

Forest of Dean District Council

Asset Management Strategy 2024



Forest of Dean
DISTRICT COUNCIL

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Foreword

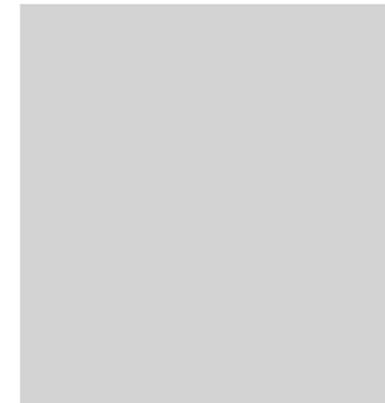
The Forest of Dean District Council owns a variety of different buildings and land. Some of these property Assets are held principally as commercial investments, whilst others provide services such as Leisure, Waste, car parks or Council offices or are as a result of historic ownership, particularly of small plots of land.

To effectively manage this estate, the Council needs to understand its condition, the ongoing need for it and its income potential. Decisions on acquisition, disposal or investment in property needs to be aligned with the Councils Corporate Priorities and the Medium-Term Financial Plan.

This Asset Management Strategy provides a strategic approach to property, establishing what the Council wants to achieve from its estate, aligning it with other Council priorities and ensuring decision making is based on clear policy. Collaborative Place-based decision-making can ensure the land and property the Council owns is used to greatest effect and can contribute to regeneration of key areas within the District. Decisions on purchasing, investing in or disposing of property need to be based on pre-agreed principles to maximise return, reduce expenses and manage risk.

We have committed to consider the impact on climate change in all our decision-making, aiming to make the Council (and the District) carbon neutral by 2030. This strategy therefore aligns with both the Climate Emergency Strategy and Action Plan and our Corporate Plan (the Council Plan) which set out how we can secure a low carbon future for our District, and the urgent steps we will take to mitigate and adapt to climate change.

This Strategy will therefore guide our decision making and ensure our investments contribute to the delivery of a financially and environmentally sustainable Council Plan.



Cllr Andy Moore
Job Description

Introduction

This Strategy sets out the framework for the management and appraisal of assets that the Council may own or consider purchasing.

In some cases, the need for land or buildings is to support the provision of key services. Where provision is service led there needs to be clarity on the current and future needs for that service provision. The Council can then ensure that the land and buildings provided are fit for purpose and cost effective. The condition of these buildings and any future need for repairs and maintenance will be key to understanding whether existing buildings provide the best solution. Consideration of any future growth of services, changing customer needs or reduction in footprint required will be essential.

Decision making needs to consider whole life costs. Any decision on acquisition needs to consider the ongoing cost of repair and maintenance as well as running costs (where appropriate) set against the potential financial return from any investment. In a changing property market the risk from voids and the need to offer rent free periods to attract tenants means a cautionary approach to income potential should be applied.

COUNCIL PRIORITIES

Council Priorities

Adopted in 2024 the Council Plan for Forest of Dean District Council 2024 – 2028 is focused on Responding to the Climate and Nature Emergency. The Council priorities are:

Priority 1: Thriving Communities

Objective: To foster resilient and inclusive communities that are motivated and competent to adapt to the challenges and opportunities posed by the climate and nature emergencies.

Priority 2: Decarbonisation and nature recovery

Objective: For the Forest of Dean to have a protected and enhanced natural environment, and be on target to be carbon neutral by 2030.

Priority 3: Sustainable Economy

Objective: To foster economic prosperity while ensuring environmental sustainability and social well-being.

Embedded within these priorities are a number of ambitions that the Asset Management Strategy can help deliver, these include:

- Investing in renewable energy technologies, such as wind, solar, hydroelectric power, and battery storage.
- Collaborating with energy providers, social landlords, Community Energy initiatives, businesses, and communities to accelerate the transition to clean energy sources, with the overall aim of making the Forest energy self-sufficient.
- Improving the energy efficiency and performance of buildings including the retrofit of measures such as insulation.

- Building or adapting buildings to the risks presented by climate change in line with the recommendations from Climate Leadership Gloucestershire.
- Promoting public transport, cycling, and walking by improving infrastructure and promoting the adoption of electric vehicles by expanding charging infrastructure and linking this with renewable generation and storage.
- Protecting and enhancing biodiversity and the natural environment, including our rivers. This will include the investigation of opportunities for rewilding where appropriate

The Local Plan will encourage high standards of energy efficiency and support renewables. The Council's estate can therefore be used to lead on this approach.

