



Agenda

To all Members of the

CABINET

Notice is given that a Meeting of the Cabinet is to be held as follows:

Venue: Council Chamber, Civic Office, Waterdale, Doncaster, DN1 3BU

Date: Wednesday, 1st February, 2023

Time: 10.00 am

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**Damian Allen
Chief Executive**

Issued on: Tuesday, 24 January 2023

Governance Services Officer for this meeting:

Andrea Hedges
Tel. 01302 736716

City of Doncaster Council

www.doncaster.gov.uk

Items

1. Apologies for Absence.
2. To consider the extent, if any, to which the public and press are to be excluded from the meeting.
3. Public Questions and Statements
(A period not exceeding 20 minutes for questions and statements from members of the public and Elected Members to the Mayor of Doncaster, Ros Jones. Questions/Statements should relate specifically to an item of business on the agenda and be limited to a maximum of 100 words. As stated within Executive Procedure Rule 3.3 each person will be allowed to submit one question/statement per meeting. A question may only be asked if notice has been given by delivering it in writing or by e-mail to the Governance Team no later than 5.00 p.m. on Friday, 27th January 2023. Each question or statement must give the name and address of the person submitting it. Questions/Statements should be sent to the Governance Team, Floor 2, Civic Office, Waterdale, Doncaster, DN1 3BU, or by email to Democratic.Services@doncaster.gov.uk).
4. Declarations of Interest, if any.
5. Decision Record Forms from the meeting held on 18th January 2023 for noting (previously circulated).

A. Reports where the public and press may not be excluded

Key Decisions

- | | |
|--|---------|
| 6. School Admissions Arrangements for 2024/25 Academic Year. | 1 - 10 |
| 7. Asset Management Strategy 2023-2030. | 11 - 34 |

Cabinet Members

Cabinet Responsibility For:

Chair – Ros Jones, Mayor of Doncaster

Budget and Policy Framework

Vice-Chair – Deputy Mayor Councillor Glyn Jones

Housing and Business

Councillor Lani-Mae Ball

Portfolio Holder for Education, Skills and Young People

Councillor Nigel Ball

Portfolio Holder for Public Health, Leisure, Culture and Planning

Councillor Joe Blackham

Portfolio Holder for Highways, Infrastructure and Enforcement

Councillor Rachael Blake

Portfolio Holder for Children’s Social Care, Communities and Equalities

Councillor Phil Cole

Portfolio Holder for Finance and Trading Services

Councillor Mark Houlbrook

Portfolio Holder for Sustainability and Waste

Councillor Jane Nightingale

Portfolio Holder for Corporate Resources

Councillor Andrea Robinson

Portfolio Holder for Adult Social Care

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Report

Date: 1 February 2023

To: the Chair and Members of the
CABINET

Report Title: **SCHOOL ADMISSIONS ARRANGEMENTS FOR 2024/2025 ACADEMIC YEAR**

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Lani-Mae Ball, Education, Skills and Young People	All	Yes

EXECUTIVE SUMMARY

1. This report outlines the requirements for the adoption of schemes for Co-ordinating the Admission Arrangements for Primary and Secondary Schools and the approval of the Admission Arrangements for Community Schools in the 2024/2025 School Year.
2. The co-ordinated admission arrangements for the year of entry to all types of mainstream schools are a statutory responsibility of the Council and must be determined annually.
3. Separately, each admission authority is required to set its own admission arrangements. The various bodies, responsible for admission to schools in Doncaster, are summarised below:

Type of School	Community Schools	Church Schools	Free Schools	Academies	Total
Responsible Body	City of Doncaster Council	Governing Body	Trust	Trust	
Infant Schools	3	0	0	6	9
Junior Schools	2	0	0	5	7
Primary Schools	19	7	0	56	82
Secondary Schools	0	0	3	17	20
TOTAL	24	7	3	84	118

EXEMPT REPORT

4. There are no exemptions.

RECOMMENDATIONS

5. The Mayor and members of Cabinet is asked to approve the following admission arrangements for the 2024/2025 school year:

- Community School Admission Arrangements (paragraphs 13 to 14 below).
- Community School Nursery Admission Arrangements (paragraphs 13 to 14 below).
- Primary Co-ordinated Admission Arrangements (paragraphs 15 to 17 below).
- Secondary Co-ordinated Admission Arrangements (paragraphs 15 to 17 below).
- Notification of parents of the arrangements for admission including those to the Doncaster University Technology College (paragraph 18 below).
- Relevant Area for Consultation on Admission Arrangements (paragraph 33 below).

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

6. The Co-ordinated Arrangements noted above are intended to provide an equal opportunity for all parents to apply for school places at the same time through a process co-ordinated by the Council.
7. The School and Nursery Admission Arrangements set out the process by which applications by parents for community schools are considered and ensure that they are administered consistently and in a fair and equitable manner.

BACKGROUND

8. The Council has a duty under Section 86 of the School Standards and Framework Act 1998 to make arrangements for enabling the parents of children in its area to express a preference for a maintained school and to give reasons for that preference.
9. By 1 January in the relevant determination year the Council is required to formulate schemes for co-ordinating the admission arrangements for all maintained schools and academies in the City and to seek the agreement of other admission authorities to the co-ordinated admission arrangements. These are intended to make school admissions easier, more transparent and less stressful for parents. They require parents to rank preferences on a single common application form which they must submit to their home council. Parents will then receive a single offer of a school place for their child from the Council on a designated day.
10. By 28 February each year the Council is required to determine the admission arrangements that will apply to schools for which it is the admission authority i.e. community schools. This has been brought forward from previous years by the Department for Education to allow more time for any necessary objections to be lodged with the School Adjudicator.
11. In drawing up its arrangements the Council has to have regard to relevant legislation, the School Admissions Code (the Code) and guidance from the Department for Education. These contain a number of mandatory requirements which all admission authorities are required to follow and those requirements have been taken into account in the proposed arrangements.
12. The Private, Voluntary or Independent sector make their own arrangements for places within the City for 3 and 4 year old early years places. However the Council has a duty to ensure that there are sufficient accessible and affordable places for children across a range of provision types and provides support and guidance as necessary.

Admission Arrangements 2024/2025

13. The Council is required to set arrangements for admission to community schools. Community schools are maintained schools for which the Council employs the school's staff, is responsible for the school's admissions and owns the school's estate. This represents 24 of the 118 mainstream schools in Doncaster. The arrangements are determined in relation to the Code and relevant regulations published by the Department for Education. The only changes proposed relate to changes to admission numbers for schools as a result of building modifications.
14. Whilst the Council is not responsible for setting the arrangements for academies, voluntary aided or free schools it undertakes an important role to ensure that they are as compliant with any changes required of them and that they adhere to the guidance set within the Code. The Council holds those schools to account and robustly challenges non compliance, initially through the schools governance structure and when necessary by requesting support from the Regional Schools Commissioner and the Secretary of State.

