

Broadland District Council

Strategic Asset Management Framework

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1 Introduction

1.1 Introduction

Broadland District Council like most Local Authorities holds a diverse portfolio of property assets. As a key resource, there is significant value held in Property Assets, but they also cost money to use and maintain.

This document provides an Asset Management Framework under which the Council will manage its property assets and has been compiled with regard to the latest guidance on strategic asset management issued by the Royal Institution of Chartered Surveyors (RICS) and the Chartered Institute of Public Finance and Accountancy (CIPFA).

The Asset Management Framework comprises of three elements:

- An Asset Management Policy
- A Strategic Asset Management Strategy
- An Asset Management Working Action Plan

The framework provides the link between the Council's property portfolio and the delivery of its corporate objectives. It outlines why we hold property assets, how they align to the Council's vision and objectives and what actions need to be taken to ensure those property assets are performing effectively and efficiently.

2 Asset Management Policy

2.1 Asset Management Policy

The Asset Management Policy establishes some clear principles, as outlined below, by which Broadland District Council will manage its land and properties.



Our Vision is:

To undertake an entrepreneurial use of property to encourage community vibrancy; support service delivery and to respond to budget pressures (through cost reduction and income generation).

Policy Objectives and Actions and Behaviours

To achieve the principles above we have listed below six objectives together with the actions and behaviours required to accomplish these.

1. To undertake a corporate approach to property assets.
 - Capital Projects are managed efficiently and effectively and prioritised to support the Council's Strategic Plan.
 - We will have clear corporate decision making and challenge on all property matters.
 - Property budgets managed corporately to prioritise key investment needs.
 - Achieving an effective balance between corporate and service priorities.
 - Ensuring that property information is accurate, current and comprehensive.

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- To coordinate planning for property need in the future.
2. Ensure our operational property services the needs of users now and also in the future.
 - Ensuring property is suitable and sufficient for service delivery.
 - Ensuring property is flexible and is planned to respond to future need.
 - Ensuring property is secure, safe to use and fulfilling statutory requirements.
 - Making our property accessible to all our customers.
 - Working with services to understand their longer-term requirements in order to plan for the future.
 - Working with communities and partners to optimise the use of assets where beneficial.
 - Adopting an area-based approach to planning our service delivery and community shaping.
 3. Provide sustainable properties that are managed effectively and efficiently.
 - Improve the sustainability credentials of the Council's property assets in order to demonstrate best practice , in line with the Council's ambition to achieve net-zero carbon emission by 2030, through exploring viable options to reduce energy consumption.
 - Using renewable energy where appropriate.
 - Using whole life consideration in our business case developments for construction projects reducing energy and water consumption and CO2 omissions. Also taking into consideration the environmental impact of transportation for users.
 - Minimising waste.
 - Ensuring property is suitably managed and maintained within budget constraints.
 - Ensuring reporting is in place to monitor statutory compliance requirements with regards to managing property assets.
 - Seek to maximise income and minimise the cost of our property assets while ensuring our corporate priorities are achieved.
 - Having flexibility in our buildings to facilitate change of working practices in the future.
 - Seeking efficiencies in occupancy and utilisation and introducing new ways of working.
 - Challenging the cost of property activities to drive performance improvement.
 - Challenging the use of assets including disposal where appropriate.
 - Understanding our asset portfolio so we can be agile in responding to funding and government grants such as the Public Sector Decarbonisation Fund.

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4. Optimise the financial return and commercial opportunities of the Council's land and property portfolio, and where possible, to provide an income to support the Council's revenue budgets.
 - To maximise the income from spare capacity within the Council's land and property portfolio
 - Dispose of under-performing and surplus property assets where use of these assets for income generation is not viable for the Council.
 - Seek opportunities to increase the value of assets through change of use.
 - Ensure the Council buildings which are rented out or let are maximising the potential rent and minimising voids to deliver the maximum return.

5. Use the Council's property assets to stimulate development and growth together with supporting local community needs, addressing health inequalities and encouraging new business to the area.
 - Use our assets to stimulate and support regeneration and inward investment.
 - Use investment in the Council's property assets for income generation and to create local employment and training opportunities.
 - Use the Council's capital investments in its property assets to stimulate economic growth, and where appropriate to provide a commercial return to the council to support the revenue budget.
 - Use the Council's assets to address health inequalities as identified in the Council's health and Wellbeing Strategy.
 - Identifying potential sites which could be brought forward for housing and/or employment development.