In 2022 the Council adopted a Climate Emergency Strategy and Action Plan 2022 - 2025. The Council's Estate can contribute to the delivery of a number of these actions. The most relevant actions are set out below:

- Investigate an investable renewable heat energy generation plan for the Council's offices in order to reduce the building's heat energy demand.
- Investigate and deploy viable renewable energy generation on the Council's estate in order to help meet the Council and district's energy demand.
- Investigate and deploy viable renewable energy generation at the council-owned swimming pool building at Lydney Leisure Centre, and use learnings to work with partners to do the same at school owned leisure centre buildings.

- Actively encourage renewable energy projects, including community led schemes, by identifying opportunities and constraints and creating appropriate planning policy.
- Investigate and implement measures to improve the thermal performance of the Council's offices in order to reduce the building's heat energy demand.
- Investigate and implement energy efficiency and demand reduction measures at the council-owned swimming pool building at Lydney Leisure Centre, and work together with partners to explore options to do the same at school owned leisure centre buildings.
- Carry out a review of Council buildings and produce a plan identifying specific actions for adapting them to current and future risks of climate change.
- Identify areas of the Council's estate to enhance ecological value, carbon sequestration and climate resilience (surface water run-off and natural flood management) through reinstating natural processes, tree planting, and the use of green infrastructure concepts, as well as rewilding opportunities. Explore opportunities for community involvement in this.
- Facilitate the uptake of electric vehicles by leading in the deployment of EVCP across the district, focusing on installations in council owned public car parks. Ensure that all parts of the district are serviced. Monitor market-led deployment and adjust deployment and investment strategy accordingly.

Whilst the Council may not be able to directly bring about change district wide in some of these areas, it can lead by example, using its assets to demonstrate the potential to introduce renewable technologies and retrofit buildings as well as increasing the broader sustainability of buildings through measures like rainwater harvesting in Public Conveniences or using sites to support the development of energy and heat networks. Using a case study approach will help support residents and businesses in understanding what is achievable and what the challenges may be.

Land which provides no service or investment potential may provide opportunities for supporting active travel, with provision of cycle parking or opportunities, may increase biodiversity by creating or enhancing planting or habitats or be used for community food growing. Any changes to land will need to consider potential loss of any capital receipt which would be due if sold, planning constraints, ongoing maintenance and any associated costs.

ASSETS LIST

Service led	Lydney Pool (Leasehold)	Leisure facilities
Service Led	Yew Tree Brake, Cinderford Mile End, Coleford	Cemeteries
Service led & investment	Brickworks, Cinderford	Depot & industrial units
Investment property	Units and land located at: Forest Vale Pyart Court, Coleford Swan Road, Lydney Foxes Bridge Road Hollyhill Road, Cinderford Foxglove Gardens, Coleford Horsefair Lane Rushyleaze	Industrial units & open storage Retail Industrial units Industrial units Industrial units Residential & retail Permanent Traveller site Childrens Nursery
Community assets	Various small plots of land, verges, footpaths etc 34 sites district wide Full list of sites is published on the Councils website	Amenity land, play areas and access
Other assets	14 sites some larger plots and buildings some with significant values Full list of sites is published on the Councils website	Includes ransom strips and land held for potential development whilst could include small affordable housing schemes or net zero emissions housing development.

SERVICE LED ASSETS

Service based assets

The Council provides a range of statutory and discretionary services which have a requirement for buildings and land. There is no requirement for the Council to own those sites, but generally freehold ownership provides a more cost-effective alternative to leasing. In some cases, services may be delivered in partnership with other landowners.

The following provides an overview of the service-based requirements for land and buildings:

Waste Collection and Street Cleansing

When Waste and broader environmental services are out-sourced the responsibility for providing a depot can be placed on the external contractor. However, this can limit interest in waste collection contracts as the acquisition and development of local sites for waste depots can be challenging.

In August 2024 Waste collection services will transfer from Biffa to the Councils Teckal Company Ubico Limited. The Council is in the process of securing a lease from the incumbent contractor Biffa for their existing depot site in Cinderford to ensure a smooth service transition at the point of contract change. It has also acquired the Brickworks site in Cinderford which provides scope to develop a depot and secure additional commercial income through broader development and leasing of the site, longer term.