Co-ordinated Admission Arrangements 2024/2025

15. The Co-ordinated Admission Arrangements for the normal year of entry remain unchanged; parents will continue to apply to their home local authority from which they will receive their decisions.
16. Applications at each phase of education; nursery, primary and secondary are all available digitally through the Council's website. For the initial round of year of entry school applications, the Council continues to receive a high percentage of online applications. For September 2022, the online rates for all applications have been sustained at 99%. The benefit to parent/carers is the ability for them to receive their decisions by email on national offer day (1 March 2024 for secondary schools and 16 April 2024 for primary schools). Paper applications are available for parents on the Council's website and this will remain the case until the Council is satisfied that all parents will have equal access to the admission process.
17. Co-ordination remains an important arrangement between schools and local authorities in terms of safeguarding and good working relations. A key component of this is the identification of potential applicants from data held by Health and schools through appropriate data sharing agreements which contribute significantly to the success of the process.
18. The success of the arrangements can be seen in increases in each of the last three years where a consistently high rate of pupil preference has been met. Most recently, for September 2022, offer rates for any preference made by parents stood at 96.4% (secondary) and 98.6% (primary), above local and national outcomes for those parents who have applied by the national closing dates. This success is replicated for first preferences which were consistently high when compared to local and national outcomes at 88% (secondary) and 96.4% (primary).

Publication of Information for Parents

19. The Council is required to publish information for parents detailing the arrangements for admission to schools and local University Technology Colleges by 12 September each year. In addition, the Council is required to write to parents of prospective pupils of Technology Colleges directly to explain the appropriate admission arrangements and makes reference to the Doncaster University Technology College.

20. The admissions and co-ordination arrangements are included as part of a wider Learning Provision Organisation Strategy, integrating education settings place planning, admissions arrangements/co-ordination and capital developments into one area.

OPTIONS CONSIDERED

Admission Arrangements

21. The Council is required to set arrangements for admission to community schools. It must include in its arrangements, information on the order in which places will be offered when a year group is oversubscribed. These are usually referred to as the admission criteria.
22. In Doncaster, each school serves a local community, usually referred to as the 'catchment area'. This reflects the philosophy that 'efficient education' is particularly fostered by closely associating a secondary school and a group of linked primary schools, in a pyramid. In this way, each school becomes part of the provision for a community and the education of the community's children benefits greatly from the association of its schools.
23. The admission criteria for admission to community schools and community school nurseries reflect the requirement to give first priority to children in care. The next criterion gives priority to those who live within a particular catchment area. The remaining school admission criteria also recognise the importance of children attending the same school as siblings and a school which is linked to their present school in the pyramid structure. In circumstances where a place is only available in any of the criterion for one child from a multiple birth i.e. twins, the Council has undertaken to offer each child a place together.

Co-ordinated Admission Arrangements

24. The Council is required to determine arrangements which co-ordinate the admission process to all schools and academies for the year of entry. They must allow for parents to express up to three preferences and require them to apply to their own local authority. These must be considered equally and the eligibility for places will be determined using each schools admission criteria.
25. A pupil will be offered a single place which is the highest ranked school for which they are eligible. Where no place is available the child will be offered an alternative place.
26. Although the mandatory requirement to co-ordinate in year was removed from September 2013 it is proposed that the Council reaffirms its commitment to continue to co-ordinate the admission arrangements during the school year and to seek the agreement of other admission authorities to continue to do so.

REASONS FOR RECOMMENDED OPTION

Community School and Nursery Admission Arrangements

27. The Council must ensure that its arrangements take into account the relevant regulations and comply with the mandatory provisions of the Code. They include guidelines in setting oversubscription criteria which ensure that the arrangements are fair to all children and their families, and promote social equity. They must also be consistent with the co-ordinated arrangements for the area.

28. The proposed arrangements are based upon those currently in place and have been subjected to the required consultation. The admission criteria and the retention of Catchment areas, which gives the majority of children in the City priority though not a guarantee to an individual school, have been reaffirmed annually. To date, this principle has also been adopted by the majority of those schools which have become academies and so determine their own arrangements.
29. The admission arrangements contain details of the admission number for each school. These are reviewed annually and where necessary are revised to take into account changes in the net capacity assessment and variations in the number of pupils expected.

Co-ordinated Admission Arrangements - Primary and Secondary


30. Minor changes have been made to the relevant dates currently in place. These dates are within statutory timescales and have been agreed with the majority of our neighbouring authorities.
31. The mandatory requirement to co-ordinate in-year applications was removed for admission from September 2013. However the Council, in agreement with schools, has previously determined that this should continue and this position is reaffirmed in the proposed arrangements. Continuing to co-ordinate in-year admissions strengthens the Council's safeguarding role by continuing to monitor the movement of pupils and manage the Children Missing Education database. To do otherwise would rely on schools notifying the Council of applications it receives and their outcomes. It would also mean parents would have to contend with differing arrangements at each school.
32. The Council experiences a large number of in-year applications, the majority of which are due to changes of address, both into and around the City.

Relevant Area for Consultation on Admission Arrangements

33. The Education (Relevant Areas for Consultation on Admission Arrangements) Regulations 1999 requires all local authorities to biannually review the relevant area which identifies all schools must be consulted on changes to admission arrangements. The Council has determined the Relevant Area for Admission to schools as the geographical area covered by the City of Doncaster Council. This review affects admissions to school in September 2024.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

34. The main impact of the proposals set out in this report on the Council's key priorities are set out below:

Great 8 Priority	Positive Overall	Mix of Positive & Negative	Trade-offs to consider – Negative overall	Neutral or No implications
 Tackling Climate Change	✓			

Comments:

The provision of a local place for every pupil through a co-ordinated admissions system with all schools working together minimises the need to extensive journeys across the City.



Developing the skills to thrive in life and in work



Comments:

Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;

- Every child has life-changing learning experiences within and beyond school;
- Many more great teachers work in Doncaster Schools that are good or better;
- Providing learning experiences which prepare young people for the world of work.
- Raise the awareness of parents to diverse opportunities and provision including City wide access to provision at Doncaster University Technology College and XP Schools.



Making Doncaster the best place to do business and create good jobs



This report does not directly cover this area.