6. Work with Partners where it will benefit service users and/or secure efficiencies.
 - Where appropriate work with other agencies and partners to promote co-location and joint service delivery, using public sector property assets as a catalyst to transform public services.
 - Support the one public estate programme to seek to drive efficiencies in operation and management of our property assets as well as those of our partners.
 - Support growth and regeneration by releasing redundant public sector land and buildings, generating capital receipts for reinvestment in services.
 - We will also work with partners and enable communities where they are better placed to manage property and deliver services.

This policy and associated strategy and action plans have a medium-term (3-5 years) planning horizon and will be updated periodically. It is restricted to consideration of the property assets that the council owns or uses.

3 Strategic Asset Management Strategy

3.1 Purpose & Scope of the Strategic Asset Management Plan

This Strategic Asset Management Plan (SAMP) identifies the key strategic policy and resource influences affecting Broadland District Council and in response to these sets a broad direction for asset management, enabling its property portfolio to be optimised to meet identified needs.

It is intended as a practical tool which helps to define, implement and measure how the council: -

- Makes its property investment decisions.
- Maintains and improves its property assets.
- Increases the cost effectiveness of its property portfolio.
- Ensures the property portfolio is ‘fit for purpose’.
- Promotes innovation and development in property asset management.
- Listens and responds to property users.

This is an overarching strategic asset management plan which includes operational assets, but under which sets a specific asset management plan for Community & Infrastructure Property Assets.

The plan has a medium-term (3-5 years) planning horizon and will be updated periodically. It is restricted to consideration of the property assets that the council owns or uses.

3.2 Overview of the Portfolio

The council has a small but diverse property portfolio. It contains a mix of asset types which have been acquired and are held for a variety of purposes. The portfolio can be categorised into three broad asset classes – each of which have their own management objectives. These are summarised in simple terms in the table below.

Asset Class	Management Objectives			
Operational Assets – held primarily to support (directly or indirectly) the delivery of council services	Functional Suitability	Running Cost	Condition	Carbon Efficiency

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Infrastructure Assets – held solely for the purposes of providing infrastructure in the district	Ease of Access	Costs of maintaining	Condition	Carbon Efficiency
Community Assets – held by the council in perpetuity to support recreational, cultural & social well-being of the area.	Ease of Access	Costs of maintaining	Opportunity Cost	Carbon Efficiency

Note: This excludes assets owned by Broadland Living Ltd
The number of assets in each asset class and their asset value is given in the table below.

Asset Class, Type & Use			Number	Asset Value ¹ £000s
Operational Assets	Administrative	Offices	3	18,721
	Service	Business Support Centre	1	714
		Depots	1	253
		Temporary Accommodation	2	500
		Car parks	5	1,258
		Public Conveniences	5	357
		Quay	1	428
		Bure Valley Railway	1	362
		Shared Equity	1	109
		Land	1	111
Infrastructure Assets		Street Lighting		125
		Land Drainage		25
		Bridges		148
		Quay – moorings & furniture		22
		Bure Valley Railway – fencing		27
		Broadland Country Park		378
	Cycle Paths	Marriotts Way & Bure Valley		N/A
Community Assets		Commons & Parish Land	Inc.	N/A
		Countryside Sites	Inc.	N/A
		Broadland Country Park	1	719
		Amenity Land	1	3
	Surplus Assets	8	5,197	
			Total	£29,457

¹ Asset value is for capital accounting purposes and is not necessarily related to market value as at 31/03/203

