



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 aims 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.



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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.

Bob Cooke

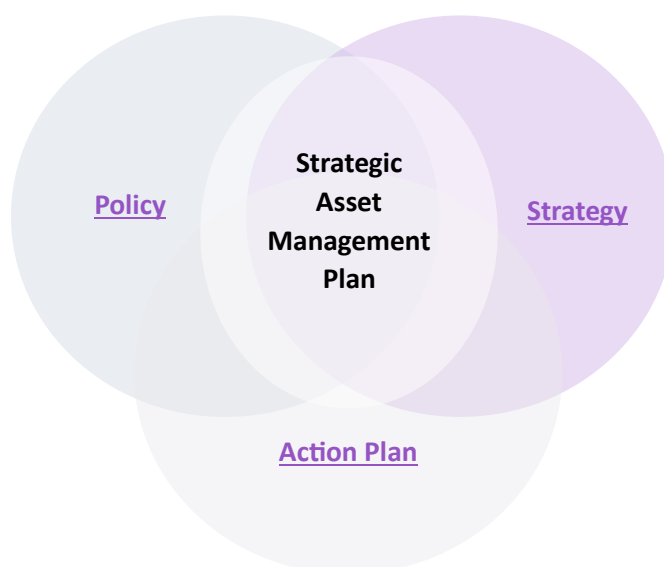
Leader of the Council

Introduction

Stockton-on-Tees Borough Council holds the freehold and leasehold of 270 buildings, with a combined land and property valuation, including infrastructure assets, of £423,074,000 as of 31 March 2024. We also own 4,638 acres (1,877 hectares) of land. 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.

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.

The aim is to adopt a comprehensive Strategic Asset Management Plan that underpins the strategic asset management approach. 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.



The Strategic Asset Management Plan consists of three core components:

1. **Policy:** This policy defines the overall direction for managing our assets to deliver the Council's Corporate objectives and priorities over the next five years.
2. **Strategy:** This overviews our assets and outlines our key aims for managing our assets to support our corporate objectives. The strategy is a three-year document we will keep under regular review and challenge.
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 updated to ensure relevance and responsiveness to evolving needs.

Asset Management Policy 2025-2030

The Asset Management Policy (AMP) is the overall policy direction for managing the Council's assets. It ensures that all actions and decisions are aligned with the [Council's Objectives and priorities](#) and translates the objectives and priorities into key aims for managing our assets. This policy establishes a corporate approach that promotes transparency and consistency in managing the Council's assets, setting clear expectations for behaviours and decision-making processes.

The Key Aims for Our Assets

We aim to develop an effective, efficient, and economic portfolio underpinned by the following key aims.

Above all, it reaffirms the commitment to the community and residents and ensures all decisions are made with their best interests in mind.



Corporate Approach: Establish a Corporate Landlord Model to promote a corporate mindset in asset management and ensure decisions align with the Council's strategic goals and service objectives.



Regeneration and Inclusive Growth: To utilise land and property assets to drive development and economic regeneration in the borough, foster growth, meet the needs of local businesses, and attract new business opportunities.



Communities and Partners: To empower communities to prosper by creating an environment that supports well-being, social cohesion, and active engagement.



Value for Money: Continuously reviewing and challenging asset use and utilisation to maximise returns, minimise operational costs, and enhance service delivery.



Optimisation: Ensuring assets are fit-for-purpose in the right location to meet service needs and to future-proof.



Sustainability and Environment: To promote a sustainable estate that aims to reduce CO2 emissions, minimise resource use and improve resilience to a changing climate.

Corporate Landlord Model

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 corporate governance protocols.
- 2. Enhanced Accountability and Governance:** The Corporate Asset Management Board/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 Corporate Landlord team will promote efficiency and compliance by serving as custodians of the Council's assets.



The Stockton on Tees Plan 2024-2028

The Stockton on Tees Plan sets the vision for our borough's future. It is a guiding framework for the Council, our partners, and our communities to work together towards a shared future that brings this vision to life. The plan sets out five priorities to deliver

the vision over the five years, and this will guide how we manage our assets as follows:

Providing the Best Start in Life to achieve big ambitions

The Council's assets are instrumental in supporting the health, education, and development of children and families across the borough. We will ensure that assets are maintained to high standards, providing safe and inclusive environments that contribute to positive outcomes for children and young people. We will ensure our facilities are well-located and designed to meet the evolving needs of our communities.

