



Rushcliffe  
Borough Council

# Asset Management Strategy 2025 - 2030



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# Introduction

Local Authorities across the UK hold property portfolios, which include land and building assets that have been acquired, gifted or inherited over many years. Rushcliffe Borough Council (RBC) has a diverse portfolio, ranging from community assets such as community centres, parks and open spaces, leisure centres and sports pitches through to car parks and commercial and investment property – all providing for a great place, great lifestyle and great sport for our residents and businesses.

Achieving our corporate objectives relies on effective use of resources, including assets. To do this, RBC has set out its vision, ambition, values and priorities in the following documents:

- Asset Management Strategy (AMS)
- Asset Management Plan (AMP) (this document)
- Asset Management Action Plan (appended to this document)

They explain how managing our assets effectively cuts across the whole organisation and has an integral role in supporting service delivery to Rushcliffe residents and businesses.

The AMS and AMP are intrinsically linked to the Council's Corporate Strategy and priorities and the efficient use of resources to improve lives and support the community. RBC ensures the use of its assets drive our ambitions and priorities, (set out below) and sit at the core of the organisation and service delivery.

The AMS and AMP are in place for five years, providing a framework for effective asset management aligned with the Council's objectives. The Action Plan is a living document setting out tasks and projects that flow from having an active AMP and will be updated regularly.

## Our Approach

As a Council, we are working harder than ever to support a sustainable, productive and prosperous Rushcliffe, a place where people are proud to live, work and do business.

## Our Ambition

- Ensuring there is a resilient Medium Term Financial Strategy
- Actively working to welcome new businesses and to support existing businesses, big and small, to thrive
- Operating in an ever more transparent manner, ensuring residents feel fully informed and involved in decision making
- Maximising our impact within the wider public and private landscape
- Committed to playing our part in delivering housing growth in a sustainable way
- Considering the impact we all have on the environment
- Continuing to deliver the quality of services you expect

# Our Priorities

**EFFICIENT SERVICES**

As an organisation it is always our intention to deliver the best services for our residents, in the most efficient way possible.

**QUALITY OF LIFE**

Our residents' quality of life is our first priority. When we say 'quality of life' we mean how our residents feel about living in the Borough, its environment, and the community facilities they can access.

**SUSTAINABLE GROWTH**

Rushcliffe is determined to play its part in shaping the future of the Borough ensuring the needs and aspirations of Rushcliffe residents are met in all future developments. We accept that sometimes we will be leading and sometimes supporting others to deliver what our community needs to grow in a sustainable way.

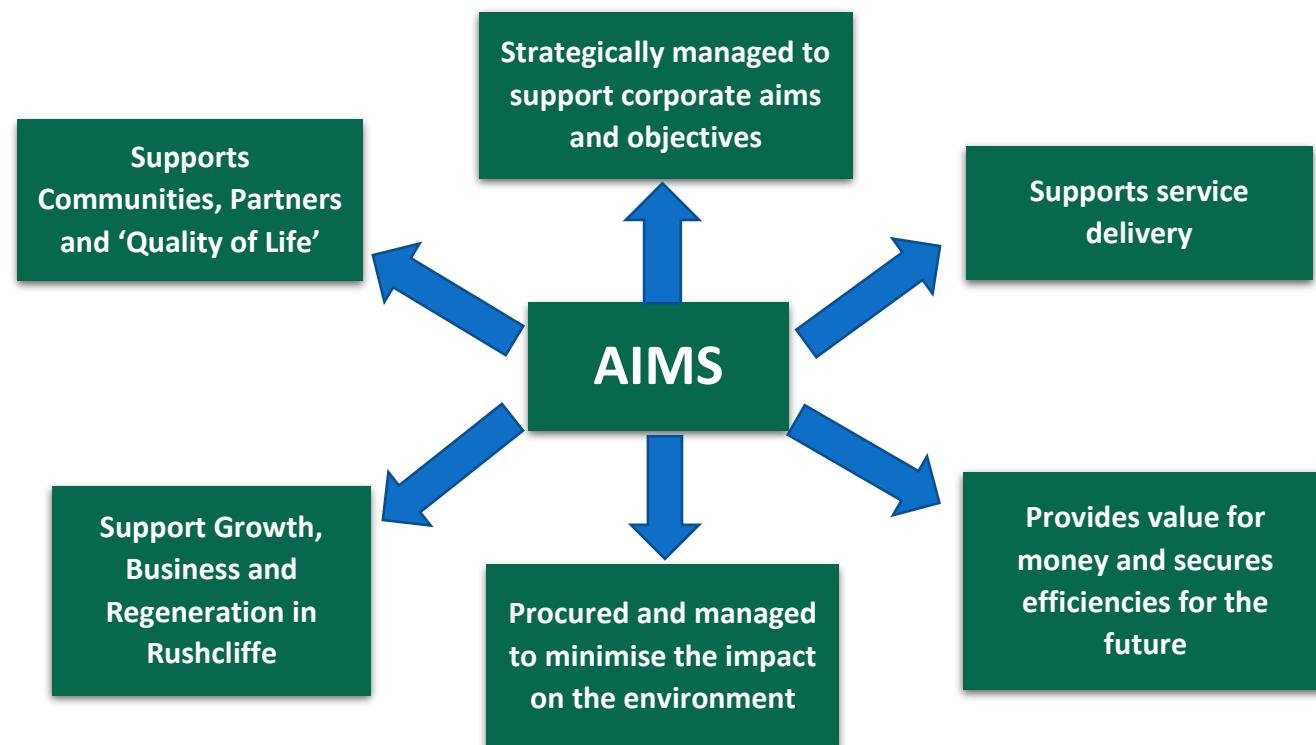
**THE ENVIRONMENT**

At Rushcliffe, we know that the natural environment is precious and not something we can afford to take for granted. We are fully committed to playing our part in protecting the environment today and enhancing it for future generations.



# Asset Management Strategy Aims

The Asset Management Strategy (AMS) (as appended to this document) establishes some clear principles by which we manage our land and buildings, it will remain in place for the next five years but be reviewed to ensure it still reflects our ambitions. The AMS sets out six Aims (below), which are aligned with the Council's Corporate Strategy. Delivery against these Aims is further detailed in the Objectives on page 9 and this Asset Management Plan (AMP) goes on to explain how the Strategy is embedded to form effective operational service delivery.



# Objectives

**Objective 1  
Corporate  
Resource**

To plan and manage property as a corporate resource for the benefit of the people of Rushcliffe.

**Objective 2  
Service Driven**

To provide the right property, fit for purpose, in the right place, to meet current service needs and plan for the future.

**Objective 3  
Efficient**

To manage property effectively and secure efficiencies by challenging occupation and utilisation.

**Objective 4  
Sustainable**

To ensure that property is as sustainable as possible in design, construction, operation and maintenance.

**Objective 5  
Economic  
Growth**

To use land and buildings to stimulate development and economic growth and support local business.

**Objective 6  
Community and  
Partners**

To promote community focussed service delivery including working in partnership with others.

# Asset Management Plan



# Supporting our Services through effective management of our Land and Buildings

The Council's property portfolio extends to over 216 land and building assets, with a current total book value of over £96m. Whilst this is not necessarily the amount that RBC would receive if we sold all of our assets, it demonstrates what a considerable resource our land and buildings are, and why they need to be carefully managed.

There are a wide range of assets within our current portfolio: it comprises community and leisure facilities, offices, car parks, public conveniences, open spaces, parks, starter units for businesses and an investment portfolio to generate a commercial income. The reasons for holding these assets will vary and, as a result, we may need to measure their performance in different ways. Performance of each asset must therefore be linked to the strategic purpose for holding it.

Without careful management, there is potential to waste money by keeping buildings that are not fit for purpose. Equally, all assets have a value and if they are no longer required, they could have a new purpose or be sold to unlock the value which can be reinvested.

As the way we deliver services changes, our assets will also need to change to support the Council as it moves forward.

We have invested in new assets to ensure we provide services fit for the future and to maximise the benefit to the people who live, work or visit Rushcliffe and this cycle of renewal and asset challenge will continue.

In support of maximising value for money, we have embedded the Corporate Landlord Approach, which centralises the maintenance and day-to-day running of our buildings. Capital works are prioritised appropriately, based on evidence from building condition surveys and in alignment with operational priorities and service delivery.

This, altogether, ensures we achieve the best value from our assets, that they are performing appropriately and provides assurance that money is spent in the right places and on the right buildings.