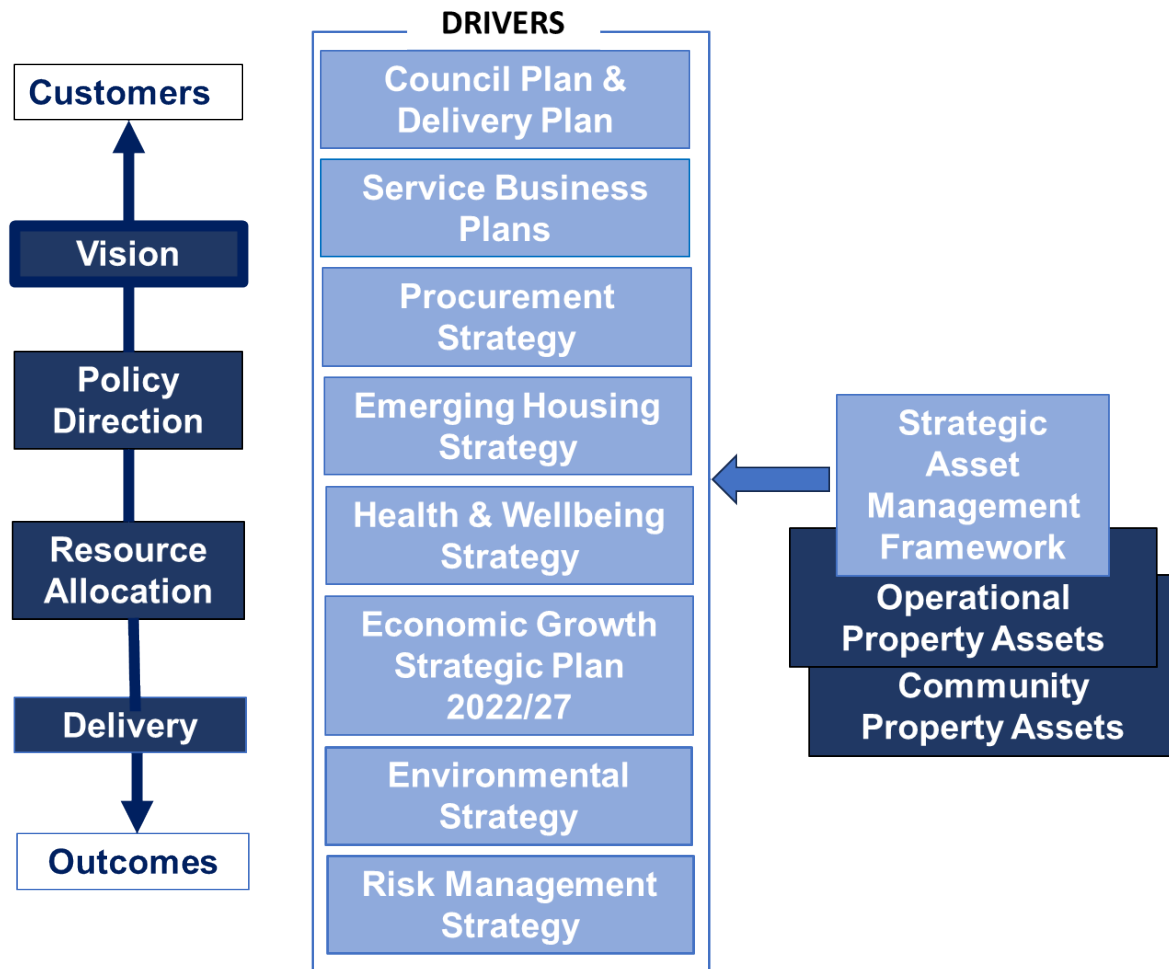
3.3 Links to Other Plans and Strategies

The SAMP does not exist in isolation but is set against wider corporate and service strategies. The SAMP itself is amplified through a range of supporting strategies and policies. The positioning and linkage of the SAMP to these is illustrated in Diagram 1 below. The SAMP focuses principally on the Council's

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operational property assets with other parts of the portfolio having a complimentary but discrete strategy.

Diagram 1 – The Links between the SAMP and other Strategies



3.4 Strategic Context and Direction

Influences for Change

There are a range of influences that are driving change in the area and to which the council must respond through its portfolio management. These can be recognised at a national and regional level and locally through the council's policies and initiatives.

National and Local Context

Nationally, local government and the public sector as a whole are looking to transform the way they work in order to provide a better service to residents, gain greater influence and resilience and address key national challenges. Trends over the last decade or so have shown significant cuts in funding for councils from central government and general lower spend across public services.