Healthy and Resilient Communities

The health and well-being of residents and our communities are central to the Council's vision. We will ensure our assets are aligned so that we work closely with our communities and partners to help meet the needs of our residents. Aligning asset management with health and well-being objectives helps create a healthier, more resilient community. This includes maintaining these spaces to high standards, ensuring they are accessible to all residents, and designing them to support various activities that contribute to physical and mental well-being. Our assets will play a critical role by ensuring that assets such as our parks, leisure facilities, and public spaces are managed to promote physical activity, social interaction, and access to health services.

A Great Place to Live, Work and Visit

The quality and management of the Council's assets directly impact the overall quality of life in the borough. We will ensure that our assets promote environmental sustainability, including implementing energy-saving measures and reducing carbon emissions. The Asset Management Strategy prioritises our assets' maintenance, sustainability, and environmental stewardship, ensuring our neighbourhoods are clean, safe, and attractive places to live.

An Inclusive Economy

A robust and inclusive economy is essential for the borough's long-term prosperity. We will ensure that the Council's assets are managed to stimulate economic growth, attract investment, and create opportunities for all residents. This includes optimising the use of commercial properties, supporting town centre regeneration, and leveraging our assets to encourage entrepreneurship and innovation. It also emphasises the importance of inclusivity, ensuring that all residents have access to the economic opportunities available in the borough, thereby supporting the Council's commitment to social equity.

A Sustainable Council

The sustainability of the Council's services is closely tied to the effective management of its assets. We will ensure that our property portfolio is managed to support financial efficiency and reduce operational costs. This includes exploring opportunities for income generation through the strategic use of our assets. Prioritising sustainability in asset management helps ensure the long-term viability of the Council's services and supports the broader goal of creating a financially sustainable future.

Other Policy documents: Transformation Programme; MTFP; Others TBC

Asset Management Strategy 2025 - 2028

The Asset Management Strategy provides the direction for achieving the overarching Asset Management Policy over the next three years. It provides an overview of our current land and property portfolio and our decision-making governance process for retaining, repurposing, acquiring, and disposing of assets. The strategy is shorter than the policy as it is expected to be continually reviewed and modified as circumstances evolve to ensure relevance and responsiveness.

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 gains and provide meaningful community benefits. This strategy is built around five key aims for our assets as set out in the Asset Management Plan, each of which is critical to achieving the Council's long-term vision for our assets:

The Key Aims for Our Assets

Corporate Approach



This emphasises treating all assets as a corporate resource that supports the Council's broader strategic objectives. We will adopt a corporate approach by introducing a Corporate Landlord Model to manage Council-owned assets effectively. This approach ensures that all asset decisions align with the Council's strategic objectives and long-term priorities, including service delivery, financial sustainability, and community well-being.



Regeneration and Inclusive Growth

Land and buildings should be used to stimulate development and economic and physical regeneration, as well as to stimulate growth, support local business needs, and encourage new business.



Communities and Partnership

Develop strong partnerships with local organisations, businesses, and public sector agencies, working together to address community needs, deliver shared objectives, and develop sustainable solutions that enhance the quality of life for all residents.



Optimisation

Working with our service areas and creating service plans will help us understand medium-to long-term requirements.

The Council's optimisation strategy aims to ensure that all our retained assets are:

- **High standard**
- Located in the **right places**, and
- Used **efficiently** to meet current and future service needs.



Value for Money

Managing property effectively and securing efficiencies by: Challenging occupation and utilisation.

- Maximising returns,
- Minimising operational costs, and
- Enhancing service delivery.



Sustainability and Environment

Ensure assets are environmentally sustainable and promote a sustainable environment that aims to reduce CO2 emissions, minimise resource use and improve resilience to a changing climate.

In developing these key aims, we will adopt specific actions and behaviours related to our land and property and evaluate performance using the appropriate measures described below. The key challenge will be maintaining an appropriate balance around these actions when decisions are made.