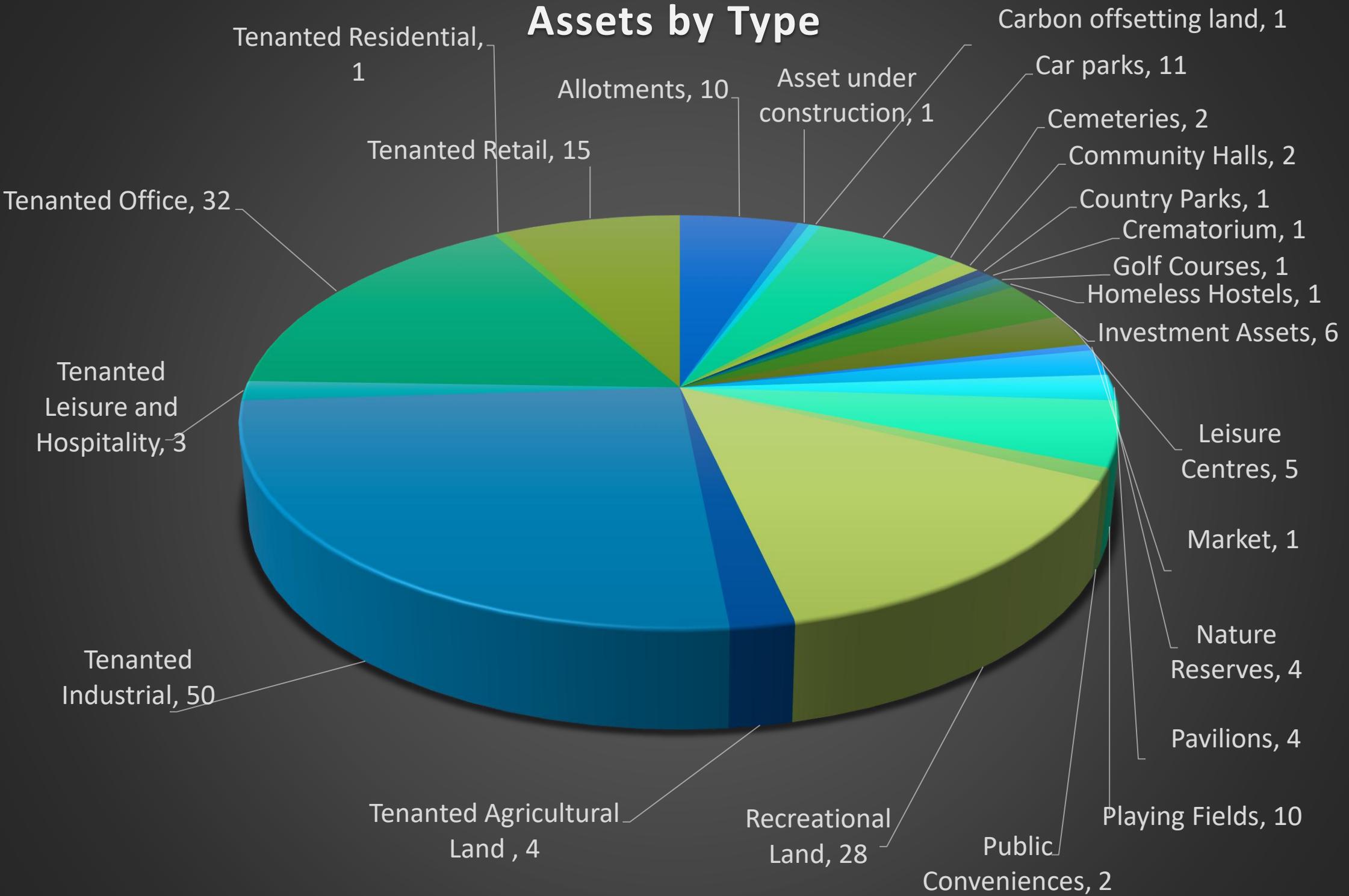
The table on the following page provides an overview of our property estate by asset type, providing a total number for each type of asset.

Asset Type	Number of Assets
Allotments	10
Asset under construction	1
Car parks	11
Cemeteries	2
Community Halls	2
Country Parks	1
Crematorium	1
Golf Courses	1
Homeless Hostels	1
Investment Assets	6
Leisure Centres	5
Market	1
Nature Reserves	4
Pavilions	4
Planned Woodland	1
Playing Fields	10
Public Conveniences	2
Recreational Land	28
Tenanted Agricultural Land	4
Tenanted Industrial	50
Tenanted Leisure and Hospitality	3
Tenanted Office	32
Tenanted Residential	1
Tenanted Retail	15
Tenanted Telecoms	6

The table shows a wide variety of asset types, which deliver a mixture of front-line services, indirect service provision, and support to local communities and businesses. We don't own assets just for the sake of it, they need to have a purpose and we are constantly challenging this.

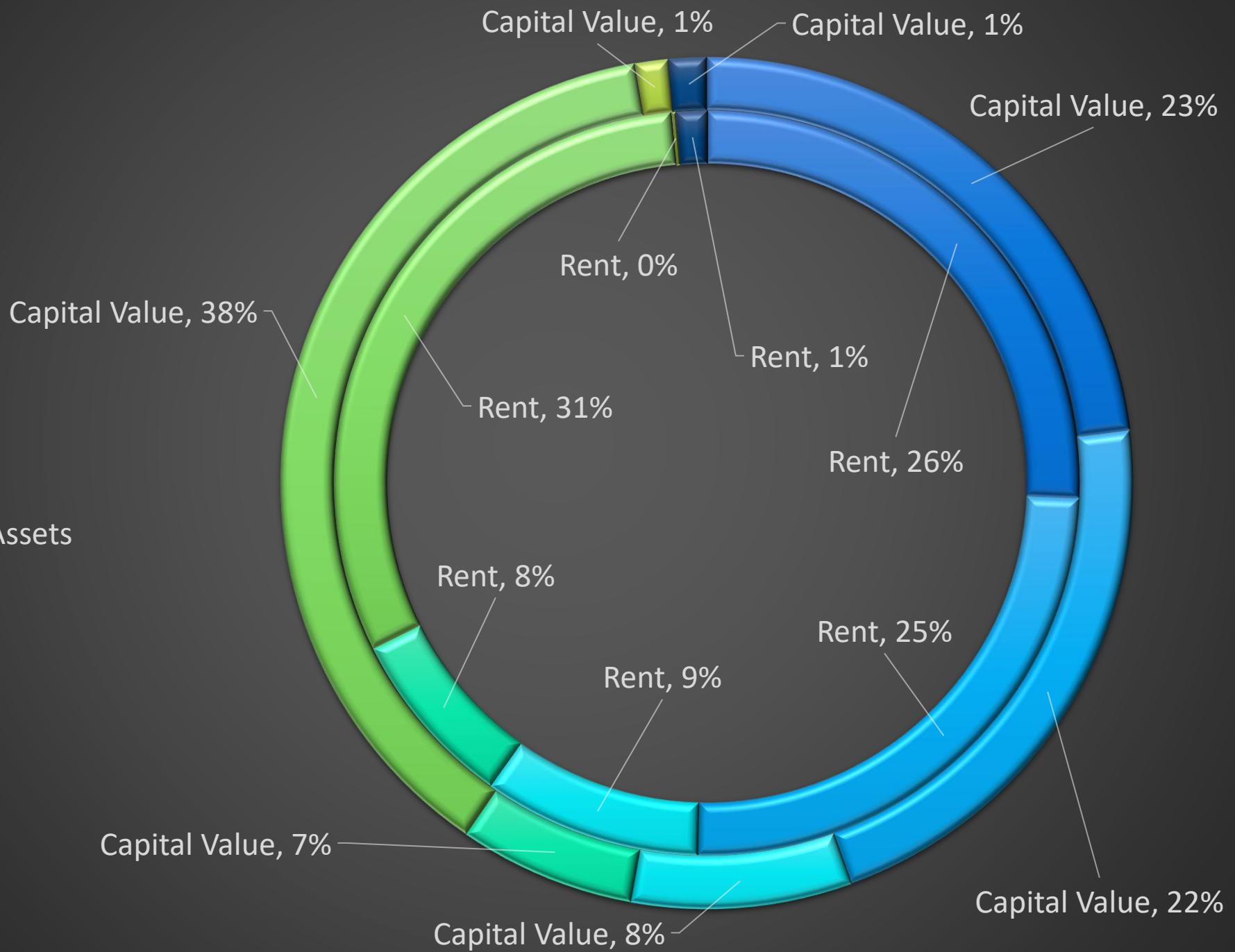
Our Asset Challenge process means that we have the right assets in the right place, performing efficiently and effectively for the purpose for which they are held. Any assets identified as surplus to requirements will be rationalised, this may mean it is repurposed or disposed of. Savings can be generated through the reduction in maintenance and management costs and sale proceeds can be allocated where needed to support our Medium-Term Financial Strategy.

# Assets by Type



# Asset Type by Rent and Capital Value

- Industrial
- Office
- Retail
- Leisure
- Investment Assets
- Residential
- Telecoms



## Our Money and Key Projects

Like many other councils, RBC has experienced significant funding reductions, and we need to make careful choices in where we prioritise the money we spend. This is especially true in relation to commercial and investment property, with a property related net revenue budget of £1.7m for 2025/26 and capital budget of £7.2m.

We need to ensure that every pound we spend aims to secure value for money in the light of difficult economic circumstances facing the Public Sector. Despite the financial challenges, the Council continues to be committed to supporting the Borough's economic growth and encouraging job creation and investment through its capital programme. New building development has played an important part in this and it is important to note that the Council's capital investment attracts further inward investment. This helps the local economy to grow and thrive so that every pound invested by the authority in such projects generates a local economic benefit well in excess of this initial investment.

For example, RBC have completed the transformational regeneration scheme of Cotgrave Town Centre, with funding from the Homes & Communities Agency, Local Enterprise Partnership, Nottingham County Council, Section 106 contributions and RBC capital. The regeneration incorporated the Cotgrave Phase I Retail Refurbishment, the creation of the new Cotgrave Business

Centre, the construction of 15 Employment Units, the Cotgrave multi-service Cotgrave Hub and new Public Realm, with the final Phase II construction of 4 (8,400 sqft) new retail units. All regeneration works were completed by 2022 and now provides a rental income for the Council of £210k pa.





RBC relocated its depot services to Eastcroft, co-locating with the City Council. The former depot site was sold for housing development, with a requirement to deliver 30% affordable housing, together with environmental gains from carbon neutral design requirements – an award winning development for providing an 100% electric vehicle housing scheme. Alongside this, the council has £4.8m earmarked within the Capital Programme up to 2029/30, to support any potential opportunities for investment in affordable housing.

RBC have also completed the construction of the new Rushcliffe Oaks Crematorium at Stragglethorpe. The land

for this development was acquired in 2019/20 with the scheme completed in 2023, providing a much valued service to the community as well as a robust business case for return on investment.

The new Bingham Arena Leisure Centre and Bingham Enterprise Centre (BEC) were both completed in spring 2023 at a respective capital cost of £13.8m and £4.5m, the latter part-funded from the Sustainable Urban Development (EU) fund. The Bingham Arena replaces the old, dilapidated Bingham Leisure Centre and offers a state of the art fitness suite and classes to the locality, as well as an 8 lane swimming pool. BEC provides 12 small office suites, which are fully let on flexible business terms to SMEs.



Other works completed include the refurbishment of Cotgrave and Keyworth Leisure Centres funded by the

UKSPF Property Fund at £5.3M, as well as the Rushcliffe Country Park Education Centre and meeting space, café and park enhancement works at £1.2m.

The Sir Julian Cahn Pavilion has benefitted from a £660k refurbishment, significantly reducing the building's carbon footprint, creating a fit for purpose community building and securing the property's long-term future.