Financing and resources

Local government and the public sector as a whole is facing unprecedented challenges, not only in terms of financial pressures, but also in terms of demographic changes. At a national level, there is a shifting policy picture, with implications for the Council's duties and expectations of different ways of working across a range of activities, and for how we are funded. Nationally, [DCN research](#) in October 2023 revealed expectations of a funding shortfall of £1.1bn in funding over 2023-24 and 2024-25. Reduced funding means we need to be creative with how we deliver our services, constantly reviewing opportunities for new funding opportunities and transforming how we do things.

Devolution

Devolution is the transference of power and funding from national to local government, with the aim of de-centralising decision making and giving local areas more flexibilities and freedoms. Government released in 2022, their Levelling Up White Paper, followed by the royal assent of the Levelling Up and Regeneration Bill. In Norfolk, the County Council were invited to submit a County Deal which is due to be formally decided upon in the coming months (the deal has been agreed 'in principle'). This will have implications and potential opportunities for the Councils in Norfolk in the future.

Health and wellbeing

Within the district we have a growing ageing population which is above the national average. While we have a higher than national average of active residents, 60% of adults are classed as overweight or obese and a concerning

number of children are also classed as obese. These challenges will place additional demand on health services which are already under pressure and difficult to access. Other challenges that impact on wellbeing are fuel poverty and low-income families.

Housing provision

Demand for housing is outstripping provision and with a reduction in the number of homes available for private rent there have been large rent increases. Rental increases or mortgage interest increases, together with price increases for essential goods and services have resulted in families struggling financially. This has resulted in a significant increase in demand for temporary accommodation. There is an opportunity to help those in energy inefficient housing to reduce both their costs and carbon footprint.

Climate Change

The effects of climate change including an increased risk of flooding present global, national and local challenges. The rurality of the district brings environmental challenges with reliance on cars and fuel poverty. There are challenges around high energy prices and an above average proportion of homes that are difficult to make more energy efficient. Having set an emissions 2030 target in 2022, followed by the declaration of a Climate and Biodiversity Emergency in July 2023, there is an emphasis on taking action within our resources and powers as a Council. Working with partners, local businesses and communities to reduce carbon emissions, enhance energy efficiency and lower energy costs within the district. The Council is a founder member of Norfolk Environmental Credits, a public partnership which is tackling the reduction of nutrients in the local watercourses and looking to improve biodiversity locally.

Local economy

The impact of inflation on rising prices has increased the pressure on an already struggling retail sector and the local high street. A reduction in shops and services in local high streets has led to residents, in more rural areas with limited public transport, having problems accessing goods and services. Broadland has 14.8% of residents who are currently economically inactive, so ensuring there is a workforce with the right mix of skills to match business need is key.

3.5 Council Initiatives

The Council recognises that in meeting its aspirations for the community it serves it too has to change. These changes need to improve value for money

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in services and support prosperity of the area. There are a range of corporate initiatives to which the management of the property portfolio must respond. These are articulated through Broadland District Council's Our Strategic Plan for 2024-2028. "Our vision is to support our residents to lead happy, healthy and fulfilled lives." To achieve this the Council intends to focus resources and efforts in five areas. These are: -

- **Empowering individuals and communities**
 - Create a district where individuals are empowered, enabled and supported to live their best lives, where health and wellbeing is promoted, and communities thrive.
- **Providing the right homes in the right places**
 - Create a district where all residents have access to safe, and affordable, energy efficient housing, leading to thriving, inclusive communities that promote overall wellbeing.
- **Cleaner, greener Broadland**
 - To think globally and act locally with low-carbon solutions and safeguards for the natural environment through working collaboratively and innovatively to respond effectively to the climate and biodiversity crisis.
- **Sustainable, resilient local economy**
 - Enable a transition to well paid, green jobs locally and support our local economy to thrive, both homegrown businesses, large and small.
- **A modern, caring Council safeguarding our future.**
 - We want to make it easy for our residents and businesses to access our services and receive the help and support they need.