Investment in this site will need to be based on service needs including any opportunities to increase the efficiency of waste collection, materials bulking and onward transport, to reduce service costs and reduce the carbon impact of the service. This will include future plans to transition the waste fleet away from diesel vehicles. Further investment may be considered to fulfill the commercial potential of this site and maximize lease income. There are existing tenants on the site. The aim will be to provide a fit for purpose waste facility whilst maximizing rental income from the remainder of the site. Options will be explored for collaboration with Gloucestershire County Council e.g. waste-bulking.

The Council uses Whitecliff Quarry in Newland, Coleford, GL16 9NB to store bins for kerbside collections. The Council rents space here, it is a working quarry with third parties also using the site as shipping containers are located there. Having this space is essential until a larger depot becomes available.

Leisure Services

The Council has a long leasehold interest in the pool and associated changing/reception areas at Lydney. The remainder of the leisure facilities at this site are owned by the school and operated under a Dual Use Agreement. The remainder of the Councils leisure services are also currently delivered through Dual Use Agreements with schools at Cinderford, Newent and Sedbury. Leisure facilities are currently managed by the Councils Leisure Provider, Freedom Leisure.

Forest High School, Cinderford, wishes to move from a dual use agreement, which has been in a rolling annual renewal for many years now, to a full repairing and insuring lease basis.

Discussions to this effect continue and the Council will need to undertake significant due diligence work before entering into any such arrangement. Parallel discussions are taking place with the Trustees of Forest Fitness Centre, with a view to bringing all leisure facilities on the Forest High School site under a single lease agreement.

The Council is developing a site at Five Acres, Berry Hill to provide community and leisure facilities which will include a four-court sports hall, gymnasium and 3G sports pitch. The Council needs to ensure the long-term viability of this development which will include ensuring effective management, maximising the use of sports and leisure facilities and promoting the use of office space which will be available to lease and community space which will be bookable based on an hourly rate. A sinking fund has been included in the business case for the development to enable repairs and maintenance and reinvestment in facilities (such as renewing the shock pad, playing surface and its infill to the 3G pitch) to ensure the standard and condition of facilities remains high.

Car parks

The Council owns 19 public car parks located in 10 of the larger towns and villages across the district. These are open 24/7 and provide charged for public parking, using Pay and Display machines, and pay via mobile phone. Season tickets are available to enable regular users with a considerable discount from the daily fees. Each of the following settlements may allocate up to 6 days per annum for free parking for local events and to support the local community; Coleford, Cinderford, Lydney, Mitcheldean, Newent and Redbrook. In addition, parents and carers are provided with free parking in Bream Road Car Park, Lydney between 8.30 - 9.15 and 2.45 - 3.30 to allow school drop off and pick up in a safe environment, without contributing to road congestion.

None of these car parks currently offer Electric Vehicle Charging Points. In line with the Climate Emergency Action Plan a district-wide infrastructure of EVCPs will need to be installed to encourage residents and local businesses to transition away from petrol and diesel vehicles and to provide charging for visitors to the district.

The need for these parking facilities needs to be considered as part of the Councils broader Parking Strategy, its Local Plan development and plans to encourage more sustainable forms of transport.

In a rural district, where residents currently have limited access to public transport, the need for car parking is likely to remain at least in the medium term. However, there is scope to support the transition to electric vehicles through the provision of electric vehicle charging points across the Councils car parks.

Should opportunities arise to release car parks as there is insufficient demand for parking or alternative facilities can be provided elsewhere, the options to dispose of these sites or redevelop them would be considered in line with this strategy.

Public Conveniences

The Council has twelve blocks of public conveniences located across the District. (see table) A number of these facilities suffer regular vandalism which can result in their closure whilst extensive cleaning or repairs are carried out.

Work is underway to refurbish toilets in Cinderford, Newent and Lydney. The facility in Cinderford is temporarily closed pending remodeling and refurbishment works which are aimed at tackling anti-social behaviour, reducing ongoing repair and maintenance costs and making the building more sustainable through rainwater harvesting.

Cemeteries

The Council owns cemeteries at Mile End, Coleford and Yew Tree Brake, Cinderford and provides burials and internments on both sites. There is a crematorium located at Yew Tree Brake but this is not owned by the Council. There are approximately 610 burial plots remaining at Mile End which should last for approximately 46 years based on current burial rates. There is no space remaining at Yew Tree Brake for new plots.

Both sites have houses on them, the house at Mile End, Coleford is occupied by the Sexton, who acts as caretaker for the site. The house at the Yew Tree Brake site is now unoccupied and used predominately for welfare facilities and storage.