RBC are also currently constructing the new Sharphill Community Centre at a cost of £840k, with completion estimated in March 2026.

Finally, RBC have also effectively completed the community transfer of Lutterell Hall, West Bridgford to The Rock Church, by way of a 15-year lease in 2021, improving provision to the community as well as making cost efficiencies for the Council.

To ensure that the asset portfolio is compliant with statutory requirements, regular inspections and reviews of property are completed. The Council has a duty to manage the risk and assess the impact of statutory regulations on its assets, for example in relation to asbestos, fixed wiring, legionella as well as Fire Regulation compliance. Properties have to be 'fit for purpose' with a robust planned maintenance programme in place.

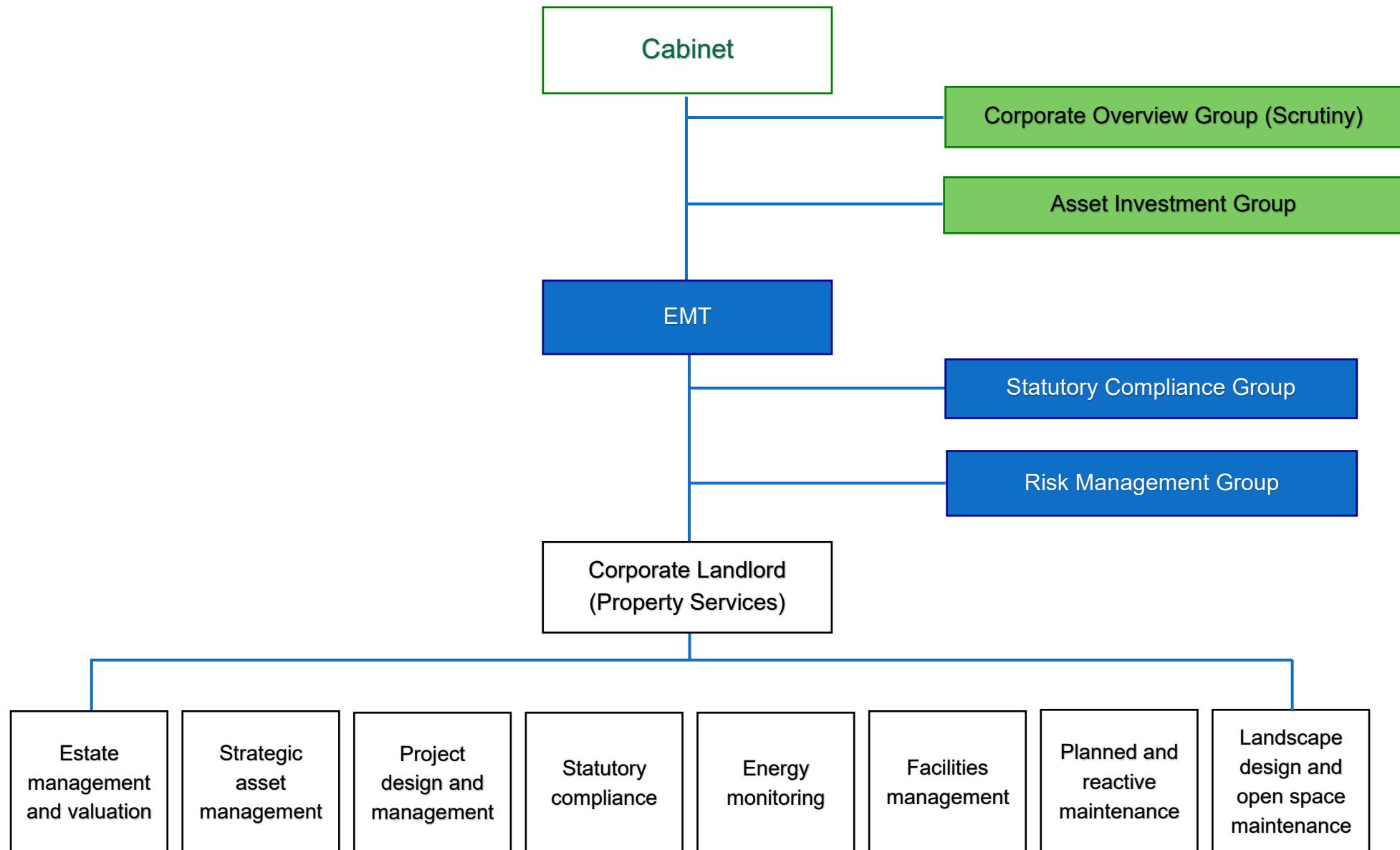
# Our Corporate Landlord Approach

Like any other council resource, it is important that our property assets, including land and buildings, are effectively managed, that key stakeholders are involved in the process and that decisions made remain closely aligned to the Council's priorities and core objectives.

The Corporate Landlord Approach has moved the responsibility for managing and operating property assets away from individual service areas into the corporate core. This ensures that the Corporate Landlord has oversight and control of all property assets allowing service areas to focus their efforts on service design and delivery. A key function of the Corporate Landlord is therefore to ensure that the property requirements of the individual service areas are properly understood and appropriately accommodated.

Other key functions of the Corporate Landlord include advising on and undertaking property acquisitions, capital development and disposals. In addition, the following activities are also undertaken or co-ordinated by the Corporate Landlord:

- Estate management and valuation
- Strategic asset management
- Project design and management
- Statutory compliance
- Energy monitoring
- Facilities management
- Planned and reactive maintenance
- Landscape design and open space maintenance



# Maintaining Our Assets

The maintenance and upkeep of Council owned property assets is an ongoing and essential activity to ensure that they remain:

- Safe and secure
- Fit for their intended purpose
- Are efficiently operated
- To maximise the investment
- To achieve the right balance between reactive and planned works
- To protect their market value
- To maximise efficiencies through procurement

The costs of maintenance and upkeep are significant, running to approximately £1.7m for grounds maintenance and £375k for building maintenance in 2024/25.

To ensure that maintenance activity remains appropriate and timely for the different property asset types and use, regular inspections are carried out to assess asset condition and to monitor performance. The results of cyclical property inspections are key in that they inform future budget planning and, also help to ensure that where possible works are planned in advance and not reactive, which usually results in better controlled and lower maintenance costs and better maintained assets.

# Performance measures in line with Asset Management Strategy Objectives

## Objective 1 - To plan and manage property as a corporate resource for the benefit of the people of Rushcliffe

- 5 year planned maintenance programme
- Service Plan and Performance Indicators reporting
- Asset Management Plan and Action Plan
- Monthly income review and reporting
- Annual review of the Commercial and Investment Portfolio

## Objective 3 - To manage property effectively and secure efficiencies by challenging occupation and utilisation

- Implementation of new ways of working
- Space fit for purpose
- Average office floor space per FTE
- Performance of Investment portfolio
- Property running costs
- Project time and cost predictability

## Objective 2 - To provide the right property, fit for purpose, in the right place, to meet current service needs and plan for the future

- Current property condition
- Property maintenance spend
- Risk measures for Corporate Landlord responsibilities
- Service review, planning and future proofing
- Customer and user satisfaction

## Objective 4 - To ensure that property is as sustainable as possible in design, construction, operation and maintenance

- Energy Consumption
- Water Consumption
- Reduce/zero CO2 emissions target
- Designs to include renewable energy and water use reduction technology included in new projects where possible
- Energy surveys

**Objective 5 - To use land and buildings to stimulate development and economic growth and support local business**

- Identification of sites with redevelopment opportunities
- Funding reporting
- Impact on employment and job creation
- Performance Indicators recording occupancy of Rushcliffe and private sector business space

**Objective 6 - To promote community focused service delivery including working in partnership with others**

- Quality Portfolio of community assets operating for the benefit of residents
- Property used to bring together public sector and partners in joint community facilities
- Joint mapping of assets across public sector

# Challenging Our Assets

The aims of Asset Challenge are to reduce costs and identify assets to be retained/invested in or which are surplus to requirements. Asset Challenge is an embedded process and the Council's asset portfolio has been reviewed, resulting in a streamlined, fit for purpose and active asset portfolio. It is good practice to keep Asset Challenge on the agenda and whilst RBC is confident its current portfolio is fit for purpose to deliver service demands, the process for future reviews is set out below and were completed in 2024/5:



# Carbon Efficiency

In light of the Intergovernmental Panel on Climate Change (IPCC) declaring a climate emergency, RBC's Cabinet met in March 2020 and approved a target date of 2030 for the Council's direct operations to become carbon neutral.

The main source of emissions from the Council's own operations were from leisure centres (around 67%) and fleet vehicles (around 25%), with the remainder being from a range of sources such as buildings and business travel.

A Carbon Reduction Action Plan has been developed to achieve the Council's 2030 carbon-neutral target. The plan includes both internal and external actions structured around eight key themes: Property Assets, Fleet and Transport, Contracts and Procurement, Policy and Regulation, Waste and Recycling, Operational Activities, Community and Business, and Offsetting. The Carbon Reduction Action Plan has and will continue to form an integral part of the future management of the Council's assets to reach the 2030 target date.

It is important to note that carbon neutral is not the same as zero emissions and it is expected that by 2030 there will still be some residual emissions from the Council's operations and that a degree of offsetting will be required.

The Carbon Reduction Action Plan is a live document and will be updated as necessary as it will evolve as research and technology develops. The plan has been developed to integrate with the overarching D2N2 Energy Strategy to support cross boundary initiatives.

Since 2009, the Council has closely monitored energy usage and carbon emissions to accurately track progress toward achieving net zero by 2030. This includes annual measurement of gas and fuel consumption (Scope 1), electricity and water usage, and energy consumed by leisure centres operated by third parties (Scopes 2 and 3). All data is converted into nationally recognised carbon emissions figures using the Department for Energy Security and Net Zero (DESNZ) greenhouse gas conversion factors.