These priorities and the activities that will be undertaken to deliver them, all have an impact on how the Council manages its portfolio of property assets. The direction for asset management must be responsive to, and supportive of these priorities, and individual actions in managing the Council's properties must directly support these priorities. To do this the Council recognises that within the scope of asset management it will need to: - improve the range of housing to meet local needs through its housing company and deliver more affordable and temporary housing; improve its waste depot to continue to offer a high quality waste service, continue to invest in its infrastructure assets such as lighting, public conveniences, car parks, the Bure Valley Railway path and Marriotts Way, work with partners to obtain funding to deliver community assets,

and work in partnership with other agencies to deliver services with the potential to share assets to reduce costs.

3.6 Resource Context

The Council is facing significant budget pressures over the medium term. The council is responding to these pressures through a combination of reducing expenditure and making efficiencies through a transformation approach. In addition, rather than reducing services the Council is committed to developing new income streams and using innovative and devolved funding schemes to support the revenue budget.

There is a budget shortfall of £0.2 million over the five years to 2028/29, the medium-term plan already includes a £1.6 million reduction over this period in the cost of services, as a result of its transformation plans but will continue to look for further opportunities.

Within the operational asset portfolio there will be a need to bear down on overall operating costs and generate additional income where possible through co-locating with partners and the leasing out of spare capacity. There is a requirement to review the Council's property assets to assess the amount of future investment required to keep them operating efficiently and to determine whether to dispose of any assets, maximising the return from any disposals.

3.7 Strategic Direction

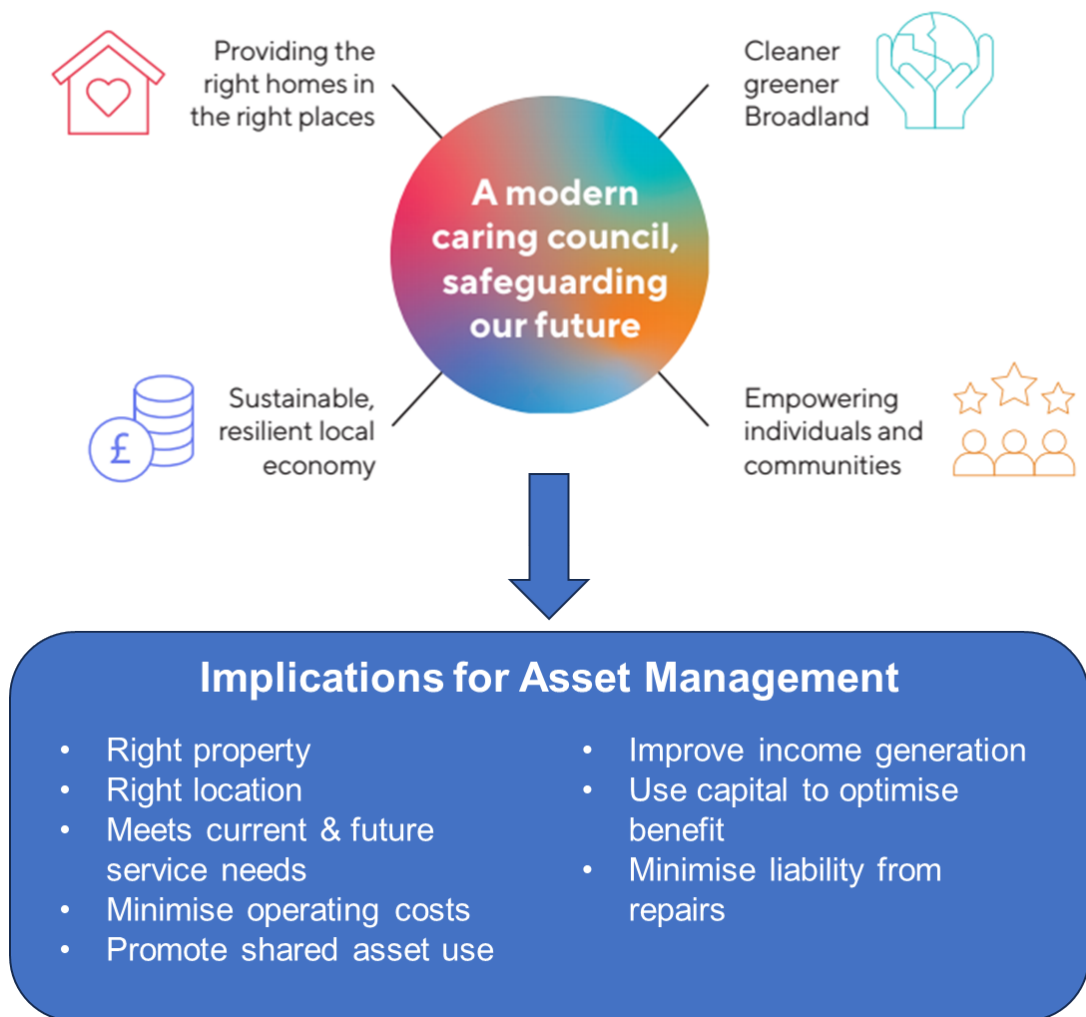
The planning context outlined in sections 3.4 to 3.6 above implies a revised direction for asset management focussed on ***an entrepreneurial use of property to encourage community vibrancy; support service delivery and to respond to budget pressures (through cost reduction and income generation)***. In the future asset management needs to: -