Building opportunities for healthier, happier and longer lives for all



Comments:

Learning outcomes and health outcomes are intrinsically linked. Evidence shows that education, training and employment are key socio-economic factors in determining health status (Marmot, 2010). The admission arrangements described should be mindful of the impact on ease of access to education and in particular for those families who suffer disadvantage. Programmes that aim to improve attendance and reduce the gap in educational attainment are likely to impact positively on reducing long-term health inequalities in Doncaster.



Creating safer, stronger, greener and cleaner communities where everyone belongs



This report does not directly cover this area.



Nurturing a child and family-friendly City



Comments:

The Arrangements, co-ordinated by the Council, encourage local schools to work together to support pupils by;

- Supporting ease of access for all residents to school places;

- Prioritising places for local pupils and their siblings;
- Supporting pupils attendance at school and reducing risk for students out of school;
- Raising education standards and aspirations of young people;
- Improving services for Children, Young People and their families.



Building Transport and digital connections fit for the future



This report does not directly cover this area.



Promoting the City and its cultural, sporting, and heritage opportunities



This report does not directly cover this area.

Fair & Inclusive



Comments:

The arrangements are designed to not discriminate on the grounds of disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; or sexual orientation, against a person and the decisions taken as to who is offered admission as a pupil. In accordance with the Code, the arrangements and admission criteria are reasonable, clear, objective, procedurally fair, and comply with all relevant legislation, including equalities legislation. The Council ensures that the arrangements do not disadvantage unfairly, either directly or indirectly, a child from a particular social or racial group, or a child with a disability or special educational needs.

Special provision has also been made within the In Year Fair Access protocol to prioritise applications for service personnel and crown servants in the line with the requirements of the Code and the Service Forces Covenant. The arrangements also include provision for applications from service personnel and crown servants moving to Doncaster will be considered one term in advance of a change of address in accordance with the guidance from the Department for Education providing that the application is accompanied by an official letter that declares a relocation date and a Unit postal address or quartering area address.

In addition to the ability to allocate school places through In year Fair Access protocol as above, this would also apply to children of families, or who are, Gypsies, Roma, Travellers, refugees, and asylum seekers where they have been unable to secure a place through the normal in year admission process.

LEGAL IMPLICATIONS (Author Initials HP Date 10/11/22)

35. Section 88C of the School Standards and Framework Act 1998, as amended, requires, before the beginning of each school year, the admission authority for a maintained school in England to determine the admission arrangements which are to apply for that year.
36. The School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) (England) Regulations 2012, as amended, state that every admission

authority must determine their admission arrangements on or before 28 February in the determination year. The Statutory Guidance contained in the School Admissions Code (September 2021) at paragraph 1.45 provides consultation is only need if changes are proposed subject to the requirement that admission authorities must consult on their admission arrangements at least once every 7 years.

37. The Regulations also require a local authority to formulate, in relation to each academic year, a qualifying scheme in relation to each primary and secondary school in their area. The local authority must formulate a qualifying scheme by 1 January in the relevant determination year and must inform the Secretary of State on or before 28 February in the relevant determination year whether they have secured the adoption of a qualifying scheme or not. The School Information (England) Regulations 2008 require that local authorities publish a composite prospectus for parents by 12 September each year which contains the admissions arrangements. An amendment has been published to the regulations which came into force on 14 February 2017. This requires local authorities to include details of local University Technology Colleges (UTCs) in the prospectus and to write to parents of prospective pupils to confirm the appropriate admission arrangements to UTCs.
38. As set out in the report The Education (Relevant Areas for Consultation on Admission Arrangements) Regulations 1999 requires all local authorities to biannually review the relevant area which identifies all schools must be consulted on changes to admission arrangements. The Council has determined the Relevant Area for Admission to schools as the geographical area covered by the City of Doncaster Council. Consultation has been completed with regard to this.

FINANCIAL IMPLICATIONS (Author Initials SB Date 07/11/22)

39. This report refers to the schemes for admission arrangements to schools but has no effect on either the total number of pupils admitted or on the resources required to administer these admissions.
40. As such there are no financial implications rising directly from this report.

HUMAN RESOURCES IMPLICATIONS (Author Initials KW Date 08/11/22)

41. There are no HR implications arising from this report.

TECHNOLOGY IMPLICATIONS (Author Initials PW Date 08/11/22)

42. There are no specific technology implications arising from this report. The Synergy Schools Admissions Management solution supports the admission arrangements outlined in this report, with parents encouraged to make their applications on line via the Parent Portal.

RISKS AND ASSUMPTIONS

43. If the arrangements fail to comply with the regulations and the Code they may be subject to challenge from parents through objections to Schools Adjudicator or the Local Government Ombudsman. This may have a detrimental impact on other pupils in a school or a financial impact on the Council or schools.
44. If schools do not wish to take part in the in-year co-ordination process the Council will put in place appropriate processes and safeguards to monitor the movement of pupils.

CONSULTATION

45. The following stakeholders are being consulted in accordance with the appropriate regulations and have been informed that the draft arrangements have been placed on the Council's website:-

Relevant Area Consultation

Community schools	Voluntary Aided Schools
Public and interested parties	Neighbouring local authorities
Free Schools	Academies

46. The deadline for consultation on the Relevant Area was 10 December 2022. No comments were received.
47. Following approval of the determined admission arrangements the Council will publish a copy of those arrangements on its website. An appropriate person or parents may object to the arrangements by writing to the Schools Adjudicator by 15 May 2023.

BACKGROUND PAPERS

48. The following background papers are available:-
- Draft Community Schools Admission Policy 2024/25 - www.doncaster.gov.uk/services/schools/admission-arrangements
 - Draft Community Schools Nursery Admission Policy 2024/25 - www.doncaster.gov.uk/services/schools/admission-arrangements
 - Draft Qualifying Co-ordinated Admissions Scheme for Primary Schools in Doncaster 2024/25 - www.doncaster.gov.uk/services/schools/admission-arrangements
 - Draft Qualifying Co-ordinated Admissions Scheme for Secondary Schools in Doncaster 2024/25 - www.doncaster.gov.uk/services/schools/admission-arrangements
 - Equality, Diversity and Inclusion – Due Regard Statement (Appendix 1)
 - Department for Education - School Admissions Code - www.gov.uk/government/publications/school-admissions-code--2
 - Department for Education - School Admissions Appeal Code - www.gov.uk/government/publications/school-admissions-appeals-code
 - The School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) (England) Regulations 2012 – www.legislation.gov.uk/ukxi/2012/8/made
 - The Education (Relevant Areas For Consultation On Admission Arrangements) Regulations 1999 - www.legislation.gov.uk/ukxi/1999/124/pdfs/ukxi_19990124_en.pdf
 - The School Admissions (Admissions Appeals Arrangements) Regulations 2012 - www.legislation.gov.uk/ukxi/2012/9/pdfs/ukxi_20120009_en.pdf
 - The School Admissions (Infant Class Size) England Regulations 2012 - www.legislation.gov.uk/ukxi/2012/10/pdfs/ukxi_20120010_en.pdf
 - The School Information (England) Regulations 2008 - www.legislation.gov.uk/ukxi/2008/3093/pdfs/ukxi_20083093_en.pdf
 - Cabinet Report 10 December 2008 - Discretionary Transport Efficiency Savings
 - The Education (Relevant Areas for Consultation on Admission Arrangements) Regulations 1999 <http://www.legislation.gov.uk/ukxi/1999/124/contents/made>