Through a series of targeted projects, the Council has achieved a 71% reduction in CO<sub>2</sub> emissions (equivalent to 5,596 tonnes) since monitoring began, with 2,286 tonnes remaining. This success has been driven by an investment of approximately £6.8 million in decarbonisation projects, including £1.35 million received in grant funding. These resources have enabled significant upgrades to high-emission assets such as Cotgrave Leisure Centre. Furthermore, new developments like Bingham Arena have been designed

with sustainability at their core, incorporating low-carbon heating technologies and environmentally responsible construction materials.

Further ongoing measures include the purchase of a Renewable Energy Guarantee of Origin (REGO) tariff, combined with heat pump technologies, ensuring key facilities operate on a carbon-neutral basis. To futureproof against rising energy costs, many sites now feature solar photovoltaic (PV) systems, generating electricity on-site and reducing reliance on the grid.

Fleet emissions have also been addressed: by switching refuse collection vehicles from mineral diesel to hydrogenated vegetable oil (HVO), the Council has cut over 800 tonnes of CO<sub>2</sub>e, as HVO produces 90% fewer emissions than conventional diesel. While this is an interim solution, it represents a significant step toward to a long-term, cost-effective net zero fleet strategy.

Recognising that some operational emissions are unavoidable, the Council has also implemented a carbon sequestration plan. One 50 acre site has already been acquired for woodland creation, with the purchase of another further 50-acre site close to completion, where native broadleaf trees will be planted to offset residual emissions and enhance biodiversity. Detailed management plans are in place to ensure these areas provide environmental benefits and public access for the community.

The Council is on target to meet carbon net zero by 2030.

# Asset Investment Strategy

The Council adopted a commercial Asset Investment Strategy (AIS) as another way of supporting service delivery and the Medium-Term Financial Strategy by acquiring an asset investment portfolio. Set up in 2015 with Cabinet approval and a capital fund of £20m, acquisitions have included a Co-op convenience retail store at Trent Boulevard, an office / warehouse on Lenton Lane, an industrial unit at Bardon in Leicestershire, offices in Castle Donington and two new build Grade A tenanted office buildings in Edwalton.

The Asset Investment Group, made up of the Leader of the Council, Portfolio Holder for Finance & Corporate Services, Portfolio Holder for Development and Economic Growth, the Chief Executive, Director for Finance & Corporate Services and Director Development and Economic Growth make recommendations to Cabinet relating to land and building acquisitions and disposals.

The Group has most recently made recommendations to Cabinet on opportunities arising from the Asset Review Programme and Carbon Management Plan. The AIG enables swift recommendations to be made in order to react to market opportunities (see Appendix E for Terms of Reference).



# Working with Partners

We are active members of the One Public Estate programme, an initiative that helps public sector bodies collaborate in using their shared land and buildings to improve services, generate savings, and create economic growth and make assets work better for our communities and customers.

We take opportunities to share space with our partners to support the continued delivery of efficient and joined up services. This includes locating our contact points in libraries in West Bridgford, East Leake and Cotgrave and in the medical centre in Bingham, where we work closely with the Police and other agencies.

We have relocated our West Bridgford Depot and our team are now based at Eastcroft, the City Council's Depot. This enabled the regeneration of the Council's former depot to provide high quality, carbon efficient housing, including affordable homes.

Our Borough Council offices are located within the same building as our purpose built leisure centre Rushcliffe Arena, which is operated by a partner organisation. The new leisure centre formed part of the Council's Leisure Strategy to rationalise the number of centres in West Bridgford and ensure all centres are efficient, high performing and in the right location.

Relocating the Council's offices to the same site enabled further rationalisation of the asset portfolio to dispose of the aging Civic Centre.

We have secured external funding from a number of different sources over the years to improve our own estate and therefore the services we provide. This includes Sustainable Urban Development (European Union) funding for the Bingham Enterprise Centre which provides accommodation and support for local businesses and local growth funding for the regeneration of Cotgrave Town Centre.

The Borough Council takes a proactive approach to lobby and influence Government and partners to help create further opportunities for growth and development in the borough. We have well established Community and Development Boards for all key growth areas across the borough, which bring together developers and key partners to help shape future plans for our main town centres and the borough as a whole. Through these groups we identify priority areas of work and an action plan to deliver collectively. Reporting to a Strategic Board which is being reviewed to ensure oversight of the delivery of the Economic Growth Strategy and Strategic Housing and Employment sites

## The strategic objectives of the One Public Estate programme

- Creating economic growth (new homes and jobs)
- Delivering more integrated, customer-focused services
- Generating efficiencies, through capital receipts and reduced running costs.

The Council continues to work closely with key stakeholders and partners to realise development of the former Ratcliffe on Soar Power Station. Working with the site owner Uniper, EMCCA, East Midlands Freeport, MHCLG, DfT, National Highways and other public and private bodies. Following the power station's closure in September 2024, the 265-hectare site is set to become a zero-carbon technology and energy hub, forming part of the East Midlands Freeport. A Local Development Order (LDO) has been adopted to

streamline planning and enable flexible development, paving the way for advanced manufacturing, low-carbon energy generation, logistics, and research facilities. The project is expected to create 7,000–8,000 high-skilled jobs, generate over £500 million annually for the regional economy, and support the UK's decarbonisation goals.

The LDO is due for a review in 2026 and a revised masterplan has been commissioned by Uniper, working closely with the Council, EMF and EMCCA to deliver shared objectives.

# Engaging with our Communities

RBC works closely with a significant number of community, voluntary and charitable organisations across our community assets, such as community centres, parks, playing fields and open spaces. This symbiotic relationship with our community partners improves the 'quality of life' of residents and businesses in the borough, whilst making the most of our assets.

As well as using our facilities, many voluntary organisations, such as the Friends of Rushcliffe Country Park, Friends of the Hook and Friends of Sharphill Wood play a significant role in delivering the Asset Management Plan's objectives by promoting the Park and working in a voluntary capacity to improve its facilities. This work has enabled these sites to achieve the prestigious Green Flag Award which is a mark of recognition of achieving the international standard for parks and green spaces. This also aligns with our Corporate priority of the Environment and is something which we wish to build on over the next strategy period.

To strengthen this approach, the council has allocated a disused open space for a community garden in Keyworth to deliver significant health and wellbeing benefits while strengthening community engagement. These spaces can encourage physical activity, improve access to fresh produce, and support mental health through social interaction and connection with nature. By integrating community gardening into asset planning, the council demonstrates its commitment to inclusive, sustainable use of public land, fostering resilience and civic pride while contributing to preventative health outcomes.



Community Centres have recently been subject to scrutiny and asset challenge, resulting in a new model of management for Cricket Facilities at West Park, on Loughborough Road West Bridgford. The West Park cricket facility is an underutilised cricket ground and sports pavilion and by collaborating with our strategic partners at Nottinghamshire County Cricket Club and community users, we are expecting to bring major benefits to local cricket in the area. This approach will support the full pathway from junior to academy level, including boys' cricket up to under-16s, women's and girls' development, disability cricket through the Super 1s programme, the African-Caribbean engagement initiative ACE, and an LGBTQ+ team which would base itself at West Park. The arrangement would also help attract future funding from Sport England and the England and Wales Cricket Board (ECB)

Community engagement remains central to our approach. We actively encourage residents and stakeholders to participate in decisions about local service delivery, ensuring our property portfolio is effective, efficient, and inclusive.

We are fully committed to using our assets to form long-term partnerships with suitable community organisations and strategic partners, to create stronger, more cohesive and more sustainable communities.



# Local Government Reorganisation (LGR):

## Implications for Asset Management

Local Government Reorganisation (LGR) will fundamentally transform the structure of councils across the UK by consolidating smaller district and borough authorities into larger unitary bodies. This reform is driven by the need to strengthen financial resilience, improve efficiency, and streamline governance. For borough councils, the transition will have far-reaching implications for the management, valuation, and strategic deployment of land and property assets.

LGR will establish larger unitary authorities, consolidating assets and operations into a single, integrated estate. This transition will demand a comprehensive portfolio review to identify duplication, underutilised properties, and opportunities for rationalisation, ensuring resources are aligned with strategic priorities and deliver maximum value.

Rushcliffe Borough Council will work in accordance with guidance and directives from the Ministry of Housing, Communities and Local Government (MHCLG). Starting now, and particularly from July 2026 when a preferred option for Local Government Reorganisation has been agreed, the Council will collaborate with neighbouring authorities transitioning into the new unitary structure. This will include aligning strategic priorities, conducting comprehensive asset audits, and establishing a robust transition framework covering governance, legal, and financial considerations.

The Council remains committed to championing sustainability by embedding carbon reduction and energy efficiency within all future frameworks. These principles, alongside a strong focus on operational efficiency and the Corporate Landlord approach, will continue to underpin and shape our long-term asset management plans. It is our intention to maintain transparent communications with stakeholders and residents, which will be critical to manage expectations and maintain trust throughout the process.

# Asset Management Action Plan



# Our Forward Plan

More than ever, we need to ensure our property estate is fit for purpose, but also driving the local economy, working with partners to bring forward a cohesive public estate.

We have a proactive, positive and innovative approach to asset management in delivering the key aims and objectives to keep efficient and effective land and buildings for the community.

Pipeline projects will continue to improve the quality of our assets and services for residents and to ensure Rushcliffe remains a great place to live and do business.

With close working with stakeholders, partners, EMCCA and businesses to ensure our assets are well managed and add value and new opportunities are realised with supporting external funding.

With LGR on the horizon, a key component of asset management going forward will be the future model for delivery and aligning assets across the new unitary councils to realise the maximum benefits of not only commercial returns, but where assets can deliver measurable benefits to communities and businesses.

The Asset Management Action Plan will be managed, monitored and updated regularly to report on progress and achievements. The document will be updated to reflect achievement of actions and capturing new priorities and initiatives as they are identified.

