



Strategic Asset Management Plan 2025-2030

Stockton-on-Tees Borough Council's Strategic Asset Management Plan provides a strategic direction for managing our land and property portfolio. It outlines key objectives and actions to maximise the use of land and buildings, drive regeneration and inclusive growth, and support community needs, all while promoting sustainability and value for money.



Stockton-on-Tees
BOROUGH COUNCIL

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Foreword

Effective asset management is crucial to ensuring that Stockton-on-Tees Borough Council can deliver high-quality services to our residents, foster economic growth, and promote the well-being of our communities.

As we navigate a complex and rapidly changing environment, the need for a clear and strategic approach to managing our assets has never been more critical. This Strategic Asset Management Plan outlines our commitment to making informed, transparent, and future-focused decisions that benefit our community. Through this strategy, we will optimise the use of our assets, reduce operational costs, and seize opportunities for regeneration and financial growth, all while contributing to Stockton-on-Tees' long-term vision.

This document reflects our values, prioritising environmental sustainability, inclusivity, and our borough's economic resilience. It will guide how we manage our portfolio over the coming years, ensuring that every decision we make aligns with the Council's overarching objectives and the best interests of our residents.

I am confident that this strategy will provide the foundation for a stronger, more vibrant Stockton-on-Tees and support the delivery of essential services for future generations.

Lisa Evans, Leader of the Council

Introduction

Stockton-on-Tees Borough Council holds circa 300 freehold and leasehold buildings and 4,638 acres (1,877 hectares) of land. As of 31 March 2024, the combined value of its land and property assets, including infrastructure assets, was £423,074,000. These assets are not merely physical structures but critical resources that facilitate the Council's service delivery, foster community development, and contribute significantly to the borough's economic, environmental, and social well-being.

As a significant land and property owner, the Council can lead and influence growth and regeneration throughout the borough. By leveraging its assets, the Council will support housing, employment, and commercial development, contributing to the economic vitality of Stockton-on-Tees. Continuous optimisation can also ensure assets generate significant financial returns and provide meaningful community benefits.

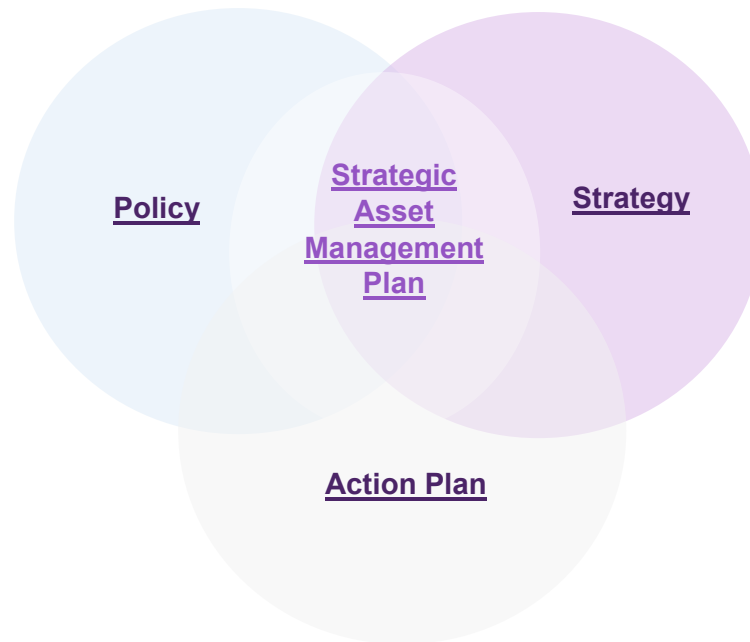
The Council is committed to delivering the best outcomes for the local community, making property decisions that reflect its long-term vision and contributing to the growth and prosperity of Stockton-on-Tees. This includes maximising the value of assets and ensuring that they align with its strategic objectives.

This Strategic Asset Management Plan has been developed to ensure that the Council's land and property portfolio contributes to achieving its corporate ambitions outlined in the Stockton-on-Tees Plan 2024-2028 and other relevant corporate strategies. This ensures asset management is embedded in the decision-making processes across the Council, allowing for consistent, transparent, and forward-thinking asset management that supports the Council's priorities. This strategy is built around six [key SAMP objectives](#) for our assets, each of which is critical to achieving the Council's long-term vision for our assets.

The Council is committed to achieving value for money and must continuously review how the portfolio is utilised to deliver the best possible outcomes. The Council has statutory obligations under the Local Government Act 1999, Part 1, specifically the Best Value Duty, regarding land and property assets. The legislation states the Council must "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". The Strategic Asset Management Plan underpins compliance with the legislation.

This Strategic Asset Management Plan excludes the Council's highway infrastructure and assets, the management of which is the subject of a separate Highway Infrastructure Asset Management Strategy.

SAMP Structure



The Strategic Asset Management Plan is a suite of documents divided into three elements and structured accordingly.

1. **Strategy:** Sets out the direction for change and strategically outlines what the Council wants to achieve from its land and property assets in the context of its organisational objectives and priorities. It will translate organisational objectives into land and property objectives.
2. **Policy:** Establishes the rules and principles by which land and buildings will be managed. It provides the framework for how activities will be undertaken and will ensure performance is efficiently managed to support the Council's strategic objectives and legislative requirements.
3. **Action Plan:** This actionable live plan provides specific steps and timelines for achieving the strategy's objectives. It is designed to adapt and respond to changing needs and circumstances.

Each component will be regularly reviewed and updated to ensure relevance and responsiveness to evolving needs.



Asset Management Strategy 2025 - 2030

Direction for Change

The Asset Management Strategy (AMS) provides direction for change regarding what the Council aims to achieve from its land and property assets over the next five years. It bridges the Council's land and property assets with its corporate objectives and priorities. The asset management function organises, configures, and invests in land and property assets to support strategic corporate outcomes. It treats land and property as important enablers in realising corporate objectives and contributing to the delivery of public services.

The Asset Management Strategy will be reviewed and amended within five years to ensure the estate fully supports the Council's overarching vision.

Corporate Drivers

The following corporate drivers inform the Asset Management Strategy, ensuring that our land and property decisions support the Council's ambitions. [Appendix 1](#) outlines how these will be aligned and performance measured.

1. Stockton on Tees Plan

The Stockton-on-Tees Plan 2024 sets the vision for the borough's future. It is a guiding framework for the Council, its partners, and communities to work together towards a shared future that brings this vision to life. The plan outlines five priorities to achieve the vision over the next five years.

2. Medium-Term Financial Plan (MTFP)

The Medium-Term Financial Plan (MTFP) provides the strategic framework for Stockton-on-Tees Borough Council's financial planning over the coming years, focusing on resilience, sustainability, and the effective use of resources. The SAMP aligns closely with the MTFP by contributing to key financial strategies, supporting the optimisation of assets, and enabling the delivery of the Council's broader priorities.

3. Powering our Future programme

The Powering Our Future programme is a transformative initiative that fosters innovation, efficiency, and regeneration, while addressing financial challenges and enhancing community outcomes. The SAMP is a critical mechanism for achieving the programme's objectives by optimising the Council's land and property assets.

4. Inclusive Growth Strategy

The Inclusive Growth Strategy 2025–2028 sets a vision for broad-based economic growth that benefits the widest range of people and places across Stockton-on-Tees. It focuses on reducing inequalities, fostering economic inclusion, and ensuring that the wealth generated within the Borough is distributed equitably.