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

“The Code”	The School Admissions Code
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Director of Children, Young People and Families



City of Doncaster Council

Report

Date: 1st February 2023

To: The Chair and Members of the Cabinet

Report Title: Asset Management Strategy 2023-2030

Relevant Cabinet Member(s)	Wards Affected	Key Decision?
Councillor Joe Blackham	All	Yes

EXECUTIVE SUMMARY

1. In September 2021, Team Doncaster set out their ambitions for Doncaster in the Borough Strategy – Doncaster Delivering Together. This covers a range of themes such as economy, education, health and social care, community safety, and the environment. We identify our ‘Great 8’ priorities and our commitment to working together in partnership with public and private sector organisations, businesses, residents and the voluntary and community sector.
2. Doncaster Council provides its teams and services with the physical assets required to deliver our strategic objectives and operational priorities; and in doing so, supports residents, partners and businesses to realise our collective ambitions.
3. This updated Asset Management Strategy will guide future decisions associated with the use, acquisition and disposal of the Council’s property assets over the next decade. The strategy is based around 4 guiding principles:
 - Evidence-led decision making
 - Whole Council, whole partnership approach
 - Maximised Value
 - Environment focused
4. These four principles will guide decisions we make to ensure that our assets are managed efficiently and sustainably, such that they remain fit-for-purpose and thus support front line services to delivery their core functions to our residents and businesses. Our strategy will be mindful of new technologies and ways of working, as well as putting the environment at the forefront of our thinking to

ensure that our carbon footprint and any negative impact on the environment is minimised.

EXEMPT REPORT

5. N/A

RECOMMENDATIONS

6. It is recommended that Cabinet members review and approve the draft Asset Management Strategy 2023-2030.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

7. A current and published Asset Management strategy informs residents of the principles and approach that the Council will take with regard to the management of its Assets

BACKGROUND

8. The previous Asset Management Strategy runs from 2017-2022 and is due to expire. The refreshed version of this document will build on the existing principles with a focus on the following key objectives, which will underpin our future activity:
 - Developing a modern, fit for purpose estate
 - Reducing costs and maximising income
 - Supporting skills development & economic growth
 - Supporting our communities

OPTIONS CONSIDERED

9. To approve the refreshed asset management strategy in order to ensure that a current and up to date document is in place and published.
10. To choose not to update the Asset Management Strategy and continue without a current and published document




REASONS FOR RECOMMENDED OPTION

11. The refreshed document sets out clear strategic objectives and decision making guidelines that will enable Doncaster Councils teams and services to make consistent and joined up decisions regarding the physical assets required to deliver our objectives and operational priorities ; and in doing so, supports residents, partners and businesses to realise our collective goals.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

12.

Great 8 Priority	Positive Overall	Mix of Positive & Negative	Trade-offs to consider – Negative overall	Neutral or No implications
 Tackling Climate Change	✓			
<p>Comments: This strategy will ensure that our services are delivered from land and buildings, which are fit for purpose, fully used, well maintained. By supporting interventions and developments that improve the energy-efficiency of our buildings and increasing the proportion of land given over protect and enhance biodiversity we can support our ambition for Doncaster to become carbon neutral by 2040.</p>				
 Developing the skills to thrive in life and in work	✓			
<p>Comments: Provides opportunities and support for business start-ups, growth and expansion of small, medium and large enterprise businesses and wider economic developments in the borough, which have the potential to grow and attract higher skilled businesses whilst also providing the infrastructure to support human capital.</p>				
 Making Doncaster the best place to do business and create good jobs	✓			
<p>Comments: This strategy will support long-term regeneration and growth of the borough through Investment in the development of strategic sites, premises and vital infrastructure that are essential for inclusive growth.</p>				
 Building opportunities for healthier, happier and longer lives for all	✓			
<p>Comments: By supporting services and cross partnership working, this strategy can ensure that we maximise on the 'added-value' that can be generated by innovative use of our assets for the community and wider economy.</p>				
 Creating safer, stronger, greener and cleaner communities where everyone belongs	✓			

<p>Comments: A commitment to sharing assets with Team Doncaster partners and other stakeholders from across the public, private and community sectors to not only offer potential efficiencies but also improved customer access through more integrated service provision to ensure the best outcomes for our local communities.</p>				
 <p>Nurturing a child and family-friendly borough</p>	✓			
<p>Comments: By Joining up key services for communities & ensuring that we have a single approach across all the council's portfolio and with partners in the city we can Improve the quality of life for all families in Doncaster by shaping the city, the places and communities within it.</p>				
 <p>Building Transport and digital connections fit for the future</p>	✓			
<p>Comments: This plan Supports long-term regeneration and growth of the borough through Investment in the development of strategic sites, premises and vital infrastructure that are essential for inclusive growth.</p>				
 <p>Promoting the borough and its cultural, sporting, and heritage opportunities</p>	✓			
<p>Comments: ensuring that we have a single approach across all the council's portfolio and with partners in the city we can maximise opportunities for leisure, culture and wellbeing improvements and focus on the best outcomes for the city</p>				
Fair & Inclusive	✓			
<p>Comments: Our decisions about the city's estate will be based on a clear vision for the future, with a strong focus on our borough strategy and our well-being goals.</p>				

Legal Implications [Officer Initials: ND | Date: 21.11.2022]

13. The purpose of an Asset Management Strategy is to ensure that the Council buys, sells, uses and manages its assets to meet its needs and objectives.
14. It is good practice for the Council to have an Asset Management strategy in place to clearly demonstrate what the Council will be working to, along with the governance process required along the way to support the delivery of the strategy. Putting in place an Asset Management Strategy is also recommended by CIPFA.