The site at Yew Tree Brake has limited parking and there is pressure for parking particularly during cremations attracting large numbers of mourners. There may be scope to extend parking utilising the space currently occupied by the caretakers house and garden. However, any such investment would not generate a return for the Council. A delivery model would be needed which was led by investment from third parties.

The cemetery service is currently loss making. This service requires a significant level of grounds maintenance and management, with a long-term investment in caring for burial plots set against a one-off payment from families for the right to be buried or bury a friend or family member. The level of this one-off payment is limited by market forces and a desire by the Council to provide affordable local burials and internments for residents. Options for reducing service costs or increasing income therefore need to be considered.

Council Offices

The Council has offices in Coleford which provide both office space for the delivery of services such as Planning, Revenues and Benefits and Customer services and the Civic Suite where Council meetings are held. A public-facing customer service centre enables members of the public to visit in person to make enquiries or seek support.

The Department of Work and Pensions currently occupy some space on the Ground Floor.

The building is underoccupied and work is underway to consider consolidating vacant space so that it could be let, reducing costs for the Council and generating additional lease income.

Work to install Solar PV was completed in 2021, which has reduced the Council's carbon footprint by around 20 tonnes per year and reduced running costs. Reducing the Council's occupation of the building will further reduce the carbon impact from the Council's operations. There is further work to be done on decarbonising heat generation at the offices as there is still a reliance on gas boilers.

PLACE SHAPING OPPORTUNITIES



Forest of Dean
— DISTRICT COUNCIL —

Place Shaping Opportunities

The Council commissioned a consultancy company, to research the unique identity and public sentiment towards the District's four Market Towns: Cinderford, Coleford, Lydney and Newent.

The research conducted and the recommendations put forward can influence regeneration strategies across areas of business, retail, hospitality, cultural and community safety strategies.

There are a number of distinct recommendations identified within the report that could be supported through the use of the Councils assets. These include:

- Turn neglected, tired spaces into vibrant cultural hubs and workshop areas, and transform underused retail units into craft centres, wellbeing retreats, skills development spaces, galleries, community areas and artist/designer studios.
- Turn unused commercial or office space into a shared studio space for existing grassroots organisations and small independent practitioners such as yoga teachers, dance teachers, mindfulness practitioners who cannot afford their own studio space, and would welcome sharing rent with others to help reduce their business overhead costs.
- Revitalise public spaces with murals and sculptures to turn streets into outdoor galleries, inviting exploration and connection.
- Converting urban wasteland into urban heritage sites which celebrate history, traditions and cultural heritage, which represent the people and communities within the town today.
- Investing in pedestrian-friendly infrastructure and interactive activities, such as wide walkable streets, cycle lanes, outdoor games and green spaces, to create inviting environments that encourage physical activity and social interaction.
- Developing urban wasteland into urban wheel parks for skates, boards and scooters.
- Use each town's natural environment and connection to nature to inspire social cohesion projects such as community vegetable patches, gardens and outdoor play areas.

REGENERATION

Regeneration

The Council has a strong track record in regenerating areas within the district through direct investment and partnership working.

The Council can use land it owns or acquires to support wider area redevelopment or may bring forward regeneration to support specific service delivery for local communities with schemes such as the Five Acres community, education and leisure redevelopment.

To align with the Council's priorities regeneration opportunities will need to consider how buildings can be fit for the future, through retrofit or through new build design to deliver zero or low carbon construction, climate resilience and maximise renewable energy generation.

Consideration of regeneration opportunities may sit outside the normal financial considerations for commercial return, with sites brought forward that may struggle to breakeven in the short term but may offer longer term economic benefits, such as the Cinderford Northern Quarter.

Given the Forest of Dean's industrial past, present day ecological sensitivities and comparably low commercial land values, there are several barriers to promoting viable Council led proposals to bring vacant sites back into productive use. Opportunities for Council led site redevelopment or site disposal will be considered on a case-by-case basis to enable a strategic approach to be delivered.

In some cases regeneration opportunities will be identified and supported within the Local Plan, setting out local needs and potential uses for sites which will support the local economy and communities.

COMMERCIAL INVESTMENT

Commercial Investment

The Council has invested in a number of sites to generate a commercial return to underpin the delivery of Council services.

These sites are predominantly industrial units, but the Council completed a mixed use residential and retail development at Foxglove Gardens in 2019 and entered into a management agreement for the residential accommodation with the registered housing provider TwoCan providing affordable one-bedroom flats for local people.