5. Environmental Sustainability and Carbon Reduction Strategy

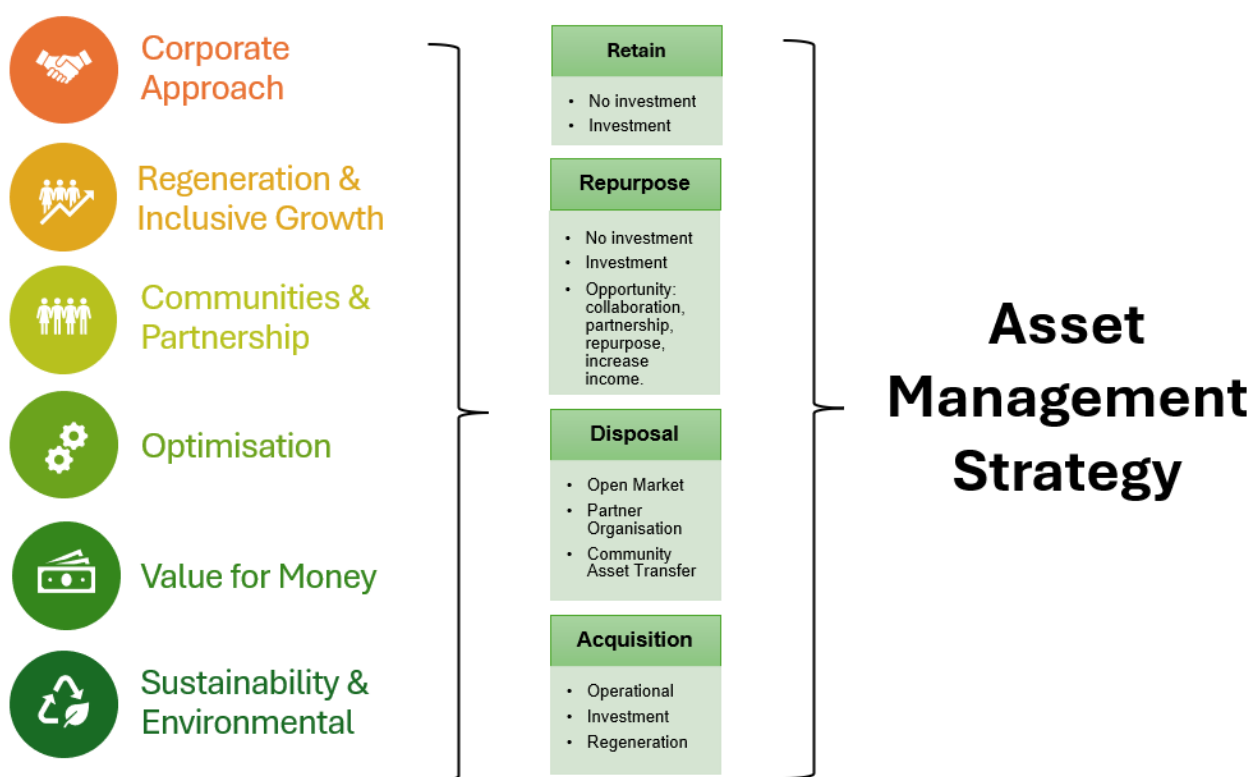
The Council's Environmental Sustainability and Carbon Reduction Strategy 2022–2032 outlines a comprehensive approach to achieving net-zero greenhouse gas emissions by 2032, enhancing the natural environment, promoting resource efficiency, and adapting to climate change. The SAMP plays a pivotal role in realising these objectives by ensuring that the Council's land and property assets are managed in alignment with sustainability and carbon reduction goals.

SAMP Objectives

The SAMP ensures that the Council’s assets contribute meaningfully to delivering frontline services, support operational needs, and align with broader corporate strategies. By evaluating how assets are used, maintained, and adapted to meet future priorities, the SAMP provides a framework to maximise their potential. Each asset must contribute positively to service delivery, community impact, or growth opportunities. As service priorities evolve, the portfolio must adapt to meet these changing demands, ensuring that assets remain fit for purpose, flexible, and responsive.

The SAMP emphasises deriving maximum value from assets through financial gains, enhanced service delivery, or community benefits. By embedding a routine challenge process, the Council ensures that properties are appropriately utilised and contribute to a positive user and customer experience.




We have identified the following six key SAMP objectives as having the most significant contribution to achieving our goals for our land and property, in line with the Council’s objectives.



SAMP Objectives	+	Decision Pathways	=	Asset Management Strategy
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Combining these key SAMP objectives with the outcomes of retaining, repurposing, disposing of, and acquiring assets will form the basis of analysis, debate, critical evaluation, and prioritisation of the Asset Management Strategy for the next five years.

The following table illustrates how the SAMP's key objectives align with our corporate objectives. It outlines the purpose behind these objectives, the methods for achieving them, and the performance measures used to track progress. By aligning these measures with the Asset Challenge, we ensure that decisions are based on evidence and contribute to our broader economic resilience, sustainability, and community well-being goals.

SAMP Objectives and Corporate Drivers	
 Corporate Approach Corporate Drivers • Stockton on Tees Plan 2024-2028 • Powering Our Future Programme	
Purpose <ul style="list-style-type: none"> • Use assets as a corporate resource to support wider strategic objectives. • Establish a Corporate Landlord Model to ensure decisions align with the Council’s strategic aims. • Implement consistent policies and standards throughout the Council. 	Performance Measure <ul style="list-style-type: none"> • Demonstrating centralised governance in decision-making and management. • Ensuring the availability and accuracy of property data to support operational and strategic decisions.
 Regeneration & Inclusive Growth Corporate Drivers • Stockton on Tees Plan 2024-2028 • Powering Our Future Programme • Inclusive Growth Strategy 2025-2028	
Purpose <ul style="list-style-type: none"> • Land and buildings should stimulate development and economic growth • Release surplus land for housing and commercial development to stimulate local economic growth. • Support local business needs and promote new business opportunities. 	Performance Measure <ul style="list-style-type: none"> • Progress of regeneration projects linked to Council-owned land and property. • Amount of land released for housing or commercial purposes. • Evidence of incubation spaces and economic initiatives supported by Council assets.
 Communities & Partnership Corporate Drivers • Stockton on Tees Plan 2024-2028 • A Fairer Stockton on Tees Framework • Communities Strategy • Powering Our Future Programme	
Purpose <ul style="list-style-type: none"> • Develop strong partnerships • Working together to address community needs. • Work with public and private sector partners to identify opportunities for shared use of assets. 	Performance Measure <ul style="list-style-type: none"> • Enhanced service delivery and community satisfaction through co-located facilities. • Number and quality of partnerships established for the shared use of council properties.

