strategy also exist for the Council's HRA assets, comprising Council Homes and other HRA landholdings, and these also support the Council's Business Plan priorities.



# Our Priorities

Manage our assets strategically as a corporate resource and continue to embed the Corporate Landlord mode

Support and empower local people by providing the right property, in the right place, at the right time

Provide value for money and secure efficiencies for the future

Support economic growth and regeneration by supporting and responding to local business needs

Work effectively with partners to maximise sharing and delivery opportunities

Reduce the environmental impact of our estate through initiatives such as energy reduction / efficiencies

# Purpose and Aims

## Purpose

The overriding objective of the CAP is to ensure that the Council's use of property assets will support the redesign and delivery of service priorities. The CAP provides an overarching document, underpinned by an action plan and a number of property related policies and strategies that together will work to ensure the vision becomes reality.

## Our Aims

The CAP and associated plans, strategies and policies set out the ways in which the Council will improve the quality and flexibility of the portfolio.

Property is a key resource and there is a real commitment to ensure that it is fit for purpose.

### **Our portfolio will be:**

- Able to support and contribute to service delivery and social benefits
- Commercially effective to realise a financial return
- Accessible for customers and staff
- Well-designed
- Efficient financially and environmentally
- Flexible and fully optimised
- Well-maintained

### **We will achieve this by:**

- Working with services and partners to understand their needs
- Improving, releasing, adapting or replacing properties to meet our evolving needs
- Challenging services and partners to demonstrate their needs, adopt modern and flexible working practices and meet the corporate accommodation standards
- Ensuring our actions are consistent with council policy and governance arrangements

# Our Assets

An expanding commercial property portfolio to support business needs



140 Cambridge Science Park



## Over 30ha

of Woodland, parks  
and amenity land



Milton Country Park Visitor Centre



Council Building: Completed in 2004

Well maintained  
operational property  
includes two smaller  
"hub" offices in  
local villages



## £2.1m

funding allocation  
to support  
renewable  
projects



# Our Assets



over £150,000

Annual maintenance spend on buildings used for service delivery

Target planned to reactive maintenance ratio:

**75010**



A commitment to increase commercial rental income

Target

**100%**

occupancy in commercial property



**Investment  
in Local Centres**



**2050**  
zero-carbon  
pledge

reduce CO<sub>2</sub>  
emissions  
on corporate  
estate



**180** Smaller parcels of land complete the land and building assets

# Our Priorities

Aims

Manage our assets strategically as a corporate resource

Support and empower local people

Provide value for money and secure efficiencies

Objectives

To plan and manage property as a strategic resource for the benefit of the people of South Cambridgeshire

To provide the right property, fit for purpose, in the right place, to meet current service needs and plan for the future.

To manage and maintain property effectively and efficiently together with optimising commercial opportunities.

Strategies


- Consolidate the Corporate Landlord model
- Continue to develop sound and effective corporate asset management planning
- Clear corporate decision making on all property matters
- Property budgets managed centrally to prioritise investment needs
- Property is integrated with other resources
- Ensure that property information is accurate, current, comprehensible and readily available
- Capital projects are managed effectively and efficiently to support Council goals
- Forward planning is targeted at delivering the Council's ambitions
- Recognise the importance of property assets held for community benefit (e.g. Milton Country Park)

- Ensure property is suitable and sufficient for service delivery
- Ensure that property is flexible and is planned to respond to future needs
- Ensure that property is secure, safe to use and fulfills statutory requirements
- Proactively work with services to understand their longer term requirements in order to plan for the future
- Work with Parish Councils and community organisations to build capacity and optimise the use of assets where beneficial to do so
- Where appropriate, to support the transfer of assets in line with the Community Asset Transfer Policy

- Ensure that all property is suitably managed and maintained within budget constraints
- Continuously challenge the use of assets including disposals where appropriate
- Seek efficiencies in occupancy and utilisation particularly through the introduction of Agile Working
- Challenge the cost of property activities to help drive performance management
- Proactively manage and enhance the Council's investment portfolio in order to maximise income
- Regularly monitor the performance of the Council's assets through KPIs
- Identify surplus assets available for development or re-investment

# Our Priorities

Aims	Support economic growth and regeneration	Work effectively with partners to maximise sharing and delivery opportunities	Reduce environmental impact
Objectives	<p>To use land and buildings to stimulate growth and development together with supporting local business needs and encouraging new business into the area.</p>	<p>To promote joint working in order to achieve service delivery benefits and secure efficiencies.</p>	<p>To reduce the environmental impact of our estate and contribute towards meeting the objectives of South Cambridgeshire's Carbon Reduction Targets.</p>
Strategies	<ul style="list-style-type: none"> <li>• Use key assets to support the delivery of the Economic Growth Strategy, including the use of investment to create local employment and training opportunities, the provision of support to small and medium-sized enterprises (SMEs) and actively promoting the use of apprenticeships</li> <li>• Manage the commercial portfolio, effectively balancing regeneration needs, job creation and income generation</li> <li>• Identify and deliver new development from allocated resources</li> <li>• Support the delivery of programmes to bring forward the creation and regeneration of key local centres and edge of local centre sites</li> <li>• Release land for housing development to contribute towards meeting housing targets within the District</li> </ul>	<ul style="list-style-type: none"> <li>• Work with other agencies to promote co-location and joint service delivery</li> <li>• Work with the Council's housing company to bring forward viable housing developments</li> <li>• Actively seek to share our own buildings with key partners and if possible provide incubator space for new businesses in Council premises.</li> <li>• Seek out joint venture and partnership arrangements to enhance our capacity to deliver</li> <li>• Support our communities and partners engaged in delivering services on our behalf</li> <li>• Develop strategic partnering to create a mixed economy of in-house and external provision to ensure value for money</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that property is as sustainable as possible in design, construction, operation and maintenance</li> <li>• Reduce energy and water consumption and CO<sub>2</sub> emissions</li> <li>• Using renewable energy solutions where viable</li> <li>• Minimise waste</li> <li>• Actively support and meet the targets set out in Council's Carbon Management Action Plan</li> <li>• Implement policies to ensure environmental aspects are covered in all projects and maintenance programmes</li> <li>• Proactively invest in our commercial estate to ensure that it meets the Minimum Energy Efficiency Standards and remains lettable</li> </ul>



**For further information or  
to contact us, please visit:**

[www.scambs.gov.uk](http://www.scambs.gov.uk)

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