# Appendix A

## Asset Management Action Plan

ACTIONS - Ongoing PROGRESS	
Development Corporation – power station, partnership working across boundaries	The East Mids Development Corporation was wound up in 2024 and functions transitioned to EMCCA
Carbon Management Policy and align to asset base.	Continue implementing Carbon Management Policy.
Business growth promotion in Rushcliffe	Ongoing: Community and Development Growth Boards; Rushcliffe Business Partnership; Retail support, UKSPF grants
Partnership working - continue to explore opportunities	Open project
Capital programme implementation	Delivery of projects live for 2025/26

	Condition surveys	New 5 year planned maintenance programme being prepared.
	Asset Investment Strategy (AIS). Proactively manage the portfolio.	Opportunities are considered as they arise. Investment portfolio actively managed to ensure return on investment
	Ownership Database – continue to implement project plan to create one central database, including data and mapping information for each asset	Phase 1 complete Phase 2 complete Phase 3 under review as part of LGR
	Land and Building Assets: Review all property on a rolling programme, looking at suitability and cost. Dispose if declared surplus to requirements.	Ongoing asset reviews of commercial and operational property.
	Commercial portfolio – maximise income and business support	Effectively managed portfolio maximising rent review opportunities and supporting businesses to upsize and downsize as required maintaining a high occupancy rate.
	Health Centres – East Leake and Radcliffe on Trent With CCG and other partners	Provide support to RoT Medical Centre in respect to the proposed new extension – funding approved for an extension. Ongoing support has been provided as part of the ICB led East Leake Health Centre project.
	Radcliffe on Trent Vision Plan	Allan Joyce Architects have completed visioning exercise. Short to medium term

		deliverable options being reviewed. Liaising with Stakeholders.
	West Bridgford Vision Plan	Citrus Design instructed and undertaking data collection and stakeholder meetings.
	Construction of Sharphill Community Centre.	Foundations and brickwork to eves completed. Delivery March / April 2026.
	Decarbonisation of Gamston Community Hall	Works scheduled for completion by summer 2026.
	Purchase of Land off Fosse Way, Cotgrave for Tree Sequestration / carbon offsetting.	Land purchase to be completed January 2026, with NCC mobilising Tree Planting scheme, to be planted by March 2026.
	Creation of Woodland at Upper Broughton, for Tree Sequestration / carbon off setting.	Planting to complete by end of February 2026, with 15 year grant maintenance program.
	Lease agreement with NCCC in respect to West Park Playing Fields, enhancing cricket provision on all levels and promoting women's cricket.	Heads of Terms agreed with solicitors instructed. Legal completion by Feb / March 2026.
	Commissioning and implementation of Woodland Management Plans for Sharphill Wood and Edwalton Gold Course.	Commissioning complete and implementation under way.

	Undertake tree survey, prepare and implement programme of works	Resurvey of high risk sites ordered and taking place 2025.
	Creation of new access from Moorbridge Road to Butt Field Sports Park	Early design work completed and further discussions underway with Bingham TC / Planning.
	Project with stakeholders to consider bridge over the railway at Bingham station	Discussions with Network Rail, East Midlands Rail, Town Council.
	Sale of the freehold of Debdale Lane	Agreement reached with Heads of Terms being drawn up.
	Sale of the freehold of Hilton Crescent	Best and final bids received. Cabinet approval required.
	Sale of RBC Mast Sites	With solicitors.
	Spinney Hill, Landmere Lane – consideration of future options in lieu of Nottingham Knight roundabout enhancement works.	Liaise over planning and legal matters, with review complete by Summer 2026.
	New lease to Cotgrave Youth Club	Heads of Terms agreed and new lease being prepared by solicitors.

	De-carbonisation of Hound Road Hostel.	Property to be part internally and externally insulated with cladding, as per carbon offsetting program.
	RAF Newton Funding bid to Highways England for pedestrian footbridge over A46 linked with housing growth	Trigger date to build bridge not yet reached. National Highways funding no longer available. Progress ongoing through planning process
	<b>ACTIONS – Completed:</b>	<b>PROGRESS</b>
	Purchase of Land at Upper Broughton for Tree Sequestration / carbon offsetting.	Completed:
	Refurbishment of Sir Julian Cahn Pavillion, to improve function as well as carbon efficiency.	Completed:
	Sale of RBC old-depot Abbey Road high-quality scheme via a developer to build 76 new homes to specified Design Code to sustainable criteria.	Completed: Housing completed:
	New Crematorium, Stragglethorpe	Completed:
	Cotgrave Town Centre Regeneration Project – Phases 1 & 2	Completed:

	Construction of 15 Industrial Units at Colliers Way, Cotgrave	Completed: Fully Let.
	New Bingham Leisure Centre, Chapel Lane Implement Leisure Strategy phase 2	Completed:
	New Bingham Enterprise Centre (BEC)	Completed: Fully let.
	AIS asset acquisitions Unit 1, Edwalton Business Park	Completed:
	AIS asset acquisitions Unit 3, Edwalton Business Park	Completed:
	AIS asset acquisitions 6F Boundary Court, Castle Donnington.	Completed:
	AIS asset acquisitions Unit 1, Bardon, Coalville	Completed:
	AIS asset acquisitions 4 Finch Close, Lenton Lane	Completed:

	AIS asset acquisitions 111 Trent Boulevard	Completed:
	Hollygate Lane, Cotgrave (COT1 land) Sell site for housing development	Completed: Barratt housing under construction.
	Demolition of former RAF Officers' Mess, Flintham	Completed.
	Redevelopment of Abbey Circus Ait Raid shelter to enable visits from schools and community groups.	Completed.
	Access and Car Parking improvements at Bridgfield.	Completed.
	Footpath and grounds maintenance improvements at Gresham Sports Park.	Completed.
	Land drainage improvements at Loughborough Road, Keyworth LC and Compton Acres.	Completed.
	Open new Customer Service Centre in West Bridgford	Completed:

	Bingham Masterplan	Completed:
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## Appendix B

### Assets List

Property Name	Street Name	District	Property Description
Unit 1, Bardon 22	Bardon Hill	Coalville	Investment Asset
Co-op	Trent Boulevard	West Bridgford	Investment Asset
Finch Close	Lenton Lane	Nottingham	Investment Asset
Boundary Court	Willow Farm Business Park	Castle Donnington	Investment Asset
Unit 1, Edwalton Business Park	Landmere Lane	Edwalton	Investment Asset
Unit 3, Edwalton Business Park	Landmere Lane	Edwalton	Investment Asset
Unit 1, Cotgrave Shopping Centre	Candleby Lane	Cotgrave	Investment Asset
Unit 2, Cotgrave Shopping Centre	Candleby Lane	Cotgrave	Investment Asset
Unit 3, Cotgrave Shopping Centre	Candleby Lane	Cotgrave	Investment Asset
Unit 4, Cotgrave Shopping Centre	Candleby Lane	Cotgrave	Investment Asset

Property Name	Street Name	District	Property Description
Unit 1 Colliers Business Park	Colliers Way	Cotgrave	Industrial unit
Unit 2 Colliers Business Park	Colliers Way	Cotgrave	Industrial unit
Unit 3 Colliers Business Park	Colliers Way	Cotgrave	Industrial unit
Unit 4 Colliers Business Park	Colliers Way	Cotgrave	Industrial unit
Unit 5 Colliers Business Park	Colliers Way	Cotgrave	Industrial unit
Unit 6 Colliers Business Park	Colliers Way	Cotgrave	Industrial unit
Unit 7 Colliers Business Park	Colliers Way	Cotgrave	Industrial unit
Unit 8 Colliers Business Park	Colliers Way	Cotgrave	Industrial unit
Unit 9 Colliers Business Park	Colliers Way	Cotgrave	Industrial unit
Unit 10 Colliers Business Park	Colliers Way	Cotgrave	Industrial unit
Unit 11 Colliers Business Park	Colliers Way	Cotgrave	Industrial unit
Unit 12 Colliers Business Park	Colliers Way	Cotgrave	Industrial unit
Unit 13 Colliers Business Park	Colliers Way	Cotgrave	Industrial unit
Unit 14 Colliers Business Park	Colliers Way	Cotgrave	Industrial unit
Unit 15 Colliers Business Park	Colliers Way	Cotgrave	Industrial unit
Unit 16 Colliers Business Park	Colliers Way	Cotgrave	Industrial unit

Property Name	Street Name	District	Property Description
Unit 17 Colliers Business Park	Colliers Way	Cotgrave	Industrial unit
Unit 18 Colliers Business Park	Colliers Way	Cotgrave	Industrial unit
Unit 19 Colliers Business Park	Colliers Way	Cotgrave	Industrial unit
Unit 1 Manvers Business Park	High Hazles Road	Cotgrave	Industrial unit
Unit 2 Manvers Business Park	High Hazles Road	Cotgrave	Industrial unit
Unit 3 Manvers Business Park	High Hazles Road	Cotgrave	Industrial unit
Unit 4 Manvers Business Park	High Hazles Road	Cotgrave	Industrial unit
Unit 5 Manvers Business Park	High Hazles Road	Cotgrave	Industrial unit
Unit 6 Manvers Business Park	High Hazles Road	Cotgrave	Industrial unit
Unit 7 Manvers Business Park	High Hazles Road	Cotgrave	Industrial unit
Unit 8 Manvers Business Park	High Hazles Road	Cotgrave	Industrial unit
Unit 9 Manvers Business Park	High Hazles Road	Cotgrave	Industrial unit
Unit 10 Manvers Business Park	High Hazles Road	Cotgrave	Industrial unit
Unit 11 Manvers Business Park	High Hazles Road	Cotgrave	Industrial unit
Unit 12 Manvers Business Park	High Hazles Road	Cotgrave	Industrial unit

Property Name	Street Name	District	Property Description
Unit 13 Manvers Business Park	High Hazles Road	Cotgrave	Industrial unit
Unit 14 Manvers Business Park	High Hazles Road	Cotgrave	Industrial unit
Unit 15 Manvers Business Park	High Hazles Road	Cotgrave	Industrial unit
Unit 16 Manvers Business Park	High Hazles Road	Cotgrave	Industrial unit
Unit 17 Manvers Business Park	High Hazles Road	Cotgrave	Industrial unit
Unit 18 Manvers Business Park	High Hazles Road	Cotgrave	Industrial unit
Unit 19 Manvers Business Park	High Hazles Road	Cotgrave	Industrial unit
Unit 20 Manvers Business Park	High Hazles Road	Cotgrave	Industrial unit
Unit 21 Manvers Business Park	High Hazles Road	Cotgrave	Industrial unit
Unit 22 Manvers Business Park	High Hazles Road	Cotgrave	Industrial unit
Unit 23 Manvers Business Park	High Hazles Road	Cotgrave	Industrial unit
Unit 24 Manvers Business Park	High Hazles Road	Cotgrave	Industrial unit
Unit 25 Manvers Business Park	High Hazles Road	Cotgrave	Industrial unit
Unit 26 Manvers Business Park	High Hazles Road	Cotgrave	Industrial unit
Unit 27 Manvers Business Park	High Hazles Road	Cotgrave	Industrial unit