- Adopt a robust approach to allocation of capital with investment directed to supporting council's priorities and to assets with greatest need / likely benefit.
- Lower the operating costs of property.
- Support through One Public Estate the provision of seamless, integrated access to public services through joint working with partner agencies to create multi-agency service facilities – a 'locality-based model' for public service.

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- Prioritise those open spaces which add value to the local area by providing significant amenity and resource to the local community.
- Encourage partner organisations to retain and enhance their facilities to support locality working and to help sustain vibrancy in market towns and rural communities.
- Minimise costs to the council by reducing the maintenance liabilities of assets within the portfolio that do not significantly contribute to the Strategic Asset Management Plan's objectives as outlined in 3.5 of this document.
- Take a more commercial approach to the management of all property assets to optimise income generation.

Diagram 2 – The Relationship between the Corporate Plan and Asset Management



4 Strategic Asset Management Action Plan

4.1 A Framework for Action

Looking forward there are a number of actions required to respond to the challenges identified in the strategy above in section 3. An action plan is presented below. The actions are referenced to the Council's Strategic Plan 2024/28 priorities. The funding implications and timing of these actions are identified where these are known.

Actions	Providing the Right Homes in the Right Places	Empowering Individuals and Communities	Sustainable, Resilient Local Economy	Cleaner, Greener Broadland	A Modern Caring Council	Indicative Timing (completed by)
• Undertake condition surveys on all buildings within the next four years, looking ahead 25 years to inform individual reviews and capital programme	■	■	■	■	■	27/28
• Optimisation of council owned land				■		Q3 24/25
• Develop business case for Taverham Hub		■				Q3 24/25
• Implementation of environmental improvements to owned & leased housing stock	■					Q4 25/26
• Street Lighting – per programme		■				Every year
• Car Park Improvements – per programme		■				Every year
• Bure Valley Railway/Marriotts Way Bridge works per programme		■				Every year
• Public Conveniences		■				25/26
• Aylsham Gym and Fitness Hub		■				24/25
• Nest multi-sport indoor community hub		■				24/25
• Horizon Centre – per programme from 25/26	■	■	■	■	■	Every year
• Refurbishment of Frettenham Waste Depot					■	Q3 24/25
• Local Authority Housing Fund. Purchase of Temporary Accommodation and Resettlement Homes Phase 1.	■					Q1 24/25
• Temporary Accommodation. Transfer the property management to external provider, including provision of proactive management plan	■					Q3 24/25
• Design and build Visitor Centre at Broadland Country Park			■			Q4 25/26
• Delivery of Plumstead Road Infrastructure enhancement works			■			Q4 25/26

4.2 Service Strategies & Implications for the Operational Portfolio

There are a number of service strategies to which the management of the operational portfolio needs to respond. The major operational asset holdings are summarised below with a concise summary of future direction and required actions with any implications identified.