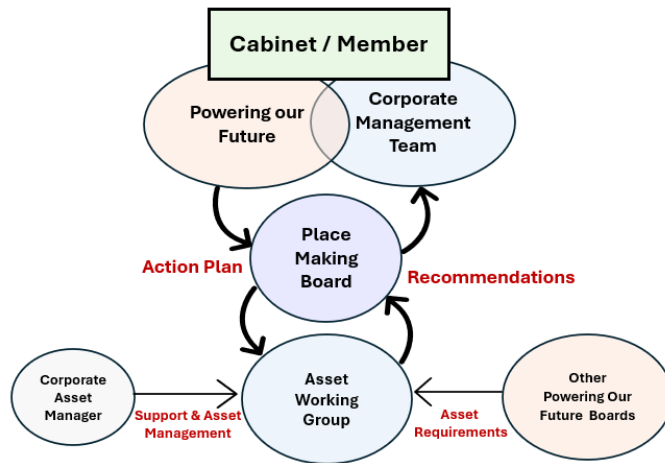
Corporate Drivers	
 <p>Optimisation</p>	<ul style="list-style-type: none"> • Stockton on Tees Plan 2024-2028 • Powering Our Future Programme • Inclusive Growth Strategy 2025-2028
<p>Purpose</p> <ul style="list-style-type: none"> • Retained assets are suitable for their intended purpose, located appropriately, and utilised efficiently to meet current and future service needs. • Conduct regular reviews to identify underused or surplus assets for improved utilisation or disposal. • Implement smarter working practices to maximise space usage, including hot-desking and flexible office layouts. • Rationalise and consolidate space to minimise redundant properties and optimise the usage of key hubs. 	<p>Performance Measure</p> <ul style="list-style-type: none"> • Proportion of assets evaluated under the Asset Challenge framework each year. • Enhancements in space efficiency, including decreases in unused or redundant areas. • Reduction in the overall footprint and related operational costs.
Corporate Drivers	
 <p>Value for Money</p>	<ul style="list-style-type: none"> • Stockton on Tees Plan 2024-2028 • Powering Our Future Programme • Inclusive Growth Strategy 2025-2028
<p>Purpose</p> <ul style="list-style-type: none"> • To challenge occupation and utilisation, maximise returns, minimise operational costs, and enhance service delivery. • Prioritise investments in high-performing assets to secure long-term financial and service benefits. • Apply evidence-based decision-making processes, such as option appraisals, to assess the financial viability of projects. 	<p>Performance Measure</p> <ul style="list-style-type: none"> • Evidence of operational cost savings achieved through rationalisation and optimisation initiatives. • Improvements in financial returns and utilisation rates of prioritised assets. • Proportion of decisions informed by option appraisals and robust business cases.
Corporate Drivers	
 <p>Sustainability & Environmental</p>	<ul style="list-style-type: none"> • Stockton on Tees Plan 2024-2028 • Powering Our Future Programme • Environmental Sustainability and Carbon Reduction Strategy 2022–2032
<p>Purpose</p> <ul style="list-style-type: none"> • Foster a sustainable environment that seeks to reduce overall consumption and related emissions. • Implement renewable energy solutions at key operational sites, which may include solar panels, battery storage, wind technology and heat pumps. • Enhance biodiversity by converting underused land into green spaces. 	<p>Performance Measure</p> <ul style="list-style-type: none"> • Reductions in energy consumption and carbon emissions throughout the property portfolio. • Number of council properties employing renewable energy solutions. • Protect and enhance the biodiversity value of land. • Percentage of green space compartments in active or appropriate management for biodiversity.

Governance

The Council's constitution outlines how the Council operates, how decisions are made, and the rules and procedures followed to ensure it is efficient, transparent, and accountable to local people. The constitution designates the Director for Regeneration and Inclusive Growth as responsible for managing property assets, with specific functions being delegated. The Director for Regeneration and Inclusive Growth and the Portfolio Holder for Regeneration and Housing act as custodians and stewards of the property portfolio, endorsing the strategic and operational plans to ensure effective management. Strategic asset management is retained in-house to establish and define the Council's property needs. A property manager will be appointed to oversee the estate and facilities, including repairs, maintenance, and statutory compliance assurance as necessary.

The Asset Working Group and Placemaking Board were established in late 2024 to ensure a corporate approach to managing property assets.

As described in the flowchart below, under the direction of the Asset Working Group, the Corporate Asset Manager, through the Corporate Landlord team, will serve as the primary body responsible for carrying out the Asset Challenge and reporting Performance Measures and Opportunities. It will make recommendations to the Asset Working Group that align with the Council's corporate objectives. The Asset Working Group will also oversee the implementation of the Asset management action plan as directed by the Asset Working Group/Placemaking Board/Corporate Management Team/Cabinet approval (as necessary). The Corporate Asset Manager role, through the Corporate Landlord team, will manage and rationalise the asset portfolio on behalf of the Asset Working Group.



The Transformation Project Teams/POF boards will primarily drive service-led asset requirements, with the Placemaking Board and Corporate Management Team providing the strategic direction. This governance structure supports a corporate approach to asset management, ensuring that decisions are made in the best interests of the Council and its residents.

The Asset Working Group will:



Ensure consistency and transparency in asset decisions across all service areas.



Monitor the implementation of the Asset Management Strategy and Asset Management Action Plan.



Provide oversight on managing individual assets, including retention, repurposing, and disposal decisions.

Asset Management Policy 2025-2030

This Asset Management Policy establishes clear rules and principles for managing our land and buildings. It provides the framework under which all land and property-related activities will be undertaken. It will ensure we can effectively and consistently measure and manage performance to support the Council Plan and Corporate objectives. It will remain in place for five years but will be reviewed annually to ensure its relevance.

Corporate Landlord

The principles of a Corporate Landlord model are fundamental in directing how our assets are managed. Implementing a Corporate Landlord Model ensures that all asset-related decisions align with the Council's broader strategic goals, including financial efficiency, supporting economic growth, sustainability, and excellence in service delivery. The key principles of the Corporate Landlord Model are:

1. **Centralised control of all assets**, including operational land, buildings, and investment properties. Service areas operate as tenants, utilising these assets based on business needs while complying with governance protocols.
2. **Enhanced Accountability and Governance:** The Asset Working Group/Placemaking Board/Corporate Management Team/Cabinet approval (as necessary) will strategically review and approve all asset-related decisions to ensure transparency, compliance, and alignment with Council objectives.
3. **Roles and Responsibilities:** The Asset Working will promote efficiency and compliance by serving as custodians of the Council's assets.

By managing the land and property portfolio as a corporate resource, assets can be continually reviewed against defined criteria, ensuring that strategic objectives are met. Property performance measures can be assessed against suitability and sufficiency for current and future operational needs through an Asset Challenge process. The Council aims to reduce the overall size of the property portfolio and achieve a more cost-effective and efficient use of our assets in the long term. The Asset Challenge process will highlight opportunities to maximise operational use, rationalisation, and portfolio transformation.

Rules, Behaviours, and Culture

All decisions about the land and property portfolio must be evidence-based and fully appraised. This requires reference to and analysis of comprehensive and robust property data. The Action Plan includes reviewing the most suitable system for storing our data and legal documentation, as well as an integrated system to align and integrate repairs and maintenance, statutory compliance, and case management.

Culture

To ensure land and property assets are managed as a corporate resource and support the Council's key objectives, ambitions and priorities:

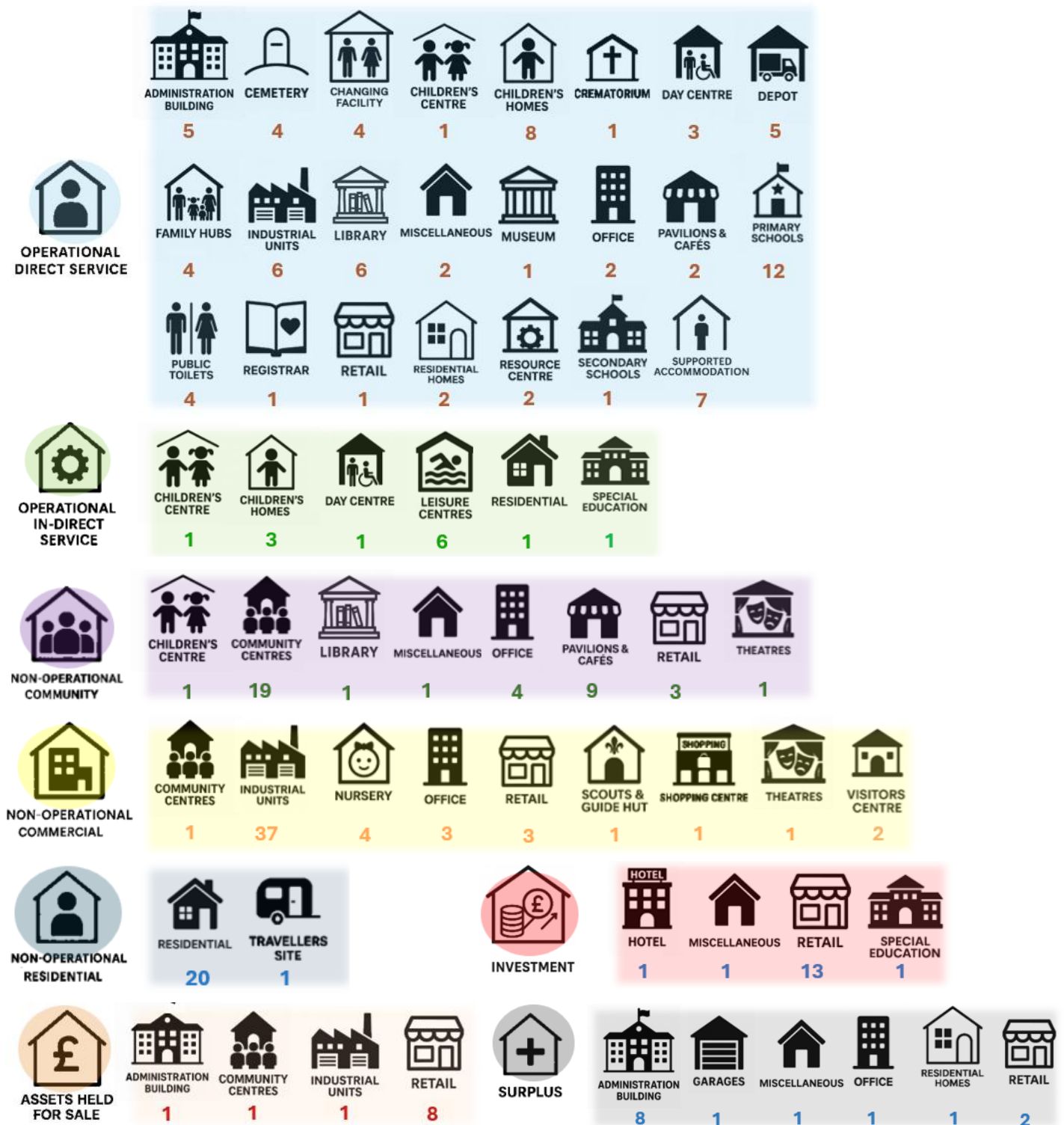
- All land and property assets are held as corporate resources. The Corporate Landlord team will coordinate all land and property data, using it to inform strategic planning and decision-making. Services will liaise with the Corporate Landlord team to address property requirements and plan for future needs.
- Decisions on assets follow the governance process.
- All assets are categorised correctly and managed according to best practices.
- A corporate approach promoting transparency and consistency, setting clear expectations for behaviours and decision-making processes.