15. Further legal advice and assistance will be required as the Asset Management Strategy is delivered.

Financial Implications [Officer Initials: MB | Date: 14th November 2022]

16. Approval of the Asset Management Strategy and the general commitment to deliver the associated strategic objectives does not in itself carry any direct financial implications for the Council. However, individual projects and initiatives arising from implementing the Strategy will require further reports and approval so that specific advice and implications are considered as and when actions are further developed.

17. Human Resources Implications [Officer Initials: AA | Date: 18.11.22]

There are no direct HR Implications in relation this proposal.

18. Technology Implications [Officer Initials: PW Date: 17/11/22]

Early engagement with Digital & ICT in relation to the delivery of the Asset Management Strategy and related workstreams is essential to ensure that technology implications and timescales can be fully considered as part of the wider decision making and planning. Where applicable, separate reports relating to the acquisition, disposal or changes to property assets would also be needed for consideration and prioritisation by the Technology Governance Board (TGB).

RISKS AND ASSUMPTIONS

19. There are no identifiable risks from adopting this strategy. The strategy will need reviewing and reporting against on a periodic basis to ensure that it is fit for purpose.

CONSULTATION

20. The strategy principles have been shaped through discussion with senior officers across the council, the Portfolio Holder for Highways, Infrastructure and Enforcement, and the Communities & Environment Overview & Scrutiny Panel

BACKGROUND PAPERS

21. Draft Assets Strategy

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

22.

DDT	Doncaster Delivering Together
FARRRS	Finningley and Rossington Regeneration Route Scheme
NNDR	National Non Domestic Rates
OPE	One Public Estate
SYMCA	South Yorkshire Mayoral Combined Authority
YWOW	Your Way of Working
MEES	Minimum Energy Efficiency Standards

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Doncaster Council

Asset Management Strategy 2023-2030

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FOREWORD FROM THE MAYOR OF DONCASTER

Welcome to Doncaster Council's Asset Management Strategy.

Team Doncaster has recently set out their ambitions for Doncaster in the Borough Strategy – Doncaster Delivering Together. This covers a range of themes such as economy, education, health and social care, community safety, and the environment. We identify our 'Great 8' priorities and our commitment to working together in partnership with public and private sector organisations, businesses, residents and the voluntary and community sector.

The Council needs to provide its teams and services with the physical assets required to deliver our strategic objectives and operational priorities; and in doing so, will support residents, partners and businesses to realise our collective ambitions.

This Asset Management Strategy will guide future decisions associated with the use, acquisition and disposal of the Council's property assets over the next decade.

It sets out how we will ensure that our assets are managed efficiently and sustainably, such that they remain fit-for-purpose and thus support front line services to delivery their core functions to our residents and businesses. Our strategy will be mindful of new technologies and ways of working, as well as putting the environment at the forefront of our thinking to ensure that our carbon footprint and any negative impact on the environment is minimised.

Damien Allen, Chief Executive, Doncaster Council

Ros Jones, Elected Mayor of Doncaster

OUR VISION

"To have an effective and efficient estate that enables the provision of high-quality services, provides value for money, and maximised opportunities for income streams; whilst causing minimal environmental harm."

DEVELOPING THE STRATEGY

This is a service-led asset management strategy, which seeks to enable service areas to deliver on their operational and strategic goals, both in the long and short term and is not intended to dictate what or how services are provided.

At the heart of all our strategies and plans is the Borough Strategy – Doncaster Delivering Together. This sets out the Borough's overarching ambitions. In turn, we have a Corporate Plan – which sets out the Council's contributions to our Team Doncaster ambitions; and individual directorate and service plans, which identify the priorities of each distinct service area within the Council.

It is these documents from which our Asset Strategy is derived. Service leads have reviewed their priorities along with our existing assets, and identified the maintenance, acquisition and disposal requirements going forward. This information has been considered collectively to identify what our Asset Management Strategy needs to accomplish.

The strategy will focus on the high-level principles on which our decisions will be made and the high-level work streams we will focus on in the coming years.



STRATEGIC CONTEXT

Doncaster Council is part of the Team Doncaster strategic partnership. Team Doncaster has a series of overarching strategies and plans to which Doncaster stakeholders have co-developed, approved and adopted.



Launched in September 2021, Doncaster Delivering Together (DDT) is our new 10-year Borough Strategy.

<https://www.teamdoncaster.org.uk/doncaster-delivering-together>

Doncaster and the world around us is changing. It is time to rethink what this means for Doncaster’s residents and communities, so we can live well together now and in the future. Doncaster Delivering Together is about **Thriving People, Places & Planet**. It emphasises the need to improve wellbeing and builds on the success of our previous Borough Strategy '[Doncaster Growing Together 2017-2021](#)'

The Wellbeing Wheel shows our six long-term goals - ‘beacons’ that we are working towards; and below

are our ‘Great 8 Priorities’.



The Borough Strategy and the Wellbeing Goals will be supported by a range of Team Doncaster policies and strategies, with a common purpose in our ambitions for the borough. These include:

- Medium Term Financial Strategy and financial plans
- [Environment & Sustainability Strategy](#)
- [Climate Change & Biodiversity Commission](#)
- [Inclusive Growth Strategy](#)
- Transport & Infrastructure Strategy*
- [Local Plan](#)
- Strategic Growth Area Plans*
- Doncaster delivering together Investment plan
- [Community Safety Strategy](#)
- [Housing Strategy](#)
- [Health & Wellbeing Strategy](#)
- [Place Plan](#)
- [Education and Skills 2030](#)
- Cultural Strategy*

How will we do it?



- Children and Young People's Plan*
- Community Lettings and Asset Transfer Policy
[Underlined documents are link-enabled to published documents; plain text are currently in development]

KEY ACHIEVEMENTS SO FAR

Our long-term work and investment on major regeneration schemes such as the Civic Quarter and Herten Triangle are coming to fruition and we are supporting and stimulating further investment and development by others such as the new Station Gateway proposals