<p>Actions</p> <p>Corporate Approach</p> <p>Measures</p>	<p>Balance effectively between corporate and service objectives and priorities. Implement robust business planning and options appraisals. Ensure property use and decision-making are at a senior level, with representation from all directorates to ensure diverse perspectives.</p> <hr/> <p>Reduction of operational costs through strategic decisions. Report on asset performance and how it aligns with Council objectives. Review to ensure the challenge of assets is aligned with Council Objectives.</p>
<p>Actions</p> <p>Regeneration and Inclusive Growth</p> <p>Measures</p>	<p>Support: We will use assets to support regeneration, attract inward investment, revitalise town centres and communities, foster social interaction, and promote local heritage. Align: Land and Property decisions with regeneration and inclusive growth to maximise the impact. Stimulate Regeneration: We will ensure our property decisions are integrated with regeneration and economic development strategies. Opportunities: To develop local skills and supply chains to enhance growth.</p> <hr/> <p>Identification: Sites with redevelopment opportunities. Targets: Contribute towards housing and employment targets.</p>
<p>Actions</p> <p>Communities and Partners</p> <p>Measures</p>	<p>Opportunities: Encourage shared locations with the voluntary/community sector. Encouraging: The involvement of communities and other key stakeholders in making choices for service delivery within their area.</p> <hr/> <p>Cost reduction: Assets used as a shared facility and maximising space use. Mapping: all partner assets to maximise opportunities.</p>
<p>Actions</p> <p>Value for Money</p> <p>Measures</p>	<p>Review and challenge asset utilisation: Identifying opportunities for consolidation, agile working, and improved service delivery. Prioritising: Disposing surplus assets, maximising capital receipts and revenue savings. Leases: Seeking opportunities to reduce cost through early release from leases where possible. Maximise co-location opportunities: We will actively seek opportunities to co-locate across the Council and collaborate with other public services, community groups, and private sector partners to enhance asset value, reduce costs, and generate income. Commercialisation: Maximising the financial return from commercial assets and exploring new opportunities for income generation.</p> <hr/> <p>Capital receipts targets: define revenue targets from disposals. Operational Costs: running costs per m2 or FTE Utilisation: of vacant space and under-utilised space. Benchmark: Against other similar assets to drive performance improvement.</p>
<p>Actions</p> <p>Sustainability and Environment</p> <p>Measures</p>	<p>Promote A sustainable environment that aims to reduce CO2 emissions, minimise resource use and improve resilience to a changing climate. Encourage Sustainable and active travel choices through building design, access and infrastructure. Local: Use local goods and services where possible. Active: Manage assets to reduce carbon emissions and encourage our tenants to adopt similar sustainable practices.</p> <hr/> <p>Monitor and Reduce: Energy and water consumption. Renewables: Track the percentage of energy consumption generated by on-site renewables. Goals: Set clear goals to reduce overall carbon emissions and report progress.</p>

Asset Challenge

To meet the key aims of our assets, we will regularly undertake an Asset Challenge to continuously review asset use and optimisation and understand and evaluate asset performance and relevance against our corporate objectives.

As shown in [Appendix 2](#), we have framed this process as an asset-health check (**PULSES**) using the following criteria to evaluate current assets as well as part of the essential criteria for acquiring assets:

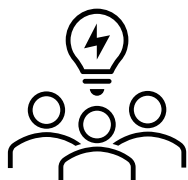


- **Purpose:** Does the asset align with the Council's strategic objectives?
- **Utilisation:** Is the asset fully utilised and adaptable to future needs?
- **Location:** Is the asset in the right location for service delivery and accessibility?
- **Sustainability and Environment:** Does the asset meet environmental and statutory requirements, and can it be more energy-efficient or carbon-neutral?
- **Economic Viability:** How do the operating costs compare to other assets, and what are the capital investment requirements?
- **Statutory Compliance:** Does the asset comply with all the required statutory compliance to enable operational use?

As shown in [Appendix 2](#), for the criterion **Purpose, Utilisation, Location, Sustainability and Economic**, the score of **0, 3 or 5** will be multiplied by the criterion's weight to get the weighted score. The final score will be calculated as a percentage of the maximum possible score.

Statutory Compliance will be a Pass/Fail criterion, and we will report on those issues identified through the [governance structure](#) immediately.

In reporting, as shown in [Appendix 3](#), we will set out economic performance measures and will identify opportunities for:



- Collaboration
- Partnership
- Repurposing
- Redevelopment
- Maximise income and reduce operational costs

Maximising financial returns

To ensure we deliver Value for Money and are financially sustainable, we developed a Commercial Income Scoring Matrix within [Appendix 4](#), which sets the essential criteria for retaining and acquiring investments.

