



# City of Doncaster Council

## Report

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**Date: 1<sup>st</sup> February 2023**

**To: The Chair and Members of the Cabinet**

**Report Title: Asset Management Strategy 2023-2030**

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

### **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
 <b>Tackling Climate Change</b>	✓			
<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>				
 <b>Developing the skills to thrive in life and in work</b>	✓			
<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>				
 <b>Making Doncaster the best place to do business and create good jobs</b>	✓			
<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>				
 <b>Building opportunities for healthier, happier and longer lives for all</b>	✓			
<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>				
 <b>Creating safer, stronger, greener and cleaner communities where everyone belongs</b>	✓			

<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><b>Nurturing a child and family-friendly borough</b></p>	✓			
<p>Comments: By Joining up key services for communities &amp; 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><b>Building Transport and digital connections fit for the future</b></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><b>Promoting the borough and its cultural, sporting, and heritage opportunities</b></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>				
<b>Fair &amp; Inclusive</b>	✓			
<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: 14<sup>th</sup> 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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