Property Name	Street Name	District	Property Description
Unit 28 Manvers Business Park	High Hazles Road	Cotgrave	Industrial unit
Unit 29 Manvers Business Park	High Hazles Road	Cotgrave	Industrial unit
Unit 30 Manvers Business Park	High Hazles Road	Cotgrave	Industrial unit
Keyworth Workshops	Debdale Lane	Keyworth	Industrial units - ground lease
The Barn	Main Street	Keyworth	Barn - Grade II Listed
Suite A The Point	Welbeck Road	West Bridgford	Office unit
Suite B The Point	Welbeck Road	West Bridgford	Office unit
Suite C The Point	Welbeck Road	West Bridgford	Office unit
Suite D The Point	Welbeck Road	West Bridgford	Office unit
Suite E The Point	Welbeck Road	West Bridgford	Office unit
Suite F The Point	Welbeck Road	West Bridgford	Office unit
Suite G The Point	Welbeck Road	West Bridgford	Office unit
Suite H The Point	Welbeck Road	West Bridgford	Office unit
Suite I The Point	Welbeck Road	West Bridgford	Office unit
Suite A Cotgrave Business Hub	Welbeck Road	West Bridgford	Office unit
Suite B Cotgrave Business Hub	Welbeck Road	West Bridgford	Office unit

Property Name	Street Name	District	Property Description
Suite C Cotgrave Business Hub	Welbeck Road	West Bridgford	Office unit
Suite D Cotgrave Business Hub	Welbeck Road	West Bridgford	Office unit
Suite E Cotgrave Business Hub	Welbeck Road	West Bridgford	Office unit
Suite F Cotgrave Business Hub	Welbeck Road	West Bridgford	Office unit
Suite G Cotgrave Business Hub	Welbeck Road	West Bridgford	Office unit
Suite H Cotgrave Business Hub	Welbeck Road	West Bridgford	Office unit
Suite I Cotgrave Business Hub	Welbeck Road	West Bridgford	Office unit
Suite 1 Bingham Enterprise Centre	Mercia Court	Bingham	Office unit
Suite 2 Bingham Enterprise Centre	Mercia Court	Bingham	Office unit
Suite 3 Bingham Enterprise Centre	Mercia Court	Bingham	Office unit
Suite 4 Bingham Enterprise Centre	Mercia Court	Bingham	Office unit
Suite 5 Bingham Enterprise Centre	Mercia Court	Bingham	Office unit
Suite 6 Bingham Enterprise Centre	Mercia Court	Bingham	Office unit
Suite 7 Bingham Enterprise Centre	Mercia Court	Bingham	Office unit
Suite 8 Bingham Enterprise Centre	Mercia Court	Bingham	Office unit
Suite 9 Bingham Enterprise Centre	Mercia Court	Bingham	Office unit

Property Name	Street Name	District	Property Description
Suite 10 Bingham Enterprise Centre	Mercia Court	Bingham	Office unit
Suite 11 Bingham Enterprise Centre	Mercia Court	Bingham	Office unit
Suite 12 Bingham Enterprise Centre	Mercia Court	Bingham	Office unit
Rushcliffe Arena Office	Rugby Road	West Bridgford	Office unit
The Hall	Bridgford Road	West Bridgford	Office unit
Brewery House	Walkers Yard	Radcliffe On Trent	Office unit
Ground Floor Enterprise Centre	Candleby Lane	Cotgrave	Office unit
The Cotgrave Hub	Rivermead	Cotgrave	Office unit
5 Cotgrave Shopping Centre	Candleby Lane	Cotgrave	Retail unit
6 Cotgrave Shopping Centre	Candleby Lane	Cotgrave	Retail unit
7 Cotgrave Shopping Centre	Candleby Lane	Cotgrave	Retail unit
8 Cotgrave Shopping Centre	Candleby Lane	Cotgrave	Retail unit
9 Cotgrave Shopping Centre	Candleby Lane	Cotgrave	Retail unit
10 Cotgrave Shopping Centre	Candleby Lane	Cotgrave	Retail unit
12 Cotgrave Shopping Centre	Candleby Lane	Cotgrave	Retail unit
13 Cotgrave Shopping Centre	Candleby Lane	Cotgrave	Retail unit

Property Name	Street Name	District	Property Description
14 Cotgrave Shopping Centre	Candleby Lane	Cotgrave	Retail unit
1 Walkers Yard	Walkers Yard	Radcliffe On Trent	Retail unit
The Hall	Bridgford Road	West Bridgford	Leisure and Hospitality
Kiosk	Bridgford Park	West Bridgford	Leisure and Hospitality
Greenacres Mobile Home Park	Adbolton Lane	Holme Pierrepont	Leisure and Hospitality
West Bridgford Joint Cadet Centre	Wilford Lane	West Bridgford	Leisure and Hospitality
Park Cottage	Bridgford Road	West Bridgford	Residential property
Mast	Buckfast Way	West Bridgford	Telecoms site
Mast 1	Rushcliffe Arena	West Bridgford	Telecoms site
Mast 2	Rushcliffe Arena	West Bridgford	Telecoms site
Mast	Stamford Road	West Bridgford	Telecoms site
Mast 1	Wilwell Farm	Wilford	Telecoms site
Mast 2	Wilwell Farm	Wilford	Telecoms site
Router	Stable Block / Spinney Hill	Ruddington	Telecoms site
Wilwell Farm	Wilford Road	Ruddington	Agricultural Land
Whysall Lane	Whysall Lane	Rempstone	Agricultural Land

Property Name	Street Name	District	Property Description
Land At Sharp Hill Wood	Melton Road	Edwalton	Agricultural Land
Allotments	Stamford Road	West Bridgford	Allotments
Allotments	Eltham Road	West Bridgford	Allotments
Allotments	Buckfast Way	West Bridgford	Allotments
Allotments	Holme Road	West Bridgford	Allotments
Allotments	Burleigh Road	West Bridgford	Allotments
Allotments	Kingston Road	West Bridgford	Allotments
Allotments	Abbey Close	Aslockton	Allotments
Allotments	Victoria Road	Bunny	Allotments
Allotments	Forest Close	Cotgrave	Allotments
Allotments	Hill Drive	Bingham	Allotments
Market Place	Market Place	Bingham	Market Place
Bingham Arena	Chapel Lane	Bingham	Leisure Centre
Cotgrave Leisure Centre	Woodview	Cotgrave	Leisure Centre
Keyworth Leisure Centre	Church Drive	Keyworth	Leisure Centre
East Leake Leisure Centre	Lantern Lane	East Leake	Leisure Centre

Property Name	Street Name	District	Property Description
Rushcliffe Arena Leisure Centre	Rugby Road	West Bridgford	Leisure Centre
Cemetery (Part)	Shaw Street	Ruddington	Cemetery
Rushcliffe Oaks Crematorium	Main Road	Cotgrave	Crematorium
St Wilfrids Cemetery	Main Road	Wilford	Cemetery
Rushcliffe Country Park	Mere Way	Ruddington	Country Park
Public Convenience	Eaton Place	Bingham	Public convenience
Public Convenience	Bridgford Park	West Bridgford	Public convenience
2 - 4 Hound Road	Hound Road	West Bridgford	Hostel
Edwalton Golf Course	Wellin Lane	Edwalton	Golf course
Car Park	Newgate Street	Bingham	Car Park
Car Park	Needham Street	Bingham	Car Park
Car Park - Medical Centre	Main Road	Radcliffe On Trent	Car Park
Car Park - Walkers Yard	Main Road	Radcliffe On Trent	Car Park
Car Park - Nursery	Albert Road	West Bridgford	Car Park
Car Park	Bridgford Road	West Bridgford	Car Park
Car Park	Gordon Road	West Bridgford	Car Park

Property Name	Street Name	District	Property Description
Car Park	Church Drive	Keyworth	Car Park
Car Park	Bunny Lane	Keyworth	Car Park
Storage Building & Car Park	Holme Grove	Lady Bay	Car Park
Car Park	Edwalton Avenue	West Bridgford	Car Park
Wilwell Farm Cutting Nature Reserve	Wilford Road	Ruddington	Nature reserve
Wilford Claypit		Compton Acres / West Bridgford	Nature Reserve
Meadow Covert	Alford Road	Edwalton	Nature Reserve
The Green Line	Selby Road / St Helens Road	West Bridgford	Nature Reserve
West Park Pavilion	Loughborough Road	West Bridgford	Pavilion
Alford Road Pavilion	Alford Road	West Bridgford	Pavilion
Gresham Pavilion	Wilford Lane	West Bridgford	Pavilion
Gamston Community Hall	Ambleside	Gamston	Community Hall
Lutterell Hall	Church Drive	West Bridgford	Community Hall
Land at Upper Broughton	Off Bottom Lane	Upper Broughton	Woodland Planting
Bridgford Park	Bridgford Road	West Bridgford	Open space land
Land at Azimghur Road	Azimghur Road	Whatton	Open space land

Property Name	Street Name	District	Property Description
Land	The Green Walk	Whatton	open space land
Land	Transferred from Bovis	Gamston	Open space land
Land	Buttermere Close	Gamston	Open space land
Land	Rugby Road	West Bridgford	Open space land
Land South of The Dial	The Dial	Cotgrave	Open space land
The Hook	Holme Road	West Bridgford	Open space land
Collington Common	Collington Way	West Bridgford	Open space land
Public Open Space	Saltby Green	West Bridgford	Open space land
Open Space	Candleby Lane	Cotgrave	Open space land
Land at Lawrence Close	Lawrence Close	Cotgrave	Open space land
Land on	Owthorpe Road	Cotgrave	Open space land
Land at The Old Park	The Old Park	Cotgrave	Open space land
Public open space	Gotham Road	East Leake	Open space land
Public open space	Woodroffe Way	East Leake	Open space land
Abbey Park Open Space	Buckfast Way	West Bridgford	Open space land
Machins Field	Village Street	Edwalton	Open space land
Bird Estate	Swallow Drive	Bingham	Open space land