To maximise income and returns, we will review our commercial income portfolio periodically, at least once a year, and action opportunities to increase income through re-gearing, rent reviews and lease renewal.

This will ensure we only retain and acquire investments matching good performance and action any non-performing investments by re-gearing, repurposing, or disposal.

Property Portfolio Overview

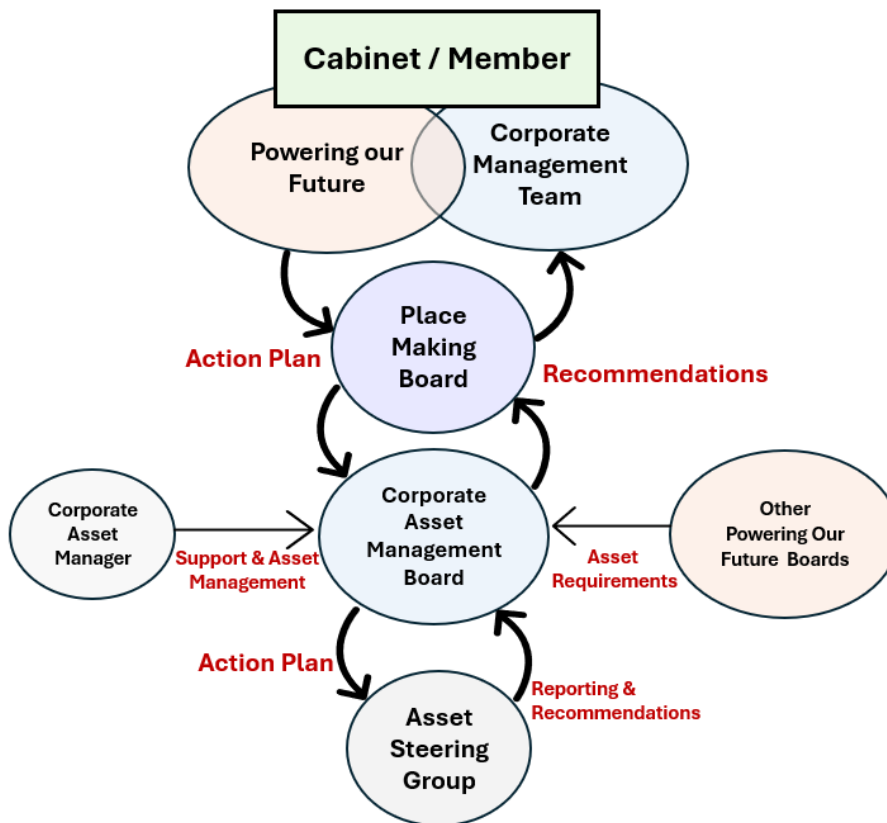
Stockton-on-Tees Borough Council's property portfolio includes many assets, from operational buildings used for front-line services to commercial properties, cultural assets, and public spaces. Each asset type delivers services and supports the borough's social and economic infrastructure.

Portfolio details: To be provided include asset numbers and asset type.

Governance and Accountability

Effective governance is critical to the successful implementation of the Asset Management Plan.

As described in the flowchart below, under the direction of the Corporate Asset Management Board, the Asset Steering Group 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 Corporate Asset Management Board while ensuring all recommendations align with the Council's corporate objectives. The Asset Steering Group will also oversee the implementation of the Asset Management Action Plan as directed by the Corporate Asset Management Board/Placemaking Board/Corporate Management Team/Cabinet approval (as necessary). The Corporate Asset Manager role will manage and rationalise the asset portfolio on behalf of the Corporate Asset Management 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 Steering 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 Action Plan

The Asset Management Action Plan is a **live** document outlining the specific actions, timescales, and resources required 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.

[Appendix 5](#) is the timeline for the implementation of the action plan.

Further input is required following consultation.

Conclusion

The financial environment continues to be challenging for the Council, with increasing service demands and limited resources. Our Strategic Asset Management Plan provides a structured and forward-thinking approach to managing the Council's property portfolio in alignment with its broader corporate objectives. By integrating policy, strategy, and a dynamic action plan, the Council is well-positioned to optimise the use of its assets, support economic growth, and ensure long-term sustainability. As such, the Asset Strategy emphasises the need for efficiency in asset use, reduced operational costs, and increased revenue generation.