In 2022 the Council acquired the retail development Pyart Court, which borders the public car park that was already in its ownership.

This site provides the opportunity to develop the retail offer in central Coleford, support the local economy and bring forward development which could be place shaping for central Coleford.

The rental market has seen a downward trend in the last few years with rents for most properties generally reducing or remaining stagnant. The exception is industrial units, for which there remains a strong demand. The Council therefore needs to review the performance of its investment properties to ensure it is achieving a suitable rate of return against its investment. In order to assess the longer-term benefits of holding these assets their condition needs to be considered alongside the repairing responsibility held by the Council.

The Council has the opportunity to acquire land to facilitate the delivery of employment sites, housing etc but needs to be clear in its decision making whether any such acquisition presents a commercial opportunity or is a regeneration initiative.

The Council has the opportunity to decarbonise its buildings let to tenants but this can be challenging. In a lot of cases the tenant has full repairing responsibility and will pay the utility bills for the building. Any investment the Council makes will therefore benefit the tenant but will not enable the Council to recoup its investment. However, there may be opportunities to put some form of Power Purchasing Agreement in place to supply the Council or other public bodies with the energy generated providing a return to the Council and achieving the affordable decarbonisation of these buildings. This will need to be fully explored.

In some cases, the retrofit of measures could cause considerable disturbance to tenants which could result in them seeking rent free periods or alternative accommodation.

In an effort to support tenants in the transition to green energy the Council is bringing forward a trail project which will install Solar PV on a number of its tenanted buildings. The electricity generated will then be sold to the tenants under a Power Purchasing Agreement.

FINANCIAL PERFORMANCE



Financial Performance

The Property portfolio without investment properties totals £12.352m and this is split as below:

2022/23								2023/24						
Other Land and buildings £000	Vehicles, Plant and equipment £000	Infra-structure assets £000	Community assets £000	Surplus assets £000	Assets under construction £000	Total £000		Other Land and buildings £000	Vehicles, Plant and equipment £000	Infra-structure assets £000	Community assets £000	Surplus assets £000	Assets under construction £000	Total £000
7,022	1,062	388	170	1,650	614	10,906	Cost or valuation	7,079	904	412	170	1,755	1,091	11,411
27	52	24	-	-	637	740	At 1st April	-	196	165	-	-	595	956
(129)	-	-	-	105	-	(24)	Additions	942	-	-	-	31	-	973
(1)	-	-	-	-	-	(1)	Revaluation increases / (decreases) recognised in the Revaluation Reserve	(23)	-	-	-	-	-	(23)
-	(210)	-	-	-	-	(210)	Revaluation increases / (decreases) recognised in the surplus / deficit on the provision of services	-	(15)	-	-	-	-	(15)
160	-	-	-	-	(160)	-	Derecognition - disposals	-	-	-	-	-	-	-
-	-	-	-	-	-	-	- Other Reclassifications	-	-	-	-	-	-	-
-	-	-	-	-	-	-	- Other rounding adjustment	-	-	-	-	(1)	-	(1)
7,079	904	412	170	1,755	1,091	11,411	At 31st March	7,998	1,085	577	170	1,785	1,686	13,301
(147)	(584)	(191)	-	-	-	(922)	Accumulated Depreciation and Impairment	(214)	(519)	(207)	-	-	-	(940)
(183)	(126)	(16)	-	-	-	(325)	At 1st April	(183)	(115)	(15)	-	-	-	(313)
116	-	-	-	-	-	116	Depreciation charge	287	-	-	-	-	-	287
-	-	-	-	-	-	-	Depreciation written out to the Revaluation Reserve	2	-	-	-	-	-	2
-	191	-	-	-	-	191	Depreciation written out to the surplus / deficit on the provision of services	-	15	-	-	-	-	15
(214)	(519)	(207)	-	-	-	(940)	Derecognition - disposals	(108)	(619)	(222)	-	-	-	(949)
6,865	385	205	170	1,755	1,091	10,471	Net Book Value at 31st March	7,890	466	355	170	1,785	1,686	12,352

Revaluation of Non-Current Assets

The Council formally re-values its land and buildings on a rolling programme to ensure they are revalued at least every five years. Valuations at 31st March 2024 were carried out by Publica Group (Support) Limited valuer Richard Webb MRICS. The basis of the valuations is shown in the Statement of Accounting Policies.