- **Offices** -The Council jointly owns its main headquarters, the Horizon Centre, with South Norfolk Council. This flagship building is the focal point for delivering the majority of the Council activities. The building is highly sustainable with over 2,500 photovoltaic on site and in Q4 23/24 has removed the gas boilers with the installation of air source heat pumps. The previous home of the Council, Thorpe Lodge, is up for sale.
- **Frettenham Depot** – The Council owns the freehold of Frettenham Depot from which Veolia provides the Council’s waste services. This is currently undergoing a refurbishment to bring the depot up to standard and fit for the future. There continues to be growth in the demand for waste services as the number of residential properties within the district increases. Alongside this, recent legislation is bringing in new obligations in the treatment of waste. Broadland Council, in anticipation of the new legislation, has already rolled out its food waste collection service across the district. Additional services and growth in demand necessitates additional space within the depot for extra waste vehicles.
- **Temporary Accommodation** - Provision of temporary accommodation is a statutory responsibility and the council will need to provide in the future according to demand. The Council adopts a risk-based approach according to client needs and will use the private sector if its own accommodation is full or where some client support may be needed. The Council is moving to a model where the management of the portfolio of accommodations is provided by an external provider, providing a suitable service to ensure the safety of the occupants and the timely resolution of property related issues. A strategic management plan will be put into place to effectively manage the maintenance and upkeep based upon conditions surveys and an approve maintenance regime. There are plans to improve the carbon efficiency of our owned and private sector leased properties to meet the Council’s net-zero 2030 targets.
- **Local Authority Housing Fund** – The Council has successfully secured funds to purchase at least 9 homes to serve as a mix of Temporary Accommodation and resettlement. There are further opportunities to secure more funding which the Council is applying for to secure additional homes. It is seeking to transfer the resettlement properties to

its wholly owned company Broadland Living Ltd and is developing a model for an external provider to manage this portfolio in line with the Temporary Accommodation.

- Green spaces and natural areas – The Council owns and manages a variety of open spaces across the district. Some are large and are managed as important natural areas (woodlands, and Broadland Country Park for example. These spaces offer vital outdoor access and recreational space for local communities, but area also places in which biodiversity thrives. There are also many smaller, more formal amenity spaces that the Council manages. These may have play areas within them, tree planting and are often managed in a more formal way to the larger green spaces. The Council also manages several graveyards.
- Community Infrastructure – The Council is responsible for the management and maintenance of community infrastructure such as car parks with Electric streetlights, bridges and culverts. These provide a service to local communities.

4.3 The Community Assets and Infrastructure Portfolio

This Strategic Asset Management Framework provides an overarching framework which defines how the Council will actively manage these assets to the maximum benefit of the council and the wider community for the mid to long term. Community assets are defined to include: Common Land – Registered commons subject to Schemes of Regulation; ‘Commons’ – Non registered ‘Public Open Space’; parks, countryside areas and public open space; trees and planting; easements and rights (such as grazing rights, agricultural tenancies) and infrastructure Assets (street lighting, railways, cycle paths, car park areas, playgrounds and play equipment, public toilets, benches etc.). As such the strategy encompasses buildings, land, rights and equipment.

These may be held or “managed” by the council on behalf of the community in a number of different ways including freehold ownership; ownership by third parties; held by the Council under Lease/license/agreement for community benefit or as assets held by others into which the Council has an input via various mechanisms, management, financial, advisory.

4.4 Key Achievements in 2018-24

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The Council has demonstrated its commitment to asset management through a range of initiatives. Whilst not an exhaustive list some of the more significant achievements include: -

- The Broadland Food Innovation centre opened in September 2022 to provide the optimum environment for SME's and start-up food and drink businesses. The Council developed and built the centre with support from the New Anglia LEP, Hethel Innovation and the UEA. The project which, included both the building and also bespoke advice and guidance to this economic cluster, received £5.7m from the European Regional Development Fund (ERDF).
- In September 2022 the Council jointly purchased with South Norfolk Council the Horizon Centre as its flagship headquarters. The building is 84% more environmental efficient than the Councils' previous two headquarters. Not only is its environmental credentials significantly better, contributing to both Councils' ambitions to be net- carbon zero by 2030 it is also substantially cheaper to run. In addition there is also the opportunity to generate income from the lease of the Annex, an ancillary building and the mezzanine floor of the main building. This is supplementary to the income generated from hosting partners and renting out the Conference Centre. In Q1 23/24 the environmental credentials of the office building were further improved with the cessation of the use of gas with the introduction of air-source heat pumps as a consequence of being awarded funding from the Public Sector Decarbonisation Scheme (PSDS).
- The Council formed Broadland Growth Limited in 2014 in partnership with NPS Consultants Limited (subsequently the NPS shares transferred in 2021 to Norse Group Holdings Limited) to develop residential properties. In 2021 the company completed its second site at Roseberry Fields, a development of 30 dwellings.
- An upgrade programme to more efficient and environmental street lighting provision began in 2021/22, after which the management of the majority of the streetlights was then transferred to the local towns and parish councils.
- Since 2021/22 there has been a major programme of overhaul and renovation of the infrastructure relating to the Bure Valley Railway facilitated by £1.2m of funding from the Interreg Visitor Economy fund.
- In 2022/23 the Council carried out a programme of major resurfacing of some of its Car Parks.
- In 2019 Broadland District Council, with funding from the Greater Norwich Growth Board, purchased a 56 hectares of heathland, woodland