- Library /Station/ Great York shire Way & FARRRS, Grade II listed Wool Market
- Corporate landlord model implementation
- Acquired 19 new investment sites to support strategic regeneration initiatives.
- Future Strategic acquisition plan to maximise investment in key areas of regeneration and to support approved Masterplans
- Contributed to the development of Your Way of Working – Civic Office / North Bridge Depot
- Delivered transformational change through the Urban Centre Masterplan / Levelling Up Fund – Central Library and Corn Exchange projects
- Delivered fit for purpose assets for future service delivery. We have remodelled the former Museum to create a fit for purpose Archives facility and are continuing to invest in and improve our key heritage assets - Cusworth Hall and the Mansion House
- Working with Strategic Partners to:
 - Improve service delivery for communities through the use of our assets – Bentley GP hub
 - Retrofits to existing assets to deliver improved environmental sustainability – Askern Leisure Centre
- Transfer of assets into the housing delivery programme enabling the provision of more than 400 new council rented homes since 2013-14
- Support for the development / roll out of EV charging capacity
- Increased NNDR income through asset release and development
- Increased green space and reduced dwelling volume on sites we have/are disposing of to support the sustainability agenda
- An initial appraisal has been completed of the scale of investment needed to improve the Council's housing stock to a net zero standard
- The St Leger Homes Doncaster (SLHD) four year Thermal Improvement Programme has been launched to invest £12m in improving the energy efficiency of 1,800 homes with more than 500 completed so far
- More than 3,000 detailed stock condition surveys have been completed on SLHD stock, with 3,000 more in the pipeline, providing accurate and up to date data for a new Asset Management Strategy for the stock in 2023-24

DN17:

- 71 Assets sold
- Receipts £15,162,115
- Site areas total 340.7 acres
- Revenue savings £792,000

- Development of Herten Triangle, CCQ and the Savoy Units
- Strategic Acquisitions – supporting place shaping strategies – Station Gateway / Town deal
- Housing developments with partners
 - Number of houses 98
 - Receipt values £290,000
 - Acres developed 8.33 acres

Doncaster Urban Centre Masterplan:

The masterplan acts as a prospectus for investment and change in Doncaster, enabling all parties to unite and capitalise upon the potential that exists.

Whilst the focus of the masterplan is the town core, the benefits of growth extend much further, supporting all of our local communities. The key to the success is recognition that the centre of Doncaster forms part of a wider network for the borough and beyond, which relies upon connections that benefit all of Doncaster.

Along with the full Doncaster Urban Centre Masterplan, plans for regeneration in other town centres across the borough have been developed

Great Yorkshire Way: The Finningley and Rossington Regeneration Route Scheme (FARRRS) project - now known as Great Yorkshire Way - has provided a new highway from the M18 at junction three to Doncaster Sheffield Airport with links into Rossington and the iPort development

REGIONAL CONTEXT

South Yorkshire Mayoral Combined Authority (SYMCA)

The South Yorkshire, Mayoral Combined Authority (SYMCA) formed in 2014. Its constituent members are represent Doncaster, Barnsley, Rotherham and Sheffield local councils.

Doncaster has stated its commitment to SYMCA to invest in housing, infrastructure, local services and public realm. This involves maximising and utilising public assets to drive regeneration, host digital infrastructure, and enable innovative place shaping. SYMCA's approach to land, housing and built environment is to:

- Improve the quality of existing and new housing stock, whilst maintaining housing growth.
- Ensure the supply of good quality, attractive and sustainably developed employment land that is widely accessible.
- Proactively work on strategic planning opportunities to unlock potential through joined-up investment packages.

One Public Estate (OPE) or future equivalent

The OPE programme supports locally led partnerships of public sector bodies to collaborate around their public service delivery strategies and estate needs. OPE provides an opportunity for more focused and integrated public services, as well as potentially reducing running costs and generating additional capital receipts. One Public Estate funding aims to:

- Create economic growth to enable released land and property to be used to stimulate economic growth and regeneration.
- Deliver more integrated and customer focused services to encourage publicly funded services to co-locate, to demonstrate service efficiencies, and to work towards a more customer-focused service delivery.
- Generate capital receipts to release land and property to generate capital receipts.
- Reduce the running costs of central and local government assets.

INTRODUCTION

The Council has a wide-ranging property portfolio; assets made up of buildings and land, either acquired or inherited over many years. This portfolio requires careful and constant management in order to not only retain its material value, but for it to be of value to residents, businesses, community organisations or council services.

The key metrics are summarised below:

75 operational buildings With a total floor area of 53,228sq m	933.5 acres of woodland supporting the reduction of our carbon footprint	938.5 acres of Parks and Playing Fields supporting healthy lifestyles and leisure for the community.	132 Land and property assets leased to local and national businesses
60 community facilities	50 allotment locations around the borough	26 Identified disposal sites	19 new investment sites since 2017 to support strategic regeneration initiatives
126 assets disposed of in the last 5 years, generating £16.5m in capital receipts. (not including disposals benefiting HRA)	£15m worth acquisitions to support infrastructure and public realm improvements in the last 5 years	£7.5m acquisitions – Housing in the last 5 years	£1,165,000 annual income from investment properties
Total value of investment assets £20,000,000	48% of Minimum Energy Efficiency Standard compliance	28 Assets with agile working capabilities	£1,055,000 Operational property maintenance budget

Doncaster Council has utilised elements of its property portfolio in recent years to support important projects, either through property sales to raise capital and reduce revenue costs, or by unlocking development opportunities to support regeneration and inward investment. But as the property portfolio reduces this will become more challenging to achieve. In order for our property portfolio to stay relevant, and to retain its financial and organisational value, we need to be clear about how it will be used, maintained and, where appropriate, disposed of. This new Asset Management Strategy is a key component of that work

WHAT ARE OUR GUIDING PRINCIPLES?

Our Asset Management decisions will be governed by a set of four principles. These will guide decisions we take with respect to asset acquisition, use, maintenance and disposal.

- Evidence-led decision making

Our decisions about the city's estate will be based on robust information, evidence and insight and a clear vision for the future, with a strong focus on our borough strategy and our well-being goals.

- Whole council, whole partnership approach

A commitment to sharing assets with Team Doncaster partners and other stakeholders from across the public, private and community sectors to not only offer potential efficiencies but also improved customer access through more integrated and locality based service provision to ensure the best outcomes for our local communities, capitalising on the localities working model and the development of delivery 'hubs' that consolidate a local offer.

- Maximise Value

Decisions we make about how we use our land and property assets are driven by our vision for the things that we want to achieve for the city, balanced against the financial constraints within which the Council operates

- Environment-focused

Embedding sustainability into our current and future estate is essential for a cleaner and greener borough. By supporting interventions and developments that improve the energy-efficiency of our buildings, by increasing the proportion of land given over protect and enhance biodiversity and supporting asset based renewable energy projects, we can support our ambition for Doncaster to become carbon neutral by 2040.

WHAT ARE OUR KEY OBJECTIVES?

Guided by our 4 principles, we have identified 4 key Objectives that will underpin our activity

Developing a modern, fit for purpose estate



In order to support the delivery of good services for residents & businesses, our services will need be delivered from land and buildings which are fit for purpose, fully used, well maintained, and which move the stock towards much higher environmental standards and lower carbon emissions and meet the needs of services both now and in the future. Our activities and decisions will have a strong focus on Team Doncaster's strategic priorities such as Doncaster Councils Corporate Plan.

