

**REPORT TO CABINET**

**23 APRIL 2026**

**REPORT OF CORPORATE  
MANAGEMENT TEAM**

**CABINET DECISION**

**Deputy Leader of the Council – Councillor Paul Rowling**

# **Strategic Asset Management Plan 2025-2030 - Implementation Update**

## **Summary**

This report presents an updated Strategic Asset Management Plan (SAMP) 2025–2030 and provides an update on its implementation.

The updated Strategic Asset Management Plan (SAMP) 2025–2030 provides a strengthened strategic framework for managing the Council’s land and property estate.

Building on the version previously approved by Cabinet in December 2024, this updated SAMP tightens the Council’s strategy and policy approach, strengthens the Corporate Landlord Model, enhances asset categorisation, and introduces a more structured and transparent process for asset challenges and decision-making.

The updated SAMP provides greater clarity for Members, senior officers, and operational teams, ensuring that asset decisions are consistent, evidence-led, and aligned with the Council’s wider priorities, including financial sustainability, regeneration and inclusive growth, community outcomes, and environmental responsibility.

## **Reasons for Recommendation(s)/Decision(s)**

- 1. Strengthened Strategic Clarity**  
To approve an updated SAMP that provides a more transparent, more structured and more accessible strategic framework for managing the Council’s land and property assets.
- 2. Improved Asset Challenge and Decision-Making**  
To formalise a more straightforward asset challenge process, including defined stages, asset categorisation, and decision pathways, to support transparent and defensible asset decisions.
- 3. Alignment with Corporate Priorities**  
To ensure the Council’s asset base is explicitly aligned with the Stockton-on-Tees Plan, the Medium-Term Financial Plan, regeneration objectives, inclusive growth ambitions and sustainability commitments.

#### 4. **Ongoing Flexibility and Responsiveness**

To delegate authority for future updates to the Director of Regeneration and Inclusive Growth, ensuring the SAMP remains a live and responsive strategic document.

#### 5. **Embedding the Corporate Landlord Model**

The transition to a Corporate Landlord approach, ensuring centralised strategic oversight, consistent standards across the estate, improved utilisation and performance and reduced duplication and inefficiency.

### **Recommendations**

It is recommended that Cabinet:

1. Approve the updated Strategic Asset Management Plan (SAMP) 2025–2030 as set out in Appendix 1.
2. Note the key updates and improvements made to the SAMP since the previously approved version, including strengthened strategy, policy, asset categorisation and asset challenge arrangements.
3. Note the progress made in implementing the SAMP, particularly in relation to the disposal of surplus assets and improved asset performance through reviews.
4. Delegate authority to the Director of Regeneration and Inclusive Growth, in consultation with the Leader, to approve future updates to the SAMP to ensure it remains current, responsive and aligned with corporate priorities. Significant changes or departures from the agreed strategic direction will continue to be reported to Cabinet as appropriate

### **Detail**

1. The Council owns and occupies a diverse portfolio of land and property assets, including operational buildings, community facilities, commercial properties and land holdings. These assets represent a significant corporate resource and financial commitment and must be managed strategically to support service delivery, economic sustainability, regeneration and community outcomes.
2. The updated SAMP responds to ongoing financial pressures, service transformation, changing patterns of occupation and increased focus on sustainability, while ensuring statutory compliance and good governance.
3. The updated SAMP retains the overall strategic intent approved by Cabinet but introduces several significant enhancements to improve clarity, consistency and delivery.
4. The SAMP reinforces the Council's move to a fully centralised Corporate Landlord Model to ensure assets are managed consistently, risks are controlled, and opportunities for rationalisation, regeneration and income generation are maximised. It ensures:
  - Ownership and strategic management of all assets is held corporately
  - Service areas act as corporate tenants
  - Decisions on investment, maintenance, acquisition and disposal are taken in the corporate interest

## **What Has Been Updated Since the Previous SAMP**

### **5. Strategy and Policy Strengthened**

5.1. The strategy section has been tightened to provide a clearer line of sight between:

- Corporate objectives
- Asset management rules and principles; and
- Delivery outcomes

5.2. The policy position has been clarified to reinforce the Council's commitment to a Corporate Landlord Model, ensuring consistent management, reduced duplication, improved value for money, and greater transparency and accountability.

### **6. Clearer Asset Categorisation**

6.1. Assets are now clearly grouped into defined categories to support more consistent assessment and decision-making:

- Operational – Direct
- Operational – Indirect
- Commercial (non-investment)
- Community Facilities
- Investment Assets
- Community, Environmental & Cultural Assets
- Surplus
- Assets Held for Sale

6.2 This categorisation improves transparency and ensures that assets are assessed against appropriate strategic expectations.