Valued at	Land and Buildings £000	Vehicles Plant and Equipment £000	Infra-structure £000	Community Assets £000	Surplus Assets £000	Assets Under Construction £000	Total Property Assets £000
Historic Cost	-	1,068	577	170	-	1,686	3,501
Current Cost in:							
2019/20	-	17	-	-	-	-	17
2020/21	-	-	-	-	-	-	-
2021/22	1,292	-	-	-	-	-	1,292
2022/23	474	-	-	-	-	-	474
2023/24	6,232	-	-	=	1,785	-	8,017
Total	7,998	1,085	577	170	1,785	1,686	13,301

Non-current assets owned by the Council include the following:

	Number of assets held at 31 March	
	2024	2023
Other Land and Buildings:		
Off Street Car Parks	18	18
Lorry Parks	1	1
Office Buildings	1	1
Public Conveniences	11	11
Cemetery Buildings	2	2
Swimming Pools	1	1
Vehicles, Plant and Equipment	26	24
Surplus Assets	16	15

The following items of income and expense have been accounted for in the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement:

	2023/24 £000	2022/23 £000
Rental income from investment property	720	477
Direct operating expenses arising from investment property	(117)	(80)
Net gain/(loss)	603	397

There are no restrictions on the Council's ability to realise the value inherent in its investment property or on its right to the remittance of income and the proceeds of disposal. The Council has no contractual obligations to purchase, construct, enhance or develop investment property, however some lease agreements require the Council to repair and maintain properties.

The following table summarises the movement in the fair value of investment properties over the year.

	2023/24 £000	2022/23 £000
Balance at start of year	8,989	7,348
Additions:		
Purchases	2,239	1,626
Net gains/(losses) from fair value adjustments	(563)	15
Balance at year-end	10,665	8,989

ENERGY PERFORMANCE



Forest of Dean
— DISTRICT COUNCIL —



Energy Performance

Current energy performance of buildings is shown in the table below. The Council has already carried out some work to decarbonise its Council Offices and will need to consider broader decarbonisation as part of this Strategy linked to the Climate Emergency Action Plan.

FOXES BRIDGE ROAD, GL14 2PQ	<u>EPC Rating</u>
Units 22b, 43	C
Units 22a, 22c, 37, 45	D
Units 22d, 39, 41, 47	E
49	G
20	No EPC
FOREST VALE ROAD, GL14 2PH	
Unit 34	C
Units 24, 26, 28, 30, 32	D
HOLLYHILL ROAD, GL14 2YA	
Units 2, 12	C
Units 4, 6, 8, 10	D
NEWTOWN ROAD	
Site C Former Meadows unit	B
RUSHYLEAZE	C
CEMETERIES	
Yew Tree Break Lodge	E
Mile End Lodge	G
SWAN ROAD, LYDNEY	C
Units 2 and 3	
FOXGLOVE GARDENS, COLEFORD	
Units 1,2, 3	A
Flats 1- 7, 9	C
Flats 8 and 10	D
PYART COURT, COLEFORD	
Units 6 & 7	C
Unit 16	E
OTHER	
Hips, Harbourside, Lydney	B
Council Offices, Coleford	C

ACTION PLAN

Action Plan

The Council needs to ensure:

- Service led assets are fit for purpose and cost effective
- Investment properties deliver against targets for commercial return
- Under-utilised assets are disposed of or repurposed to deliver against the Councils Priorities

In order to manage its assets effectively the Council needs to:

- Obtain condition surveys for buildings where a decision needs to be made on their retention or investment, or where there are existing concerns regarding condition. This will enable costs in the short and medium term to fully inform decision making.
- Undertake studies to assess the opportunity to reduce the carbon footprint of the Council's estate and increase its sustainability. This will include public buildings that may attract Public Sector Decarbonisation Funding and investment properties that may require increased standards in line with the Minimum Energy Efficiency Standard requirements. Capturing data on energy and water usage will be essential in assessing potential opportunities to reduce the environmental impact of buildings.
- Develop specific asset plans for assets that require consideration to ensure they are achieving service or investment objectives. It is recommended that asset plans are brought forward in 2024 for:
 - Pyart Court
 - Houses at Yew Tree Brake and Mile End Cemetery

- Review assets that provide no service benefit, future development potential or commercial return, to consider whether sites should be retained or disposed of. Retention should consider community benefits and opportunities for ecological enhancement and tree planting, renewable energy generation and storage, where appropriate. Disposal may include market sale to generate a capital receipt or transfer to Town or Parish Councils.
- Review management of car parks which are not included in the Parking Order. Consider inclusion in the Parking Order if they are to be retained