Reduce our costs and maximise our income



Unlock money to support new investment and free up revenue funding streams to improve and support services and the delivery of wider city priorities and maximise 'added-value' that can be generated by innovative use of our assets for the community and wider economy.

Support Skills Development & Economic growth



Support long-term regeneration and growth of the borough through Investment in the development of strategic sites, premises and vital infrastructure that are essential for inclusive growth. Providing opportunities and support for business start-ups, growth and expansion of small, medium and large enterprise businesses and wider economic developments in the borough, which have the potential to grow and attract higher skilled businesses whilst also providing the infrastructure to support human capital.

Support Our Communities



Improve the quality of life for all communities in Doncaster by shaping the city, the places and communities within it. By Joining up key services for communities & ensuring that we have a tailored approach across all the council's property portfolio and with partners in the city we can maximise opportunities for leisure, culture and wellbeing improvements and focus on the best outcomes for the city and its localities.

WHAT ARE OUR CORE WORK STREAMS?

In order to achieve our key objectives, we have identified seven core work streams around which most of our activities will be focused over the next 8 years in addition to usual estate management duties and obligatory statutory functions – e.g. Annual Asset Valuation process for end of year accounting.

Review & Rationalise our assets

The needs of services and the requirements for their effective provision need to be considered to determine the right location, type and use of our buildings and land, focusing on the most effective ways of providing high quality services to customers, around which estate solutions can be wrapped. The sharing of buildings by a range of partners as we move away from single service properties, will not only offer potential efficiencies but also improved customer access through more integrated service provision.

We will ensure our assets:

- Adapt to meet changing customer requirements.
- Support changing service delivery models. E.g. Hybrid working (YWOW)
- Support service provision & customer access.
- Support agile working across all of our buildings and provide the right accommodation for services to be delivered effectively and efficiently.
- Are rightsized, ensuring they are affordable now and in the future.
- Are well maintained & meet Minimum Energy Efficiency Standards
- Are cost effective & used to their full potential
- Promote Partnership working & asset sharing
- Benefit from Increased rollout of gigabit capable connectivity
- Are able to support community delivery at a local level

✓ Developing a modern, fit for purpose Estate

✓ Reduce Our Costs & Maximise income

✓ Support Skills Development & Economic Growth

✓ Support our communities

Strategic Acquisitions and Disposals

The Asset management Team are play a key role in contributing to the ambitions of the borough through a programme of strategic acquisitions and disposals to ensure that services can be maintained and supported and that we are able to deliver the wider city priorities as set out in our corporate plan

Over the next four years, it is estimated £13.8m will be received into the general fund from sales of land and buildings via the disposal programme.

We Will

- Continue to dispose of surplus properties to secure capital receipts and reduce running costs.
- Ensure the timing of the receipts takes into account, where possible, other Council led disposals such as strategic housing and known local private sector supply
- review public and privately owned land assets, to identify key sites for economic growth and job creation.

✓ Developing a modern, fit for purpose Estate

✓ Reduce Our Costs & Maximise income

- Continue to review smaller scale disposals bring these sites forward on a continuing basis for approval. ✓ Support Skills Development & Economic Growth
- Seek opportunities to acquire strategic assets or land to accelerate regeneration and unlock growth potential.
- Ensure capital investments are sustainable in the long term, both in terms of servicing the finance and running costs of the new asset. ✓ Support our communities

Investment Properties and commercialising our estate

Our let portfolio of properties must continue to be well managed to support business development, economic growth, and community enterprise and generate income to support service delivery for the people of Doncaster.

We Will:

- Work with partners with space requirements to lease space within our operational portfolio ✓ Reduce Our Costs & Maximise income
- Seek opportunities to grow income from our Investment Portfolio through targeted investment into existing properties and the development of new properties. ✓ Support Skills Development & Economic Growth
- Propose a programme of improvements to rejuvenate our leased estate that have become tired in order to maximise income and increase revenue opportunities
- actively seek new investment opportunities where these meet both funding requirements and our investment strategy ✓ Support our communities

Partnership & Joint Venture working

Doncaster Council prides itself on the strength of partnership working across a wide range of areas of work, with its estate being no exception.

We will:

- Continue to engage positively with the One Public Estate Partnership to share knowledge, intelligence and expertise. ✓ Developing a modern, fit for purpose Estate
- Seek to further strengthen the level of partnership working with communities, across the public sector, third sector and private sector to achieve the aspirations and outcomes of Doncaster Delivering Together. ✓ Reduce Our Costs & Maximise income
- Identify co-location options which benefit all partners in terms of customer service as well as rationalisation
- Explore opportunities to share our estate with partner organisation and utilise others' buildings where this improves service delivery. ✓ Support our communities
- Use our land and buildings to support local communities to feel a greater connection with their neighbourhood, through the provision of places and spaces for our communities to meet up, and to provide spaces for local charities, voluntary groups and community groups to operate
- Encourage the innovative use of assets, in partnership with others, to develop and support community service delivery using Council property assets.
- Work with community organisations to progress Community Asset Transfers where there is a viable business case to do so.
- Support transparency though maintaining publicly available records of the Councils assets

- Proactively explore opportunities to bring forward projects under future rounds of the One Public Estate Programme where this can support our wider ambitions.
- Work with private sector partners to bring forward regeneration and redevelopment schemes facilitated through either the disposal of Council owned land and buildings or entering into development agreements to facilitate investment and growth

Place shaping

Investment in place is about coordination, collaboration and strengthening of relationships and solidifying the role between local authorities, sub-regional institutions and local stakeholders. Doncaster has a pipeline of economic development opportunities that could be transformational for the local economy and the Council has the ability to play a unique role in promoting economic growth, regeneration, inward investment, and job creation.

We Will:

- | | |
|--|--|
| • Work with development partners as we use our estate influence to support regeneration and economic growth. | ✓ Developing a modern, fit for purpose Estate |
| • Leverage our assets to support the regeneration and growth of the city, town and district centres. | |
| • Ensure that wider regeneration and community benefits are derived from acquiring, developing and divesting assets | ✓ Support Skills Development & Economic Growth |
| • Invest in Wider economic development opportunities in the borough that have the potential to grow and attract higher skilled businesses whilst also providing the infrastructure to support human capital. | |
| • Support investment in key locations including; the Town Centre, the Waterfront, Unity and Gateway East, which are also recognised in the regional Strategic Economic Plan. | ✓ Support our communities |

Improving the quality of the Council’s existing housing stock and supporting new Housing Delivery

St Leger Homes Doncaster manages just under 20,000 social rented homes on behalf of the Council. It is tasked with maintaining those homes at 100% decency, complying with all statutory health and building safety legislation and reaching an Energy Performance Certificate (EPC) level of C for all the stock by 2030. During 2023-4 SLHD will be completing a new Asset Management Strategy, informed by carrying out more than 6,000 new detailed stock condition surveys.