and fenland in the Parish of Felthorpe. This area, and a section of nearby coniferous woodland that the Council lease and manage, is known as Broadland Country Park. The site has a circular path which is suitable for year-round access for pram and wheelchair users, has a series of child friendly off-road cycle trails and a network of woodland paths and trails. There are plans to expand the facilities at the site by providing a catering kiosk and toilets and enhanced parking provision.

4.5 Problems & Pressures in the Portfolio

A number of issues have been identified which may inhibit the effective management of the Council's property assets or which represent an incipient risk to the Council. These are not considered significant at this stage but are referenced in order to raise awareness so that appropriate corrective action can be taken in a timely manner as appropriate.

- **Consistency with 'Best Practice'** – The Council is managing its property portfolio in an effective way with its procedures consistent with the relatively small size of portfolio. Officers have set up a Capital Programme Board to have an oversight of the property and infrastructure elements of the capital programme as the delivery involves multiple teams. Through this mechanism Officers monitor the delivery of the individual projects. Any material issues are raised up through Corporate Management Team and then onto Cabinet, who also receive monitoring information on the capital projects as part of the quarterly performance, finance and risk management reports. There are, however, some areas where current practice is not fully consistent with recommended 'best practice' in asset management. These include the lack of current condition surveys for the majority of property assets and poorly developed asset review processes. This will be addressed in the Asset Management Plan going forwards.
- **Maintenance & Statutory Compliance** – Whilst the Council has good informal knowledge of the condition of its building stock there is a lack of a systematic approach to undertaking conditions surveys. Processes however are now in place to ensure compliance with regulations, with suitable periodic checks and servicing being carried out. These processes need to be reviewed and applied to all of the Council property-based assets.
- **Capacity & Expertise** – Over the past year there has been a substantial increase in the number of temporary accommodation properties that the Council owns. This increase in property assets means the Council

requires more capacity and expertise going forward to ensure it uses its assets in the most efficient and effective way. This additional capacity and expertise can be provided in a number of different ways and going forward it would be beneficial to look at how property assets are managed across the Council and the One Team to ensure the most efficient and economic model is utilised.

4.6 Ownership/monitoring of Actions

It is essential that both the overarching Action Plan and the individual Action Plan for the Community Assets are monitored and reported on. Currently the management of individual property assets are devolved to the service areas with no overall individual or team taking strategic responsibility. This approach will be reviewed with Cabinet.

The Council's constitution delegates authority for property assets under Part 3 – Responsibility for functions:

Section 19.15 responsibilities delegated to officers in consultation with the portfolio holder.		
13	To carry out the role of corporate property officer in accordance with the council's asset management plan responsibilities.	Managing Director
14	Where not already delegated to another portfolio holder or officer, to negotiate, agree and conclude the terms and conditions of the acquisition of land and property where the principle of purchase has been agreed by the relevant portfolio holder.	All Assistant Directors
Section 19.6 responsibilities delegated to officers		
2	To consent to transfers of interests in residential property charged to the council.	Assistant Director of Finance

The Council's constitution also details at Part 2 – Rules of Procedure, the Financial Procedure Rules. Section 19 details the recording of land and property owned by the Council at: [broadland-district-council-constitution \(southnorfolkandbroadland.gov.uk\)](http://broadland-district-council-constitution(southnorfolkandbroadland.gov.uk))

The Action Plans will be delivered through a combination of in-house teams such as the facilities team as well as third party suppliers and contractors.