Overview of Corporate Property

Stockton-on-Tees Borough Council holds approximately 300 buildings, comprising both freehold and leasehold properties, as well as a significant land portfolio of 4,638 acres (1,877 hectares).

Excluding School Academy Transfers and Community Asset Transfers, as these are removed from the balance sheet, the total number of properties held as at September 2025 is circa 250, as detailed in Appendix 5.

Our assets, by categorisation and type, are as follows:



Asset Categorisation

To align with the principles of effective asset management and the broader objectives of the SAMP, we have segmented our land and property portfolio into distinct categories. This segmentation ensures a clear framework for retaining assets, measuring performance, and implementing targeted management strategies to maximise each asset category while supporting corporate priorities.

Each asset is categorised according to its primary purpose, such as whether the Council holds it for operational or non-operational purposes.

Asset Category	Asset Objectives
<p>Operational Assets used to directly support Council service delivery, together with those operated by partner organisations.</p>	
<p>Direct Service Utilised in the direct provision of services for which the Council has either statutory or discretionary responsibility.</p>	<ul style="list-style-type: none"> • Maximise contribution to corporate objectives. • Conduct Asset Challenge reviews. • Identify underuse for repurpose or disposal. • Explore alternative delivery (e.g. partnerships). • Dispose of surplus where no alternative use is identified.
<p>Indirect Service As above, except leased to a third party for the delivery of the service.</p>	<ul style="list-style-type: none"> • Support third-party service delivery through leases. • Maximise the cost-effective use of Council assets to enable service delivery by organisations in partnership. • Identify assets for match funding to leverage external funding.
<p>Non-Operational Assets not actively employed in service delivery may be retained for income, strategic purposes, or future development. Appropriate management ensures they contribute to the council's strategic objectives.</p>	
<p>Commercial (non-investment) portfolio Assets are leased mainly for financial return; however, this may not be the primary purpose of holding them, as they may also serve broader community, social, or economic roles.</p>	<ul style="list-style-type: none"> • Leases for financial return while supporting social/economic objectives. • Balance revenue generation with strategic objectives. • Manage efficiently to maintain asset value.
<p>Community Facilities Portfolio Assets where the occupier is not aiming to generate income or achieve a commercial return. Their strategic purpose will likely focus on promoting various non-financial corporate outcomes.</p>	<ul style="list-style-type: none"> • Support non-financial outcomes (e.g., healthy lifestyles, general well-being, inclusive communities). • Ensure affordability for community use. • Encourage local engagement.
<p>Investment portfolio Used exclusively for generating rental income and/or capital appreciation without any intended broader community, social, or economic role.</p>	<ul style="list-style-type: none"> • Maximise rental income and capital appreciation. • Apply clear retention/disposal criteria. • Proactively enhance value and reduce voids and rent arrears. • Maximise rental income and minimise rent arrears. • Ensure tenants maintain the property in accordance with the repair covenants to protect the investment. • Review the portfolio to identify opportunities to increase income and capital receipt opportunities

<p>Surplus</p> <p>Vacant assets which are surplus to requirements and need to be sold or redeveloped.</p>	<ul style="list-style-type: none"> • Identify through service reviews and rationalisation. • Examining alternative uses before declaring surplus, e.g., employment, regeneration, affordable housing, and community use. • Align with asset disposal strategy.
<p>Asset Held For Sale</p> <p>An asset is available for immediate sale in its current condition. A sale is highly probable, and it has received Council authority for sale and is actively marketed at a reasonable market price.</p>	<ul style="list-style-type: none"> • Ensure Council approval is in place for disposal. • Actively market. • Ensure disposal within a set timeframe.
<p>Community, Environmental & Cultural Assets</p> <p>Assets intended to be held in perpetuity, with no determinable useful life, may have restrictions on their disposal, such as parks (excluding any facilities within them that support other services or activities outside the park) and land designated for cemeteries and crematoria (not including the operational land and buildings associated with them).</p>	<ul style="list-style-type: none"> • Retain for long-term public use. • Ensure cost-effective maintenance. • Comply with any disposal restrictions.
<p>Infrastructure Assets</p> <p>Assets that are not transferable to another party, whose expenditure can only be recouped through the continued use of the created asset. Examples of infrastructure assets include highways and footpaths.</p>	<ul style="list-style-type: none"> • Align with Highway Infrastructure Asset Management Strategy.

Asset Challenge

The Council applies a structured challenge process to critically assess the performance, suitability, and strategic value of all assets. This process helps determine the decision pathway of retention, repurposing, disposal, or acquisition, supporting effective long-term planning and alignment with service needs and corporate priorities.

All assets are assigned to one of the following categories to guide their review:

- **Operational – Direct Service:** Assets used to directly deliver front-line services to the public
- **Operational – Indirect Service:** As above, except delivered by a third-party.
- **Commercial (Non-Investment):** Income-generating properties, but this may not be the primary purpose of holding them, as they may also serve broader community, social, or economic roles.
- **Community Facilities:** Assets where the occupier is not aiming to generate income or achieve a commercial return. Their strategic purpose will likely focus on promoting various non-financial corporate outcomes. Assets often used by or shared with community groups or charities
- **Investment Assets:** Properties held primarily to generate income or capital appreciation

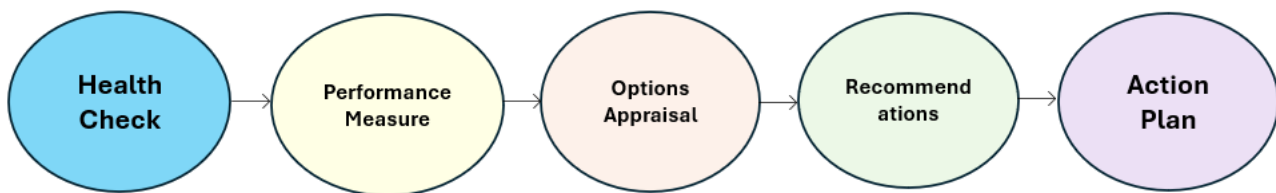
These categories support a consistent assessment of performance, risk, and opportunity.