We will:

- Work with SLHD to ensure that the new Asset Management Strategy is fit for purpose and reflects and complements the principles and priorities in this new Council Asset Management Strategy

New affordable homes need to drive greater density in urban areas, benefit from transport connectivity and enhance the built environment, helping to create places that are more attractive in order to encourage demand. Equally, the Council’s existing housing stock will require significant investment over the coming years to ensure it meets the quality and energy efficiency standards we expect.

We Will:

- | | |
|--|---|
| • Identify surplus properties and land to support the Council’s priority programmes including Housing Growth | ✓ Developing a modern, fit for purpose Estate |
| • Contribute to the delivery sustainable housing growth by using Council’s assets to control or shape developments with other sectors | |
| • seek to use our estate to promote new investment through the targeted release of development sites and surplus buildings for housing and other | ✓ Support Skills Development & |

- commercial uses, providing not only economic but social and physical benefits to local communities.
 - Support the development of new homes on brownfield sites alongside investment into greenspace and infrastructure.
- ✓ Economic Growth
Support our communities

Reducing our carbon footprint & supporting biodiversity

Doncaster’s environmental strategy sets out our ambition is for Doncaster to become carbon neutral by 2040, initiatives to achieve this have competing and complementary land requirements and which we must manage to ensure our assets are used effectively to balance these needs.

We Will:

- Proactively explore and plan how our land can be used to meet the Climate Emergency
 - ensure that land is developed sensitively and sustainably, protecting and enhancing key environmental assets whilst unlocking new sites, improving access to and the resilience of natural space to climate change and other related threats.
 - Consider re-purposing existing buildings, where it is more sustainable than replacing with new builds, especially those with listed status or historical significance.
 - Identify land to support energy generation and storage, carbon capture, and new infrastructure is required.
- ✓ Developing a modern, fit for purpose Estate
✓ Reduce Our Costs & Maximise income
✓ Support Development & Economic Growth
✓ Support our communities

GOVERNANACE

Progress needs to be measurable so we can continuously determine and communicate the success or otherwise of the activity we undertake. Monitoring and reporting on progress, outcomes, risks and resourcing will be delivered via Portfolio Holder meetings. Annual reviews will be presented to Exec Board.

Delivery and implementation of Corporate Plan objectives relating to asset management are via the Doncaster Strategic Estates Group as a coordinated approach across public sector partners

Asset Board and Decision Board:

Decision making is based on the guide beneath in line with the Council's Financial Procedure Rules and Standing Orders

Activity	Decision Making Route	Approval to proceed	Note
Acquisition - Capital			
Up to £25k	Property Manager	File Note	
Over £25k - up to £1m	Asset Board	File Note or ODR1 / 2	May proceed via Investment Board - with Director approval
Over £1m	Cabinet	Cabinet minute	
Disposal - Capital			
Declaring a Surplus asset	Asset Board	DMG Approval moves an asset from 'other land and buildings' to 'Assets held for sale'	
Disposal Under £1m	Asset Board	File Note or ODR1 / 2	
Disposal over £1m	Cabinet	Cabinet minute	
Disposal (at less than Best Consideration) where the estimated disposal value would otherwise have been at less than £250,000	Asset Board	File Note or ODR1 / 2	
Disposal (at less than the Best Consideration) where the estimated disposal value would otherwise	Cabinet	Cabinet minute	

have been at or above £250,000			
Portfolio Management			
New Lease up to £25k - Market Value	Property Manager	File Note	
New Lease up to £25k - Below Market Value	Asset Board	File Note	Use for Community Leases
New Lease over £25k	Property Manager	ODR1 / 2 dependant on value	
Lease renewal / rent review / Surrender / Assignment	Property Manager	File Note or ODR1 / 2	
Easements & Wayleaves	Property Manager	File Note or ODR1 / 2	
Strategic Asset Management			
Changes within Corporate Landlord – building reconfiguration / repurposing	Property Manager	File Note or ODR1 / 2	Liaison with Corporate Landlord as required.
Other			
Premiums	Property Manager	File Note or ODR1 / 2	Update at Decision Board for information

The importance of member consultation in decision making is recognised and is critical to the transparency of the Councils activities. Existing provisions for member consultation on property matters at a ward level will continue with decisions requiring Asset Board approval only being made following consultation. The outcomes of that consultation will be reported in advance of decision making, with particular reference to Community leases and their impact on local communities.

MEASURES OF SUCCESS

The Council's real estate will remain vital to the provision of high quality services, but must also be managed to support the wider economic growth of the city and partnership working. Close working between Property Services and the Council's Directorates will help to ensure this is achieved, but also that our estate is rightsized and efficiently utilised.

It is crucial that we monitor and review our progress against the above areas of focus. We're clear what success will look like; by implementing this plan we will have:

- *A clear decision making process that aligns with the council's wider strategies and ambitions for the city*
- *A 'whole' council approach to asset management through our Corporate Landlord function and responsibilities*
- *A comprehensive evidence base of our assets built on depth insight and intelligence from a range of sources, which can shape and inform future decision-making*

Overall Success will mean that:

- *Our assets are well utilised, and support service provision to residents and communities across the city and the ongoing development of social capital*
- *We have a clear vision for each of our buildings*
- *Our Land is being actively used to and tackle flooding, climate change and resilience*
- *Our estate is MEES compliant.*
- *The carbon footprint of our estate is reduced and we can demonstrate how we're supporting biodiversity.*
- *We have a strong investment portfolio, which is well managed and delivering a sustainable income stream*
- *We continue to dispose of surplus properties using the most appropriate method based on the property and market conditions*
- *We maximise joint working with partners to ensure that our estates across the public sector are complementary and where appropriate shared.*
- *We make strategic acquisitions to support future regeneration and change within the city*
- *We use our assets to influence and support regeneration within our communities and the city centre, and support the city in its goal to become carbon neutral.*

Ultimately, there are many factors which will shape our estate, some of which compete with one another. The principles set out within this document will help us to bring forward proposals and make decisions to ensure that our estate contributes to meeting both the Councils and City's ambitions