

APPENDIX I

1. IMPROVEMENT PLAN 2022-2023 – Linked to the 20 Recommendations provided within the Appraisal

This improvement plan update takes account of two major developments, which have impacted its implementation during 2021/22. The first is the impact of the pandemic on the implementation of the Asset Management Change Management Plan and secondly the Council decision to form an establishment within Education for the development of a Learning Estate Strategy and Investment team. This improvement plan supersedes the previous plan agreed in 2018 and updated in 2019. The improvement plan is based on the strategic recommendations identified within the report. Progress on implementing the Plan will be determined by the resources made available within each of the different service areas. Where recommendations are included within the Corporate Improvement and Modernisation Programme (IMP) these are cross-referenced in this Improvement Plan.

Recommendations from the Property Asset Management Appraisal	IMP reference	Key Milestone	By	Lead Officer(s)	Complete
<u>Recommendation 2</u> Develop a new protocol for the DSM tenants' budget – linked to Recommendation 1. <u>Status as at 11/08/2022</u> Learning Estate Team and the Asset Management Corporate Buildings Team have commenced the review with the intention that the outcome will be reported prior to 31 March 2023.	Section 1.1	New Protocol in place	31 March 2023	Head of Education Resources and Communities	Ongoing

Recommendations from the Property Asset Management Appraisal	IMP reference	Key Milestone	By	Lead Officer(s)	Complete
<p><u>Recommendation 5</u> A further review of depots should be undertaken.</p> <p><u>Status as at 11/08/2022</u> Draft review being critically appraised by Head of Housing and Property and Property Asset Manager. Review will now include storage options, recommendation 6 below, update to ED&I committee being provided in September with business case for investment to be prepared and presented to committee prior to 31 March 2023. Retitled depot and store review.</p>	Section 1.1	Depot review completed	31 March 2023	Heads of Housing and Property and Environmental and Commercial Services	Remove - Reported in future via IMP
<p><u>Recommendation 6</u> A review of storage options should be undertaken.</p> <p><u>Status as at 11/08/2022</u> Now included in recommendation 5, remove.</p>	Section 1.1	Storage review completed	31 March 2023	Head of Housing and Property	Remove - Reported in future via IMP

Recommendations from the Property Asset Management Appraisal	IMP reference	Key Milestone	By	Lead Officer(s)	Complete
<p><u>Recommendation 7</u> The Council needs to reach decisions with regards to the Leisure Review and Museum buildings.</p> <p><u>Status as at 11/08/2022</u> The Leisure review has now concluded with service continuing to manage in house. Report to ECLS Committee on 24 November 2021 confirmed this. Condition surveys being undertaken on facilities to inform development of long term capital plan. The museum review has still to commence which will happen if/when resources permit, resource allocation being determined by relative corporate priorities given staffing capacity.</p>	Section 3.3	Decisions made	31 March 2025	Head of Education Resources and Communities and Head of Economic Growth and Development	Remove - Reported in future via IMP
Recommendations from the Property Asset Management Appraisal	IMP reference	Key Milestone	By	Lead Officer(s)	Complete
<p><u>Recommendation 10</u> The Council should review the sites that are held within the Housing Revenue Account.</p>	N/A	Review of sites completed	31 March 2024	Head of Housing and Property	Ongoing

<p><u>Status as at 11/08/2022</u> Housing Revenue Account land and buildings are being reviewed as and when necessary to ensure best use/value to the Housing Revenue Account. A formal holistic review is still required to be completed once resources permit. The estimated completion date is considered to reflect appropriate management of resources given competing priorities and ongoing ad hoc asset based reviews when required.</p>					
Recommendations from the Property Asset Management Appraisal	CMIP reference	Key Milestone	By	Lead Officer(s)	Complete
<p><u>Recommendation 12</u> Develop a Landlord Charter to support the management of the Property Portfolio.</p> <p><u>Status as at 11/08/2022</u> A document setting out roles and responsibilities covering occupation of operational assets will be developed, consulted upon and rolled out across the property asset base in the next 12 months.</p>	<p>Section 1.1</p>	<p>Corporate Landlord Charter developed</p>	<p>31 July 2023</p>	<p>Head of Housing and Property</p>	<p>Ongoing</p>
<p><u>Recommendations 13</u> Review options that will allow the Council to store its property information in fewer ICT systems.</p>	<p>Section 4.1</p>	<p>Business case to be completed by with update provided to</p>	<p>31 March 2023</p>	<p>Head of HR, ICT & Organisational Development,</p>	<p>Ongoing</p>

<p><u>Status as at 11/08/2022</u> Workshops undertaken to collect information on what building information is held and where. Recommendations due from consultant on how to pull this together into one common data environment.</p>		committee for March 2023.		Head of Housing and Property	
<p><u>Recommendations 14</u> The Council should develop baseline performance indicators to allow it to manage and monitor its property assets.</p> <p><u>Status as at 11/08/2022</u> These will now be developed for implementation from 1 April 2023.</p>	Section 4.1	Baseline information in place	1 April 2023	Head of Housing and Property	
<p>Recommendations from the Property Asset Management Appraisal</p>	CMIP reference	Key Milestone	By	Lead Officer(s)	Complete
<p><u>Recommendation 15</u> i) Council should combine the repairs and maintenance budgets for the school estate and corporate buildings.</p> <p><u>Status as at 13/07/2022</u> At this time it would be inappropriate for the repair budget for Education to be combined with the budget for the other corporate</p>	Section 1.1	Budget amalgamated and transferred to property	June 2022 Completed	Head of Education Resources & Communities and Head of Housing & Property Services	complete

<p>buildings. As the teams work together to improve the condition of the Council's property portfolio the merit or otherwise of the budgets being separate will be reviewed as appropriate.</p> <p>ii) A review of staff structures involving Property/Education should be completed transferring the duty for managing the property elements of the school estate to Property Services.</p> <p><u>Status as at 13/07/2022</u> The review has now been completed with the final changes to the Housing and Property structure reported and approved at the Corporate Committee on 14 June 2022.</p>	<p>Section 1.1</p>	<p>Review completed</p>	<p>June 2022 Completed</p>		<p>complete</p>
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