Investment Assets follow a separate strategy focused on income, yield, and capital appreciation, which are reviewed through the [Investment Portfolio Strategy](#).

The remaining asset categories will undergo the same five-stage Asset Challenge process; their assessment and management approaches differ based on control, responsibility, and financial considerations.

Five-Stage Asset Challenge

Each will follow a five-stage Asset Challenge process to identify its most effective use and ensure alignment with the Council's strategic objectives.



Stage 1: Health Check (PULSE Check) – Baseline Assessment

This stage initially gathers essential data about each asset, including asset category, location, occupation, service use, legal tenure, leasehold information, statutory compliance, property condition and maintenance backlog, energy performance and carbon impact, and financial performance, including running costs and income if applicable. The aim is to create a complete baseline profile using property questionnaires, data systems and service inputs.

Each asset is then assessed using the Council's **PULSES** health check, as shown in [Appendix 2](#), which scores performance across six criteria:



Purpose, Utilisation, Location, Sustainability, Economic viability, and Statutory Compliance

Health Check	PURPOSE	UTILISATION	LOCATION	SUSTAINABILITY	ECONOMIC	STATUTORY
Operational: Direct Service Asset	<ul style="list-style-type: none"> Does the asset align with the Council's strategic objectives? 	<ul style="list-style-type: none"> Is the asset fully utilised and adaptable to future needs? 	<ul style="list-style-type: none"> Is the asset in the right place for service delivery and accessibility? 	<ul style="list-style-type: none"> Does the asset meet environmental and statutory requirements? Can improvements be made to be more energy efficient or carbon neutral? 	<ul style="list-style-type: none"> Are running costs and maintenance costs justifiable for service outcomes? 	<ul style="list-style-type: none"> Does the asset meet health, safety, and legal obligations to enable operational use?
Operational: Indirect Service Asset	<ul style="list-style-type: none"> Does the asset align with the Council's strategic objectives? 	<ul style="list-style-type: none"> Is the third party effectively using the asset? Could usage be increased based on different lease structures or partnerships? 	<ul style="list-style-type: none"> Is the asset in a suitable location for its intended, fully utilised, and adaptable to future needs? 	<ul style="list-style-type: none"> Is the asset being maintained to meet environmental standards? Does the leaseholder have responsibility for sustainable improvements? 	<ul style="list-style-type: none"> Does the lease generate appropriate financial or social returns? Are operational costs justifiable? 	<ul style="list-style-type: none"> Is the leaseholder meeting all required health and safety and legal obligations?
Non-Operational: Commercial (non-investment)	<ul style="list-style-type: none"> Does the asset contribute to economic growth, regeneration, or local business development? 	<ul style="list-style-type: none"> Is the asset fully leased and generating sustainable income, or underused? 	<ul style="list-style-type: none"> Is the asset in a prime location for commercial viability and future investment? 	<ul style="list-style-type: none"> Does the asset meet energy efficiency standards, and is it environmentally sustainable? 	<ul style="list-style-type: none"> Does the asset generate sufficient revenue to cover costs and contribute to the Council's financial strategy? 	<ul style="list-style-type: none"> Does the asset comply with health, safety, and accessibility regulations?
Non-Operational: Community Facilities	<ul style="list-style-type: none"> Does the asset provide significant social, cultural, or community benefit? 	<ul style="list-style-type: none"> Is the asset actively used by the community, or is there low demand? 	<ul style="list-style-type: none"> Is the asset accessible and well-situated to meet community needs? 	<ul style="list-style-type: none"> Is the asset being maintained effectively and capable of long-term sustainability? 	<ul style="list-style-type: none"> Is the asset financially sustainable or requires ongoing Council subsidy? 	<ul style="list-style-type: none"> Does the asset meet all legal, lease, and safety requirements?

The PULSES score provides an indicative assessment of asset performance, guiding decision pathways such as retention, repurposing, disposal, or acquisition. Scores are recorded as percentages to indicate performance and identify underperforming or at-risk assets. Scores are indicative and used to guide, not dictate decisions.

PULSES Score Range Indicative Interpretation

Baseline Score	Baseline Indicative Interpretation
80–100%	Strong candidate for retention or investment.
60–79%	Generally sound, but may require some improvements.
40–59%	Underperforming and requires further analysis– possible repurposing or rationalisation.
Below 40%	Likely candidate for repurposing or disposal.

Stage 2: Performance Measures

At this stage, performance is examined in more detail, triangulating PULSES scoring with key performance measures to provide a comprehensive analysis of financial, operational, and strategic viability. These measures help identify operational risks, inefficiencies or service delivery gaps that may not be evident from scoring alone. It also supports prioritisation for appraisal in the next stage.

Performance Indicators for Operational: Direct Service Assets	Performance Indicators for Operational: Indirect Service Assets
<ul style="list-style-type: none"> • Running costs per square metre and condition and suitability data. • Utilisation rates and service user data. • Maintenance backlog and future investment needs. • Contribution to Council service priorities. 	<ul style="list-style-type: none"> • Contract performance and cost-effectiveness vs in-house provision. • Tenant compliance with lease obligations. • Social and economic impact of third-party service delivery. • Future opportunities for partnership or co-location.
Performance Indicators for Non-Operational: Commercial (Non-Investment)	Performance Indicators for Non-Operational: Community Facilities
<ul style="list-style-type: none"> • Occupancy Rates – percentage of leased space and long-term stability of tenants. • Rental income vs market benchmarks. • Contribution to local economic growth. • Maintenance and Investment needs – costs for repairs and upgrades. 	<ul style="list-style-type: none"> • Community usage –frequency and level of public engagement. • Social Value contribution – measurable impact on local communities. • Financial sustainability – level of Council subsidy vs. external funding. • Building condition and compliance – Suitability for continued community use.

As shown in [Appendix 3](#), we will highlight performance measures and outline opportunities and risks to identify any known restrictions, delays, or blockers that may hinder the exploitation of these opportunities, as well as the risks that must be overcome.

Stage 3: Options Appraisal

Assets flagged through Stages 1 and 2 progress to an options appraisal. This involved assessing capital and revenue costs of continued use, costs and benefits of planned investment, suitability for alternative service or community use, legal and planning constraints, market value or redevelopment potential, risk to service delivery or compliance, and alignment with transformation or carbon reduction objectives.

We will outline the opportunities and risks to identify any known restrictions, delays, or blockers to exploiting these opportunities, as well as the risks that must be overcome.

Different asset categories will determine different challenges and decision pathways to ensure that both commercial and community facilities are managed to maximise financial returns, social value, and strategic benefits.

Decision Pathway	Retain	Repurpose	Disposal	Acquisition
Operational: Direct Service Asset	<ul style="list-style-type: none"> • Could it be improved through efficiency measures, shared use or technology? 	<ul style="list-style-type: none"> • Can the asset be adapted to support other Council services or alternative public users? 	<ul style="list-style-type: none"> • If the asset is no longer required and has limited alternative use, disposal or redevelopment. 	<ul style="list-style-type: none"> • If a new asset is required to meet service needs or replace an inefficient asset.
Operational: Indirect Service Asset	<ul style="list-style-type: none"> • If the tenant performs well, continue monitoring and retaining the lease. 	<ul style="list-style-type: none"> • Could the asset be repurposed for a different service, a new lease arrangement or community use? 	<ul style="list-style-type: none"> • If underperforming and cannot be repurposed, consider lease termination, sale or transfer. 	<ul style="list-style-type: none"> • If investment in a new leasehold asset would enhance service delivery that cannot be delivered in-house.
Non-Operational: Commercial (non-Investment)	<ul style="list-style-type: none"> • If the asset generates sustainable income and aligns with economic growth or regeneration priorities, it will be retained and actively managed. 	<ul style="list-style-type: none"> • If market conditions have changed, the asset may be repurposed for an alternative commercial use or redevelopment. 	<ul style="list-style-type: none"> • If the asset is financially unviable, has declining value, or no longer aligns with strategic objectives, it will be considered for disposal. 	<ul style="list-style-type: none"> • Acquisition opportunities will be assessed if new assets could enhance business growth, regeneration, or strategic initiatives.
Non-Operational: Community Facilities	<ul style="list-style-type: none"> • If the asset provides substantial community benefits and remains financially viable, it will be retained with ongoing support. 	<ul style="list-style-type: none"> • If the asset is underutilised but could serve another community function, options for repurposing will be explored. 	<ul style="list-style-type: none"> • If the asset is no longer required or sustainable, community asset transfer or disposal options will be explored. 	<ul style="list-style-type: none"> • If a community-driven need arises, the Council may explore acquisitions or partnerships to support local facilities.