The strategy focuses on five key aims for our assets, including fostering an inclusive economy and promoting environmental stewardship. This demonstrates a clear commitment to delivering tangible benefits to the community. The governance framework ensures accountability and transparency, while the asset challenge process will continually assess and adapt asset use to meet evolving service and financial demands.

In conclusion, this strategy lays a solid foundation for the Council to manage its assets effectively, contributing to the prosperity and well-being of Stockton-on-Tees for years to come.

Appendix

Appendix 1: Council objectives

Council Objective and Assessment Criteria	Asset type	How the Asset Aligns with the Objective	Performance Measures
Providing the best start in life to achieve big ambitions Does the asset: <ul style="list-style-type: none"> • Support services/ initiatives for children, families, and young people • Promote inclusivity, prevent poverty, and enhance well-being. 	Maintained Schools	Supports education and development of children.	<ul style="list-style-type: none"> • Suitability and sufficiency • Operational costs • Future maintenance liabilities
	Children's Centres	Provides early childhood services and family support.	
	Children's Residential	Offers care and housing for vulnerable children.	
Healthy and Resilient Communities Does the asset <ul style="list-style-type: none"> • Contribute to health, safety, and well-being? • Support active lifestyles, community engagement, and social connections? 	Libraries	Facilitates community engagement, education, and social connections.	<ul style="list-style-type: none"> • Suitability and sufficiency • Operational costs • Future maintenance liabilities
	Sports and Leisure	Promotes physical activity and well-being.	
	Changing Rooms and Pavilions	Supports community sports and active lifestyles.	
	Older Persons Support Centre	Provides care and enhances the well-being of older residents	
	Day Centre	Offers services to promote social connections and well-being	
A Great Place to Live, Work and Visit Does the asset <ul style="list-style-type: none"> • Contribute to health, safety, and well-being? • Support active lifestyles, community engagement, and social connections? 	Community Assets	Facilitates local events and activities, boosting community engagement	<ul style="list-style-type: none"> • Community benefit • Operational costs to the council • Future maintenance liabilities
	Town Centre Regeneration	Enhance the vitality of the town centres, promoting economic growth and local pride.	
An inclusive economy Does the asset <ul style="list-style-type: none"> • Support economic growth, skill development, and local business? • Deliver economic opportunities to all residents? 	Car Parks	Supports local commerce by providing parking for businesses and visitors.	<ul style="list-style-type: none"> • Suitability and sufficiency • Occupancy rates; income generated. • Operational costs • Future maintenance liabilities
	Business Starter Units	Provides space for new businesses, aiding	

		economic growth and job creation	<ul style="list-style-type: none"> • Future maintenance liabilities • Jobs created • New business and follow-on • Business survival.
A Sustainable Council Does the asset <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 	Offices	Supports efficient service delivery and resource management.	<ul style="list-style-type: none"> • Suitability and sufficiency • Operational costs • Future maintenance liabilities
	Depots	Enhances operational efficiency and contributes to financial sustainability.	
	Commercial Income portfolio	Generates revenue to support financial sustainability.	<ul style="list-style-type: none"> • Rental income • Void rate • Return on Investment • Future maintenance liabilities

Appendix 2: Asset Challenge Scoring Matrix: PULSES

	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 carbon neutrality.	Meets Requirements with Potential: The asset meets statutory requirements and has some potential to achieve carbon neutrality.	Exceeds Requirements and Highly Sustainable: The asset exceeds statutory requirements and is on track to achieve carbon neutrality.	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: Asset Challenge, Economic Performance and Opportunities Reporting

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 m2	Operational costs 24/25 £	Operational costs 24/25 £ m2	Essential costs within 2 years £	Essential costs within 2 years £m2	Overall costs to 5 years £	Overall costs to 5 years £m2

Opportunities:

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

Appendix 4: Commercial Income Portfolio Scoring Matrix

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

Thresholds
Pass > 25 (70%)
Fail (Review) <24

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 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 fully recoverable.	Internal repairing. Landlord main structure.	Internal repairing. Landlord 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 end of physical life; EPC F/G