Property Name	Street Name	District	Property Description
Public open space	Kielder Drive	Bingham	Open space land
Land at	Queens Court	Bingham	Open space land
Land at	Daleside	Cotgrave	Open space land
Bells Estate	Brownhill Close	Bingham	Open space land
Tree Estate	Off Sycamore Road	East Leake	Open space land
Open Space	Holmsfield	Keyworth	Open space land
Open Space	Newbold way	Kinoulton	Open space land
Open Space	Hudson way	Radcliffe On Trent	Open space land
Land and Road at	East Moor	Cotgrave	Open space land
Playing Field	Gotham Road	East Leake	Playing fields
West Park	Loughborough Road	West Bridgford	Playing fields
Bridgfield Playing Field	Bridgford Road	West Bridgford	Playing fields
Gresham Playing Fields	Wilford Lane	West Bridgford	Playing fields
Greythorn Playing Field	Greythorn Drive	West Bridgford	Playing fields
Recreation Ground	Gotham Road	East Leake	Playing fields
Recreation Ground	East Moor	Cotgrave	Playing fields

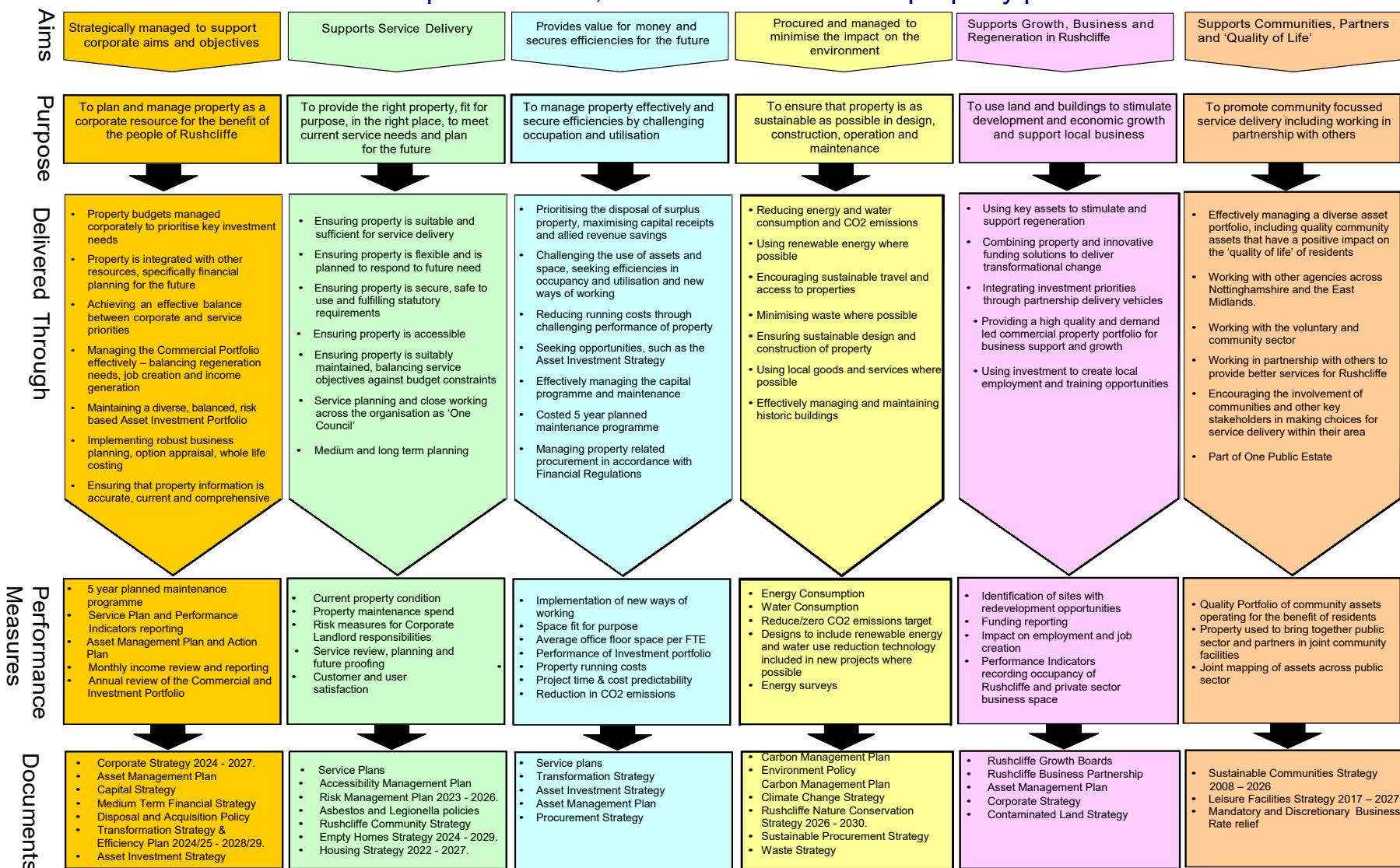
<b>Property Name</b>	<b>Street Name</b>	<b>District</b>	<b>Property Description</b>
Easthorpe Fields	St. Marys Crescent	Ruddington	Playing fields
Playing Fields - Boundary Road	Boundary Road	West Bridgford	Playing fields
Alford Road	Alford Road	West Bridgford	Playing fields

# Appendix C

## Asset Management Strategy

# Rushcliffe Borough Council – Asset Management Strategy 2025-30

Our aim is to develop an effective, efficient and economic property portfolio which....



# Appendix D

## Disposal And Acquisition Policy For Land And Buildings

### 1.0 Purpose

- 1.1 To provide the guidelines by which the Council shall consider the disposal or acquisition of assets in the delivery of Council services and meeting corporate objectives.
- 1.3 This policy relates to acquisitions and disposals for the freehold and leasehold interest (leasehold where the lease/licence is greater than 7 years).

### 2.0 Other Document Links

- 2.1 This Policy is an appendix to the Council's Asset Management Strategy 2025 – 2030 and links to the Capital Strategy, Corporate Strategy and Asset Investment Strategy and Empty Homes Strategy.

### 3.0 Key principles

3.1 The key principles in considering disposal or acquisition of an asset are:

- Its strategic contribution to the Council's objectives
- Potential for future strategic, regeneration or redevelopment purposes
- Disposals to be for the best consideration (in accordance with Section 123 of the Local Government Act 1972\*)
- Disposals at an undervalue must fall within the acceptable grounds of Local Government Act 1972, General Disposal Consent (England) 2003\*
- Appropriate disposal procedures and method of disposal\*
- Acquisitions assessed against the Council's capital programme
- Acquisitions meet the AIS criteria (where relevant)
- Appropriate financial appraisal
- Climate Change – environmental cost/value of the asset
- To be advantageous to the Council.

\*see Annex A

## Disposals

### 4.0 Definition of Surplus/Under Used Assets

4.1 An asset can be considered for disposal if it is surplus or under used, as defined below:

4.2 An asset is deemed to be surplus to the Council's requirements if:

- a) It makes no or minimal contribution to the delivery of the Council's services or corporate objectives
- b) It has no viable alternative use or potential for future service delivery or strategic regeneration/redevelopment or wider community purposes
- c) an alternative asset or site has been identified, which would be more cost effective in delivering the Council's services or objectives
- d) For investment properties, it does not generate sufficient income to be retained for investment purposes when compared to alternative rates of return available
- e) The sale of an asset is required to fund other Council priorities

4.3 An asset is deemed to be under used if:

- a) The income being generated from the site is below that which would be achieved from:
  - i. an alternative use
  - ii. disposing of the site and investing the receipt
  - iii. intensifying the use.

- b) part of the site is vacant and is likely to remain vacant for the foreseeable future
- c) it makes insufficient quantifiable contribution to the delivery of the Council's services and objectives

4.4 In the case of open spaces, amenity areas and similar sites, the surplus/under used test should also consider the community value of the asset.

## 5.0 Asset Identification

5.1 Assets for potential disposal may be identified in a range of ways, including:

- At asset or service review
- Identification of development opportunities
- Assets being identified as surplus or under used
- Local Plan designation
- Direct approach from an interested party
- Identification that disposal delivers another corporate objective
- Identification through day to day estates management
- Community ownership (for example, Asset of Community Value).

## 6.0 Asset Review

6.1 The asset review will assess the performance of the asset, for example:

- Use
- Suitability
- Condition
- Maintenance and operating costs
- Fit with corporate objectives
- Financial (business case)
- Alternative use/options
- Community value
- Environmental value/cost
- Legal
- Planning
- Consultation (for example, Councillors, residents, partners).

## 7.0 Disposal Considerations

7.1 The following list (not exhaustive) are considered in assessing an asset for disposal:

### Legal/Legislative Considerations

- The purpose/legislation under which the Council holds the asset
- Legal constraints/powers to dispose
- Disposal within s123 of the LGA 1972 (for example, obtaining best value)\*
- Implications of disposing at an undervalue (LGA 1972, General Disposal Consent (England) 2003\*
- Ownership/Title constraints
- Which disposal route to follow\*
- Due diligence
- Terms and conditions of sale
- Other legislation around specific disposals, for example; procurement, disposal of allotments and open space, Charities Act, State Aid implications.

\*See Annex A

**Financial**

- Business case (for example, making a loss)
- Optimising the disposal value (for example, development potential, adjoining asset marriage value)
- Timing (for example, opportunity to increase value in future against opportunity cost)
- Potential to increase value by obtaining outline planning permission
- Cost and method of disposal
- Access to funding or a partnership
- Community arrangement (for example, Asset of Community Value)
- Market conditions
- Existing condition of the asset and operational costs.

**Local Considerations**

- Community and environmental 'value' (level of use)
- Any anti-social or community matters
- Cabinet and ward member engagement/consultation
- Community engagement/consultation (where appropriate)
- Local Plan (allocation of asset).