Stage 4 – Recommendations

A recommendation is made for each appraised asset, based on the outcome of the preceding stages:

Decision Pathway	Recommendation
Retain	<ul style="list-style-type: none"> • Existing Use and no investment required. • Existing Use and investment required.
Repurpose	<ul style="list-style-type: none"> • Repurpose: no investment required. • Repurpose: investment required. • Opportunity: collaboration, partnership, repurpose, income generation
Disposal	<ul style="list-style-type: none"> • Open Market. • Partner Organisation • Community Asset Transfer
Acquisition	<ul style="list-style-type: none"> • Operational requirement. • Investment requirement. • Regeneration requirement.

Recommendations are recorded and used to inform governance discussions via the Asset Working Group, Placemaking Board, CMT, or cabinet, depending on scope and value.

Stage 5 – Action Plan and Implementation

Final decisions are documented in the **SAMP Action Plan**, which includes:

- Agreed outcome
- Responsible officer or team
- Timeline and dependencies
- Required resources or funding
- Reporting and review milestones

Actions are coordinated through the Corporate Landlord team, with input from Facilities Management, Legal, Finance and affected services. Progress is monitored through quarterly reviews and reported annually as part of SAMP oversight.

Investment Assets

Investment assets are those held by the Council solely to generate financial returns through rental income or capital appreciation. Unlike non-investment commercial properties, these assets have no intended wider community, social, or economic role beyond revenue generation. The Council actively manages its investment portfolio to ensure it remains financially viable, commercially competitive, and aligned with strategic financial goals.

To assess investment assets effectively, we have set an Investment Scoring Matrix in [2](#), ensuring that all assets are benchmarked against key financial and risk criteria. This matrix provides a transparent, evidence-based approach to decision-making, ensuring that the portfolio remains profitable and sustainable and sets the essential criteria for retaining and acquiring investments.

To maximise income and returns, the investment income portfolio will be reviewed periodically, at least once a year, and opportunities to increase revenue through re-gearing, rent reviews, and lease renewal will be pursued. This will ensure that only investments with good performance are retained, and that action is taken to improve non-performing investments by re-gearing, repurposing, or disposing of them.

Investment assets are scored based on several criteria: Location, Rental and Capital Growth, Tenant Strength, Tenure, Lease Length, Repair Liability, and Physical Quality/Sustainability. Each asset is scored out of 35, and the total scores inform the decision-making process.

The investment matrix scoring determines an Asset Management Action Plan.

Total Score	Recommendation	Action
30-35: High-Performing Asset	•Retain and Optimise	•The asset is performing well, generating strong returns, and should be actively managed to maximise income.
20-29: Moderate Performing Asset	•Repurpose or regear	•The asset is viable but could be improved through lease restructuring and refurbishment. Further review is required.
Below 20: Underperforming Asset	•Disposal or exit strategy	•The asset fails to generate adequate returns, has declining value, or carries excessive risk. Consider disposal, reinvestment or redevelopment.

Asset Management Action Plan

The Asset Management Action Plan is an active document that outlines the specific actions, timelines, and resources necessary to achieve the strategic objectives of the Asset Management Strategy. The plan is updated annually to reflect changes in priorities, ensuring that it remains responsive to evolving service and financial demands. This action plan will also be used to develop a future Strategic Asset Management Plan for 2030.

Action Plan for 2025-2028

The priorities are to develop a strategic framework that supports both operational and non-operational management activities and to implement a Corporate Landlord Model.

An implementation plan will highlight resource changes as rules, behaviours, and culture changes are introduced in the Policy. This will provide clarity of purpose and consistency of focus for work.

The Asset Working Group's activities will be informed and determined by the Placemaking Board and Corporate Management Team.

An overall summary of the Action Plan is set out below.

Element	Actions
Strategy	<ul style="list-style-type: none"> • Develop the SAMP • Supplemental strategies: Corporate Planned Maintenance, Asset Management Framework, Building Managers Framework, Corporate Landlord implementation plan, Acquisition and Disposal. • Standardise asset management processes and documentation.
ICT Projects	<ul style="list-style-type: none"> • Suitable ICT system to hold asset data and case management
Policy/Operational	<ul style="list-style-type: none"> • Asset Challenge Programme • Organisational changes to the Corporate Landlord Model • Develop Operational Models/standards • Develop Repairs and Maintenance Prioritisation • Develop Performance standards and reporting • Develop benchmarking performance • Centralisation of budgets



Appendix

Appendix 1: SAMP alignment with Corporate Strategy

The table below details how our assets align with the corporate objectives outlined in the **Stockton-on-Tees Plan 2024** and how they will be measured in terms of performance.

Council Objective	Asset Examples
<p>Providing the best start in life to achieve big ambitions The asset should:</p> <ul style="list-style-type: none"> • Support services/ initiatives for children, families, and young people • Promote inclusivity, prevent poverty, and enhance well-being. 	<p>Maintained Schools Supports the education and development of children</p> <p>Children’s Centres Provides early childhood services and family support</p> <p>Children’s Residential Offers care and housing for vulnerable children</p>
<p>Performance Measures: • Suitability and sufficiency • Operational costs • Future maintenance liabilities</p>	
<p>Healthy and Resilient Communities The asset should:</p> <ul style="list-style-type: none"> • Contribute to health, safety, and well-being. • Support active lifestyles, community engagement, and social connections. • Support active lifestyles, community engagement, and social connections. Programme • Inclusive Growth Strategy 2025-2028 	<p>Libraries Facilitates community engagement, education, and social connections</p> <p>Sports and Leisure Promotes physical activity and well-being</p> <p>Changing Rooms and Pavilions Supports community sports and active lifestyles</p> <p>Older Persons Support Centre Provides care and enhances the well-being of older residents</p> <p>Day Centre Offers services to promote social connections and well-being.</p>
<p>Performance Measures: • Suitability and sufficiency • Operational costs • Future maintenance liabilities</p>	
<p>A Great Place to Live, Work and Visit • Contribute to health, safety, and well-being. • Support active lifestyles, community engagement, and social connections. • Provide an environment that is well looked after.</p>	<p>Community Facilities Facilitates local events and activities, boosting community engagement</p> <p>Town Centre Regeneration - Enhance the vitality of the town centres, promoting economic growth and local pride</p>
<p>Performance Measures: • Operational costs to the Council • Future maintenance liabilities • Community benefit • Suitability and sufficiency • Increase footfall/perception. • Operational costs</p>	
<p>An Inclusive Economy The asset should:</p> <ul style="list-style-type: none"> • Support economic growth, skill development, and local business. • Deliver economic opportunities to all residents. 	<p>Car Parks Supports local commerce by providing parking for businesses and visitors</p> <p>Business Starter Units Provides space for new businesses, aiding economic growth and job creation</p> <p>Offices -Supports efficient service delivery and resource management.</p>
<p>Performance Measures: • Suitability and sufficiency • Occupancy rates, income generated. • Operational costs • Future maintenance liabilities • Jobs created • New business and follow-on created • Business Survival</p>	
<p>A Sustainable Council The asset should:</p> <ul style="list-style-type: none"> • Provide value for money and support financial sustainability. • Ensure value for money, continually exploring ways to optimise our use of resources, reduce costs, and deliver high-quality services 	<p>Depots Enhances operational efficiency and contributes to financial sustainability.</p> <p>Investment portfolio Generates revenue to support financial sustainability.</p>
<p>Performance Measures: • Suitability and sufficiency • Operational costs • Future maintenance liabilities • Rental income • Void rate • Return on Investment</p>	

The table below outlines how our assets align with the corporate objectives outlined in the **Medium-Term Financial Plan** and how they will be measured in terms of performance.

