



# Appendix C: Asset and Place Strategy – Action Plan

NO.	ACTION	DETAIL	IMMEDIATE DEADLINE	COMPLETION DEADLINE
1a	Consolidation of operational assets	The Council consolidate operational assets over the next 3-5 years, with the aim to reduce the operational estate to c100 assets with a potential saving of c£10m.		2024
1b		Develop the detailed process for capturing, analysing and planning for the future use of surplus property – in order to ensure the property is back in use, developed or disposed of as quickly as possible, reducing holding time and costs.	June 2019	
1c		Develop timetable aligned to service consultations.	April 2019	
1d		Work with services to identify high cost, low performing properties in operational use.	May 2019	
1e		Develop list of properties subject to service consultation proposals which may not be required for future service delivery.	May 2019	
1f		Prioritise the above list, focussing on high cost/low performing properties and those providing opportunities for consolidation.	June 2019	
1g		Review prioritised assets to identify opportunities.	July 2019	
1h		Appraise opportunities for re-use, disposal or development and prepare implementation timetable – aligned to consultation – in case asset is declared surplus.	July 2019	
1i		Repeat above steps until all operational assets reviewed, then repeat every 3 years.		2024

NO	ACTION	DETAIL	IMMEDIATE DEADLINE	COMPLETION DEADLINE
2a	Development of service property strategies	Service Property requirement strategies for 3-5 years are developed, by end of 2019 upon which the consolidation process can be built. Requirements identified separate to these strategies will not be prioritised.		End 2019
2b		Work with Children, Families and Learning Services to develop property requirements for future service operation, including: - Cultural Services (Libraries, Registrars, Heritage etc.) - Children/Family services (Children's and Youth Centres, Children's centres, SEND, Schools etc.) - Learning (Adult Learning Centres, Outdoor Learning Centres etc.)	August 2019	
2c		Work with Highways, Environment and Infrastructure Services to develop property requirements for future service operation, including Community Recycling Centres, Depots etc.	September 2019	
2d		Work with Adult Social Care services to develop property requirements for future service operation, including extra care and residential care housing, day centres etc.	November 2019	
2e		Work with Public Health services to develop property requirements for future service operations, including Surrey Heartlands health services.	November 2019	
3	Agile Working	Agile working is implemented to support the reduction in office space by 2021. Note: Specific Actions on this are included within the Agile Transformation programme.	Ongoing	2021.

ACTION NUMBER	ACTION	DETAIL	INITIAL DEADLINE	COMPLETION DEADLINE
4a	Rationalisation of non-operational assets	All non-operational or surplus assets should be reviewed to identify the appropriate future use of the site. This review should be completed within the next 2 years, and the output used to develop a pipeline of future developments and disposals. The non-operational asset portfolio should thereafter be reviewed annually.		2021
4b		Continue delivery of projects arising from the analysis of the first 50 sites. Aim for approval of first schemes in September 2019.	September 2019	
4c		Prioritise assets based on high cost/low performance and district/borough or Council priorities, and group into tranches, with focus on deliverable opportunities.	June 2019	
4d		Complete analysis of the next tranche of asset analysis as per the process and priorities set out in the asset and place strategy.	October 2019	
4e		Develop an implementation plan for approval and delivery of resulting projects and disposals.	October 2019	
5	Residential portfolio management	Review current operational management arrangements for the Council's residential properties; analyse options for the future and put in place an appropriate management arrangement that is effective, efficient and provides excellent service delivery. Preferred option to be identified, with an implementation plan.		December 2019
6	Governance	Complete the review of governance, in order to simplify and clarify responsibilities and roles within decision-making and to add pace to project delivery. To include a review of the investment and shareholder boards, the company directors, the scheme of delegation and constitution as they relate to these matters.		July 2019

ACTION NUMBER	ACTION	DETAIL	INITIAL DEADLINE	COMPLETION DEADLINE
7a	Project Delivery	Delivery of current prioritised schemes must be completed as a priority.		Various
7b		Delivery of the future pipeline of work, including disposals, must be prioritised and resourced to create a future capital and revenue income stream. Develop resource model as part of next capital programme development.		September 2019
8a	Investment Portfolio	Develop and adopt a clearly measurable investment strategy with performance metrics, which will also enable a clear analysis of risk in developing the portfolio.		Nov 2019
8b		Ensure strong use of the Council's advisers to be confident of effective decision making and widen the officers involved in the Council's processes so that knowledge is not limited to a small group.		July 2019
8c		Review the board structure for the Council's investment management ensuring understanding of accountability and the management of risks in governance.		July 2019
8d		Ensure the portfolio is balanced in terms of composition, risk, location and return.		April 2020
9a	Joint Venture	Review board representatives and roles to resolve conflict and ensure representatives are of an appropriate level to facilitate decision-making.		July 2019
9b		Ensure coherent understanding across key Council Officers and Members of the role and purpose of the joint venture, together with a shared understanding of the commercial implications of developments.		July 2019
9c		Further develop the financial analysis of the JV, developing a Financial Model that monitors the flow of funds in and out to the respective partners.		September 2019

ACTION NUMBER	ACTION	DETAIL	INITIAL DEADLINE	COMPLETION DEADLINE
9d		Consider the use of the joint venture/Places for People for future management of houses developed on the Council's behalf.		Dec 2019
9e		Seek efficiencies in the processes relating to the joint venture, particularly the process for drafting and approving site briefs.		July 2019
9f		Develop the procurement policies of the joint venture.		September 2019
10a	Corporate Landlord	Fully implement and embed the Corporate Landlord model within the Council's property function.		November 2019
10d		Establish the performance reporting framework from April 2019.	April 2019	
10c		Ensure the performance reporting is fully implemented, robust and transparent in place by October 2019.	October 2019	
10b		Ensure the development of a robust asset management plan of investment.	November 2019	
10e		Specify, procure and implement a replacement for the PAMS asset management system. To specify the system by September 2019, with implementation by 2020.	September 2019	End of 2020
11a	Governance	Complete the review of governance relating to property, assets and investments.		September 2019
11b		Amend the various boards to ensure decision-making is supported by the right structure and board membership.	May 2019	
11c		Complete the review of the decision-making process relating to project delivery, including procurement, the scheme of delegation and approvals. Amend the constitution if required.	September 2019	
12	Resourcing	Ensure the projects and delivery plan are fully and appropriately resourced, including the implementation of a new management structure to support the corporate landlord model. Plan for implementation to be ready end May 2019.		End May 2019

This page is intentionally left blank