## 8.0 Authorisation

8.1 The Chief Executive, Executive Manager Transformation and Executive Manager Finance and Corporate Services (s151 Officer) have the authority to approve:

- Sales of sites for electricity sub-stations or gas governors
- Grant, surrender and renewal of leases, licences, wayleaves and easements
- Grants of grazing licences
- Grant, surrender, renewal of leases where the asset has already been let (for example, commercial properties)
- Sales of land and property under the value of £25,000.

8.2 All other disposals will be reported to Cabinet for approval.

## 9.0 Method of Disposal

9.1 The Property Services Manager in conjunction with the Executive Manager Transformation will determine the appropriate marketing strategy for the surplus or under used asset (see Annex A). There may be circumstances when an alternative approach is recommended, such as:

- A 'special purchaser' is identified (for example, someone who is prepared to pay a premium for the site, or where they have the only interest)
- A partner has been identified
- The asset is being disposed at an undervalue following an appraisal
- An alternative opportunity is identified.

9.2 The recommended method of disposal will be reported to Cabinet for approval, where appropriate.

## 10.0 Disposal

10.1 Once approval is in place, the Property Services Manager will be instructed to conduct the marketing, negotiations and instruct Legal to prepare transfer documentation and liaise with Finance and the appropriate service area. Once completed, they will notify appropriate Cabinet and ward members and EMT and update the land ownership database.

## ACQUISITIONS

### 11.0 Acquisition Considerations

11.1 The purpose for an asset acquisition must be clear, examples may include: for the delivery of services, meeting corporate objectives, wider regeneration purposes and as part of the Asset Investment Strategy (AIS).

11.3 Considerations (not exhaustive) when determining to acquire an asset:

- Fit with corporate objectives
- Appraisal against capital programme and other capital schemes
- Terms and conditions of sale
- Price of asset and if considered to be reasonable/market value
- Location and condition of asset
- 'Fit for purpose' for proposed use

- Fit out works, set up costs, acquisition and associated costs
- Alternative assets for comparison
- Another way of delivering the same outcome
- Operating costs/whole life cost
- Legal, financial and planning considerations
- Timing, local market conditions
- Partnership/community arrangement
- For the wider community benefit/regeneration.

## 12.0 Affordable Homes

12.1 Acquisition of residential assets for the purposes of providing accommodation for homeless households.

12.2 Properties will be acquired using the Affordable Housing Capital Fund and held in the Council's general fund.

12.3 Acquisition of an asset for this purpose must meet the following criteria:

- Demonstration of need
- Location of asset where need is identified
- Managed and maintained by a Registered Provider or directly by the Council (but without providing a Right to Buy opportunity)
- A maximum of 199 properties to be acquired at any one time
- Specific characteristics of the asset to ensure:

- No structural defects
- Minimal refurbishment required (unless business case)
- Minimal management and maintenance liability
- Freehold (or long leasehold in exceptional circumstances).

### **13.0 Empty Homes**

13.1 As set out in the Empty Homes Strategy 2019 – 2024, the Council will purchase empty homes in certain circumstances.

13.2 Properties will be purchased through specific legislation and funded by the Capital budget. Assets will firstly be considered for use as affordable homes, as set out in 13.0 above, otherwise will be resold on the open market.

### **14.0 Authorisation**

14.1 The Asset Investment Group has delegated authority to approve the acquisition of investment assets that meet the AIS criteria.

14.2 The s151 Officer and Portfolio Holder for Finance have delegated authority to approve the acquisition of the above defined Affordable Housing.

14.3 The Chief Executive, s151 Officer and Director Development and Economic Growth have the authority to approve the acquisition of assets up to the value of £25,000.

14.4 All other acquisitions will be reported to Cabinet for approval.

## **15.0 Acquisition**

- 15.1 Once approval is received, the Property Services Manager, reporting to/working with the Director Development and Economic Growth, will commence negotiations to acquire the asset and instruct Legal accordingly.
- 15.2 The Property Services Manager will keep Cabinet members and EMT updated throughout the process and once completed, they will also inform the relevant service areas and update records accordingly.
- 15.3 The Property Service Manager will undertake effective estates and building management thereafter.

## METHODS OF DISPOSAL

There are a number of methods by which a property interest may be disposed. Sale by competition is the best way of demonstrating that the best price has been obtained but there are sometimes situations where competition is not appropriate or where best price is not the principle objective.

Sale by competition could be by the following means:

(a) **Auction**

This is useful when marketing a property has generated a widespread interest and has one advantage of being relatively quick and inexpensive. Auctions can work well where most of the potential purchasers are builders or investors used to auctions or where they are from the locality and know the market in detail. Examples of situations where an auction may be appropriate could be surplus plots of land, residential or office buildings. It is not generally suitable for complex sites or high values because potential bidders are deterred from the expense of making the necessary pre-auction enquiries to enable them to make a binding bid.

(b) **Formal Tender**

With a formal tender, potential purchasers have to make binding offers in a specified form, by a specified date and with a specified amount of deposit. Formal tenders offer a greater certainty on the timescale of the deal than the informal methods and it is relatively easy to demonstrate and defend the question of obtaining the best price. However, tender documents must be very precise and therefore detailed and as a result the Council risks incurring high abortive costs if the process fails to attract sufficient interest. It

would be good practice to prepare and include the contract in the tender documents in order to prevent post tender negotiations and to place a fixed date for completion (although circumstances don't always allow for this).

As any offer is binding it can be seen as a deterrent to potential interested parties because of the expense of making the necessary pre-bid enquiries to allow a binding bid to be made in the first place.

(c) Informal Tender

With an informal tender, non-binding offers are secured by a specified date and a preferred bidder is selected with whom to negotiate actual terms. Theoretically this process should generate more offers than the 'Formal Tender' process, but the negotiation period can be protracted, and the offer price may be reduced in the process. If the Council receives more than one attractive offer, they may then ask bidders to submit a second or best offer. This keeps the potential purchasers in a competitive situation and thereby a potential for obtaining increased offers. The 'Informal Tender' process is more likely to be used when the interest in the property is not sufficiently certain to risk the 'upfront' costs associated with the 'Formal Tender' process.

Alternatives to Sale by Competition

a) Private Treaty

This should be considered if there is a special purchaser, this may be where the asset would not be of interest to any other buyer (i.e. small areas of land adjoined to an existing dwelling to extend a garden), or the buyer has existing property interests and so would pay a premium, perhaps to merge two sites to make it more developable. In this case, a valuation would be sought from an independent valuer to demonstrate best value had been achieved and negotiations would take place with the relevant party.

Alternatively, it may be where the Council has decided not to obtain best value and instead dispose of the asset to meet a corporate objective:

- b) Transfer to charity/other community group

This should only be considered if it meets the Council's corporate objectives or business case.

- c) Considerations other than for best price

This may relate to buildings of historic interest, where disposal to a body which represents the wider public interest rather than it being redeveloped by a private company purely for profit. For example, if the Council wanted to control the development as part of a wider scheme or to preserve an asset. A valuation certificate would be obtained from an independent valuer in order to demonstrate best value.

#### **Disposal of an Asset for the Best Consideration or at an Undervalue**

Except in the case of land held for housing purposes, the requirements of s123 of the Local Government Act 1972 ('best consideration') and the related General Disposal Consent 2003 should be taken into account.

- a) Best Consideration

S.123 of the Local Government Act 1972 states that “..... except with the consent of the Secretary of State, a Council shall not dispose of land, otherwise than by way of a short tenancy, for consideration less than the best that can reasonably be obtained”.

S.123 qualifies 'best consideration' therefore it might not necessarily be the highest price. Other factors, for example, planning, can apply. 'Best consideration' will be Market Value (taking into account conditions and covenants that run with the land as well as planning issues); quality of proposals; regeneration objectives; sale conditions that might bring about other quantifiable benefits; whether the bid appears financially realistic and deliverable; whether the bid is from a special purchaser. This introduces a degree of flexibility in determining 'best consideration'.

b) General Disposal Consent 2003

There is a general consent for local authorities to dispose of land or grant a lease in excess of seven years for less than best consideration where:

- i) The Authority considers that the purpose for which the land is to be disposed of is likely to contribute to the promotion or improvement of the economic, social or environmental wellbeing of the whole or any part of its area or of all or any persons resident or present in the area.
- ii) The difference between the full Market Value of the land and the actual consideration for disposal does not exceed £2m.

The Consent provides a technical appendix describing the information which must be supplied if an application is made to the Secretary of State for approval of a sale if it does not meet these criteria or if there is doubt.

Authorities are asked to note that these provisions do not apply to certain classes of properties which are not covered by Section 123, which includes land held under the Housing and Planning Acts.

Authorities are reminded that the Consent does not override restrictions on State Aid arising under European Legislation.

## **Disposals of land to assist the provision of privately let Housing**

A separate legal power (which applies to both housing and non-housing land) exists under Sections 24 and 25 Local Government Act 1988 (and a related general consent) to dispose of land for less than best consideration to assist the provision of “privately let housing” (an expression which includes shared ownership and shared equity schemes, as well as housing for rent). These provisions allow disposals either to registered social landlords or, on a more restricted basis (subject to an annual financial limit) to other providers of housing.

# Appendix E

## AIG Terms of Reference

To take account of the move away from acquisition for purely investment purposes, the Terms of Reference for the AIG are revised as follows:

1. Frequency of meetings are ad hoc dependent on when opportunities for asset acquisition or disposal avail.
2. Membership of the Group is linked to executive and professional disciplines required. The core group consists of the Leader, Chief Executive Officer, Portfolio holders for both Finance and Property and also the Directors responsible for both Finance and Property.
3. A quorate of a minimum of 4 individuals (2 Councillors and 2 officers) is required for such decision making.
4. Asset appraisal reports are completed, and input is likely from other professional disciplines in particular the Director for Neighbourhoods and the Council's Monitoring Officer (e.g. environmental and legal implications).
5. Any decisions taken will be reported to Cabinet and subject to any necessary scrutiny and the Council's finance and contract standing orders.