Council Objective	Asset category
<p>Optimise Asset Utilisation</p> <ul style="list-style-type: none"> • Ensure properties are used efficiently to minimise operating costs. • Reduce redundant or underused spaces through rationalisation. 	Operational properties
<p>Performance Measures: • Improved utilisation rates of operational buildings. • Reduction in overall property footprint.</p>	
<p>Support Economic Regeneration</p> <ul style="list-style-type: none"> • Release land to stimulate housing and commercial development. • Support town centre revitalisation through the strategic use of properties. 	Surplus, Town Centre assets and employment land
<p>Performance Measures: • Volume of surplus land repurposed or sold for development. • Number of regeneration projects delivered</p>	
<p>Ensure Financial Sustainability</p> <ul style="list-style-type: none"> • Maximise income through lease agreements or sales of underperforming assets. • Prioritise investments in assets with strong financial returns. 	Investment and non-operational commercial
<p>Performance Measures: • Increased annual revenue from income-generating properties. • Evidence of return on investment from prioritised assets.</p>	
<p>Deliver Sustainable and Green Initiatives</p> <ul style="list-style-type: none"> • Deliver environmentally sustainable initiatives whilst maximising benefits. • Ensure all assets perform to the highest standards to maximise efficiency, reduce emissions and costs. • Utilise our assets to protect, extend and connect areas of natural habitat to help address the decline in native species and improve biodiversity. 	Operational properties and land
<p>Performance Measures: • Reduce consumption. • Generated and stored/exported energy. • Increased biodiversity value.</p>	
<p>Strengthen Community Partnerships</p> <ul style="list-style-type: none"> • Co-locate services to improve accessibility and service delivery. • Support shared-use agreements with partners to maximise value from assets 	Non-operational: community facilities
<p>Performance Measures: • Resident satisfaction with community facilities. • Number of shared-use agreements in place</p>	
<p>Support Strategic Decision-Making</p> <ul style="list-style-type: none"> • Use the Asset Challenge framework to review asset performance and alignment. • Ensure accurate data supports evidence-based decisions. 	All land and buildings
<p>Performance Measures: • The proportion of assets is reviewed under the Asset Challenge process. • Completeness and accuracy of asset data records</p>	

The table below details how our assets align with the corporate objectives outlined in the **Powering our Future programme** and how they will be measured in terms of performance.

Council Objective	Asset category
<p>Regeneration and Place-Making</p> <ul style="list-style-type: none"> • Use surplus land to deliver housing, commercial, and mixed-use developments. • Support town centre revitalisation through strategic property redevelopment. • Attract investment by offering development-ready sites to the private sector. 	<p>Surplus, Town Centre assets and employment land</p>
<p>Performance Measures: • Amount of surplus land repurposed for regeneration. • Number of regeneration projects completed. • Evidence of private investment generated through Council-owned assets.</p>	
<p>Community and Partnership Work</p> <ul style="list-style-type: none"> • Co-locate services to improve accessibility and enhance community well-being. • Provide spaces for public and private sector partnerships to deliver services. • Engage with communities to ensure assets align with local needs. 	<p>Non-operational: community facilities</p>
<p>Performance Measures: • Feedback from residents on satisfaction with community facilities. • Increase in shared-use agreements and partnership projects. • Level of community participation in asset-related projects.</p>	
<p>Financial Sustainability</p> <ul style="list-style-type: none"> • Maximise rental income through effective management of commercial properties. • Dispose of underperforming assets to reduce costs and generate capital receipts. • Prioritise investments in high-performing and cost-efficient assets. 	<p>Investment and non-operational commercial</p>
<p>Performance Measures: • Increase annual revenue from Council-owned properties. • Capital raised through asset disposals. • Evidence of cost savings and returns on investments.</p>	
<p>Sustainability and Environment</p> <ul style="list-style-type: none"> • Maximise the energy efficiency of operational assets to reduce costs and emissions. • Install renewable energy generation and storage solutions such as solar panels, battery storage and heat pumps, • Repurpose underutilised land for green infrastructure and biodiversity projects. 	<p>Operational properties and land</p>
<p>Performance Measures: • Reductions in energy consumption and carbon emissions. • Number of properties equipped with renewable energy systems. • Area of land converted for biodiversity enhancement.</p>	

The table below outlines how our assets align with the **Inclusive Growth Strategy 2025–2028** corporate objectives and how they will be measured in terms of performance.

Council Objective	Asset category
<p>Support Economic Growth</p> <ul style="list-style-type: none"> • Release surplus land for housing and business developments to stimulate local growth. • Use assets to attract and retain businesses 	Surplus, non-operational commercial assets
<p>Performance Measures: • Volume of land allocated for economic development projects. • Increase in tenancy rates and business occupancy levels.</p>	
<p>Encourage Job Creation</p> <ul style="list-style-type: none"> • Provide affordable workspaces for start-ups and small enterprises. • Partner with local organisations to create job opportunities through regeneration projects. 	Non-operational commercial (e.g. Industrial and Business Units)
<p>Performance Measures: • Number of new businesses supported through council-owned properties. • Number of jobs created through asset-enabled initiatives.</p>	
<p>Deliver Town Centre Revitalisation</p> <ul style="list-style-type: none"> • Repurpose vacant town centre Council assets to support retail, housing, or community uses. • Create mixed-use developments to enhance town centre vibrancy 	Surplus, Town Centre assets
<p>Performance Measures: • Reduction in the number of vacant town centre properties. • Increase in footfall and community engagement in revitalised areas</p>	
<p>Support Social Inclusion</p> <ul style="list-style-type: none"> • Develop co-located services to improve access for vulnerable and underserved groups. • Use public spaces for programmes supporting social mobility and community resilience. 	Non-operational: community facilities
<p>Performance Measures • Resident satisfaction with access to local services. • Participation levels in inclusive community initiatives.</p>	
<p>Foster Education and Skills Development</p> <ul style="list-style-type: none"> • Provide spaces for training programmes and skill-building initiatives. • Partner with local education providers to maximise the use of council-owned assets. 	Operational: Direct (e.g. educational and training facilities)
<p>Performance Measures: • Number of training programmes hosted in Council facilities. • Increase in skills training opportunities delivered through partnerships.</p>	

The table below outlines how our assets align with the corporate objectives outlined in the **Environmental Sustainability and Carbon Reduction Strategy 2022–2032**, and how they will be measured in terms of performance.