### **7. Enhanced Asset Challenge Process**

7.1 The asset challenge has been refined to recognise that different asset categories require different levels of assessment and decision-making. This ensures assets are assessed proportionally, reflecting their strategic purpose, risk profile, income potential and service impact. This flexible approach strengthens decision-making, avoids a one-size-fits-all process and ensures the asset challenge remains robust, targeted and fit for purpose across the whole estate.

7.2 The PULSES scoring framework has been strengthened, with clearer indicative score ranges linked to decision pathways, including retain, repurpose, dispose, or acquire. This improves consistency and understanding across the organisation.

### **8. Corporate Landlord Implementation**

8.1 The Council continues to embed a Corporate Landlord approach, improving:

- Coordination across services
- Strengthened governance arrangements and strategic oversight of the estate

- Evidence-based decisions: use of asset data, PULSE scoring and performance measures
- Financial Discipline: improved oversight of property costs and investment decisions
- Reviews of key parts of the estate to inform future decisions.

## 9. Implementation disposals

9.1 Through the review of assets, we have identified the following surplus assets that have been sold, are in the process of being sold, or are being marketed for sale.

### **Disposed and receipt received**

- Ideal House, Thornaby
- 18-20 Yarm Lane, Stockton

**Total                    £430,000**

### **Sold Subject to Contract (STC)**

- 22 Leeholme Road, Billingham
- South Thornaby Community Centre, Thornaby
- Port Clarence Shops
- 81A Norton Ave, Norton
- 70 Norton Road, Stockton
- Kiosk, Port Clarence
- 10-12 Norton Road, Stockton
- 159-160 High Street, Stockton
- Cowpen Hall, Hereford Terrace, Billingham
- Land at Boathouse Lane, Stockton

### **On the Market**

- 12-16 Church Road, Stockton
- Bayheath House, Prince Regent Street, Stockton
- Tithebarn House, High Newham Road, Stockton

**Total estimated capital receipt (STC and On the Market): £2,600,000**

9.2 The estimated capital receipt assumes assets sell for their current asking price.

## **Community Impact and Equality and Poverty Impact Assessment**

The SAMP is a broad Council-wide strategy that will inform subsequent strategic decisions regarding Council-owned assets. The potential impact of these decisions will be assessed individually against the Equality Act 2010.

The SAMP aligns with the Council's Powering Our Future (POF) programme, which has a long-term vision for Stockton-on-Tees. One of the POF missions relevant to the SAMP is the Regeneration Mission, which aims to create additional employment opportunities, reduce service demand, and achieve financial savings. The POF programme's Communities Mission is also relevant, as the SAMP will identify community needs and take action to deliver meaningful benefits. The best possible outcomes for the local community are a key aim of the SAMP.

Further Cabinet Member briefings will inform members of significant actions and decisions following the SAMP's adoption.

An EPIA has been completed. The Council has considered how the proposed SAMP could affect groups within the 12 protected characteristics set out in the Equality Act 2010 and in relation to the Public Sector Equality Duty. The impact is neutral.

### **Corporate Parenting Implications**

The SAMP will consider the needs of children and young people, particularly through assets that support services for children and families. Any property-related changes will consider the safety, accessibility, and well-being of young residents. If no direct implications are identified, this will be noted.

### **Financial Implications**

The capital receipts already received have been accounted for within the budget report presented to Cabinet and Council in February 2026 as part of the £1.428m being allocated.

The allocation of any future capital receipts will require a decision to be made by Council in line with the constitution

Any ongoing revenue savings / costs are considered as part of any proposed disposal. Any savings will support the Council's Medium Term Financial Plan through the Asset Management Transformation Review.

### **Legal Implications**

All asset-related decisions taken under the SAMP will comply with relevant legislation and the Council's constitutional and governance arrangements. Legal Services will continue to be consulted as appropriate.

### **Risk Assessment**

The updated SAMP reduces risk by strengthening governance, improving asset data, and providing clearer decision pathways. Risks associated with asset performance, compliance and financial exposure are mitigated through structured review and oversight.

### **Wards Affected and Consultation with Ward/ Councillors (refer to Concordat for Communication and Consultation with Members)**

All wards will be affected. As this is an updated SAMP, consultation with key stakeholders will inform its development, and future asset reviews will engage relevant ward councillors and community groups as needed.

### **Background Papers**

Strategic Asset Management Plan (SAMP) 2025–2030

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