Council Objective	Asset category
<p>Achieve Carbon Neutrality</p> <ul style="list-style-type: none"> • Ensure assets are equipped with energy-efficient systems to reduce consumption and emissions. • Transition heating systems to low-carbon alternatives like heat pumps. 	Operational properties
<p>Performance Measures: • Progress towards net-zero targets.</p>	
<p>Increase Renewable Energy Use on Council Assets</p> <ul style="list-style-type: none"> • Install renewable energy generation and storage solutions. • Utilise suitable surplus land for renewable energy projects. 	Operational properties and land
<p>Performance Measures • Measure of energy generated and stored. • Number of renewable energy installations.</p>	
<p>Enhance Biodiversity</p> <ul style="list-style-type: none"> • Transform surplus land into green spaces, wildlife habitats, and community gardens. • Increase tree and hedge planting whilst developing green corridors to support habitats. 	Surplus, Operational (e.g. underutilised land and green spaces)
<p>Performance Measures • Area of land converted for biodiversity enhancement. • Measure of biodiversity uplift.</p>	
<p>Improve Resource Efficiency</p> <ul style="list-style-type: none"> • Conduct energy audits to identify and address inefficiencies. • Implement smart systems for energy and water usage monitoring and optimisation. 	Operational properties
<p>Performance Measures • Evidence of operational improvements in energy and water efficiency. • Reduction in overall energy and water usage</p>	
<p>Promote Climate Resilience</p> <ul style="list-style-type: none"> • Enhance drainage systems and develop sustainable urban drainage solutions (SuDS). • Use land assets to create flood management zones, such as increasing tree and hedge planting to manage flash flooding and soil erosion. 	Operational properties and land (e.g. flood-prone land and buildings)
<p>Performance Measures</p> <ul style="list-style-type: none"> • Number of assets contributing to flood mitigation and resilience. • Increase in tree/hedge planting 	
<p>Engage Communities in Sustainability</p> <ul style="list-style-type: none"> • Use council facilities to host workshops and events promoting sustainable practices. • Provide education resources on climate change and environmental stewardship 	Operational properties and non-operational: community facilities
<p>Performance Measures • Participation rates in sustainability-focused community programmes. • Resident feedback on educational outreach initiatives.</p>	

Appendix 2: PULSES Scoring Matrix

	SCORE: 0	SCORE: 3	SCORE: 5	WEIGHTING	
PURPOSE	No Alignment: The asset does not contribute to the Council's objective.	Moderate Alignment: The asset contributes to the Council's objective but could be improved.	Excellent Alignment: The asset fully supports and embodies the Council's objective.	30%	
UTILISATION	Not Utilised and Inflexible: The asset is mainly unused, with a rigid configuration and limited adaptability.	Moderate Utilisation and Some Flexibility: The asset is moderately utilised and somewhat flexible, with potential for adjustments.	Fully Utilised and Highly Flexible: The asset is fully utilised and adaptable to various needs.	25%	
LOCATION	Does Not Meet Service Needs: The location is unsuitable, with poor accessibility preventing it from serving any useful purpose.	Adequately Meets Service Needs: The location is satisfactory, meeting basic service requirements and accessibility standards, but there is room for improvement.	Fully Meets Service Needs: The location is ideal, perfectly aligned with service needs, fully accessible, and maximises the asset's effectiveness.	10%	
SUSTAINABILITY	Fails to Meet Requirements: The asset does not meet statutory requirements and has no potential for operational carbon neutrality or biodiversity uplift.	Meets Requirements with Potential: The asset meets statutory requirements and has potential for operational carbon neutrality or biodiversity uplift.	Exceeds Requirements and Highly Sustainable: The asset exceeds statutory requirements and is on track for operational carbon neutrality or biodiversity uplift.	10%	
ECONOMIC	High Costs: The asset has high running costs.	Above Average Costs: The asset has above-average running costs.	Low Costs: The asset has low or below-average running costs.	25%	
TOTAL SCORE				%	
STATUTORY COMPLIANCE	FAIL: The asset does not meet the statutory requirement.		PASS: Asset meets statutory compliance requirements.		PASS/FAIL

Appendix 3: Worked Asset Challenge Example

Asset Challenge Scoring

ASSET	ASSET CHALLENGE					
	PURPOSE	UTILISATION	LOCATION	SUSTAINABILITY	ECONOMIC	SCORE
Example	No Alignment: The asset does not contribute to the Council's objective.	Moderate Utilisation and Some Flexibility: The asset is moderately utilised and somewhat flexible, with the potential for adjustments.	Fully Meets Service Needs: The location is ideal, perfectly aligned with service needs, fully accessible, and maximises the asset's effectiveness.	Fails to Meet Requirements: The asset does not meet statutory requirements and has no potential for carbon neutrality.	Low Costs: The asset has low or below-average running costs.	40%

STATUTORY COMPLIANCE	FAIL: The asset does not meet the statutory requirement.	PASS: Asset meets statutory compliance requirements.	PASS
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Economic Performance:

ASSET	ECONOMIC					
	Running Costs		Condition Costs			
SIZE	Operational costs 24/25	Operational costs 24/25	Essential costs within 2 years	Essential costs within 2 years	Overall costs to 5 years	Overall costs to 5 years
m2	£	£ m2	£	£m2	£	£m2

Opportunities:

OPPORTUNITY						RECOMMEND: Retain Review Disinvest Disposal Acquisition
Market Value	Sensitivity On Disposal	Collaboration	Partnership	Repurpose	Regeneration	

Appendix 4: Investment Portfolio Scoring Matrix

Investment Class <i>i.e. Ground Lease /Estate Shop</i>	Score (1-5)
Investment Criteria	
Location	5
Rental and Capital Growth	3
Tenancy Strength	2
Tenure	2
Tenant Lease Length	2
Repairing liability	3
Physical quality/MEES	3
Total	20 / 35

Key

Investment Criteria	Excellent: 5	Good: 4	Acceptable: 3	Marginal: 2	Unacceptable: 1
Location	Prime	Prime/Secondary	Secondary	Secondary/Tertiary	Tertiary
Rental and Capital Growth	Ground lease; Rent Reviews annual greater/RPI	Rent Reviews every 3-5 years, greater Market Rent/RPI	Rent Reviews every 3-5 years Market Rent	Rent Reviews every 5+ years Market Rent	No Rent Reviews. Limited capital growth
Tenancy Strength	Strong covenant strength: single tenant	Good covenant strength: single tenant	Strong covenant strength: multiple tenants	Good covenant strength: multiple tenants	Poor financial covenant strength
Tenure	Freehold	Lease 150+ years	Lease 75+ 150 years	Lease 25+ 75 years	Lease for less than 25 years
Tenant Lease Length	>15 years	10-15 years	5-9 years	2-5 years	<2 years or vacant
Repairing liability*	Full repairing and insuring.	Internal repairing. External is fully recoverable.	Internal repairing. Landlord's main structure.	Internal repairing. Landlord's main structure and service media	Landlord
Physical quality/MEES	Newly built; Ground lease; EPC A/B	Recently refurbished; EPC A/B	Average condition, remaining physical life over 25 years; EPC A/B	Old property with redevelopment potential; EPC C-E	Close to the end of physical life; EPC F/G

Appendix 5: Property Asset Table

Type	Operational Direct Service	Operational In-Direct Service	Non-Op Community	Non-Op Commercial	Investment	Assets Held for Sale	Surplus	Non-Op Residential
Administration Building	5					1	8	
Cemetery	4							
Changing Facility	4							
Childrens Centre	1	1	1					
Childrens homes	8	3						
Community Centre			19			1		
Crematorium	1							
Day Centre	3	1						
Depot	5							
Family Hub	4							
Garages							1	
Hotel					1			
Industrial units	6			37		1		
Leisure Centres		6						
Library	6		1					
Misc	2		1		1		1	
Museum	1							
Nursery				4				
Office	2		4	3			1	
Pavilions & Café	2		9					
Primary Schools	12							
Public Toilets	4							
Registrar	1							
Residential		1						20
Residential Home	2						1	
Resource Centre	2							
Retail	1	1	3	3	13	8	2	
Scout & Guide Hut				1				
Secondary School	1							
Shopping Centre				1				
Special Education		1			1			
Supported Accommodation	7							
Theatres			1	1				
Travellers Site								1
Visitors Centre				2				
Total	84	14	39	52	16	11	14	21
	251							

Abbreviations

- AMS - The Asset Management Strategy
- AWG – Asset Working Group
- MTFP - The Medium-Term Financial Plan
- POF - Power of Future
- SAMP – Strategic Asset Management Plan