



**Leeds**  
CITY COUNCIL



# Leeds City Council One Council Asset Management Service Handbook



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# One Council Asset Management

Now more than ever it is essential to ensure that the Council is occupying its buildings as efficiently as possible, and using its land and property to maximum effect. Achieving an asset portfolio that provides not only the Council but the citizens of Leeds with value for money will help to maintain frontline services at a time of unprecedented budget pressures.



## The purpose of this guide

Leeds City Council has a large workforce, with an equally large portfolio of property and land which includes: office accommodation; front facing service buildings such as Community Hubs, Children's Centres, Leisure Centres and Libraries; Parks, Waste and Environmental Services depots; and investments ranging from the First Direct Arena to the small industrial unit estate.

This guide is intended as a reference tool, outlining the correct governance and decision making processes when a service is considering a change in accommodation requirements that has asset related implications. It is aimed at assisting those who deal with, manage or occupy space (whether a whole building or part) within the Council's operational buildings. For clarification this covers: all office accommodation and any other buildings delivering front facing services to customers.



Following correct procedures and ensuring early involvement of the Asset Management Service will ensure that Council buildings are occupied as efficiently as possible and that the most appropriate service is occupying the relevant building or land for the benefit of the Council as a whole. It further seeks to minimise the risk of the Council incurring unnecessary additional costs in operating its land and buildings through ineffective strategic planning, prolonged retention of unoccupied and not fit for purpose property, and inefficient use of land and buildings.



### Issues covered within this guide

- Moving into or out of buildings
- Moving or expanding within a building already occupied
- Reconfiguration/refurbishment of a building, or space within
- Use of a Council building or land by a third party
- Occupying third party buildings, or space within
- Declaring land and/or property surplus to requirement
- Acquisition or disposal of land and/or property
- Change of use of any land and/or property
- Use of Council land and/or property to generate income

## Asset Related Council Services

Within the Council there are a number of services whose role it is to primarily work on asset related issues. This basic overview outlines those service areas and the responsibilities they fulfil.

### Strategic Asset Management

The Strategic Asset Management service sits within City Development and is responsible for ensuring that the Council's property and land portfolio is used most effectively to enable delivery of the best services to the citizens of Leeds, whilst achieving operating cost efficiencies.

Strategic Asset Management drafts the Council's Asset Management Plan and oversees its implementation, in partnership with services across the organisation. It works with services to ensure that their property requirements are planned for, challenged where appropriate to do so, cost effective and fit with future strategic asset planning.

For any service or team wishing to move accommodation or undertake a project/programme with asset related implications Strategic Asset Management must be contacted to help inform early discussion and guide on governance and the correct decision making process.

### Civic Enterprise Leeds (CEL)

Established in early 2014, CEL was formed by merging the building maintenance elements of the former Corporate Property Management and Property Maintenance. CEL is the Council's in-house maintenance and buildings work service, which in the majority of cases is responsible for undertaking:

- Planned maintenance;
- Statutory maintenance;
- Responsive repairs; and
- capital works of up to £250,000.

**All non-routine works requested by services, e.g. changes to layout and design, decorating, and refurbishment, should be made via Strategic Asset Management, who will then advise on the appropriate route to raise the capital budget and manage the process of commissioning CEL, ensuring that specifications are agreed and delivered through the works.**

## Directorate Asset Management Boards

A number of Directorates have their own Asset Management Boards which consider and plan for asset related change requirements. These boards include representation from Strategic Asset Management and therefore are a good place to obtain early advice on any asset related matter, prior to escalation up the governance process. Strategic Asset Management will be able to provide a link to the appropriate officer for the boards.

## Governance & Decision Making

It should be noted that under the Council's Financial Regulations that only 'the Director of City Development has the authority to make any decision on property matters including all land and property acquisitions, disposals, leases, and licences.

Therefore all other directors must engage with the Director of City Development in respect of any of the following:

- Acquisition or disposal of land and/or buildings owned/to be owned by the Council;
- Proposals to change the use of any land and/or buildings owned or occupied by the Council;
- Proposals to move staff in or out of buildings owned or occupied by the Council;
- Proposals to move staff into or out of buildings owned by third parties;
- Any potential leases or licences of land and/or buildings; and
- Any proposal to use Council land and/or buildings for the purpose of generating additional revenue.

In relation to the above, the Director of City Development will then advise on the appropriate approval process to be followed taking into account the Council's overall strategic priorities.

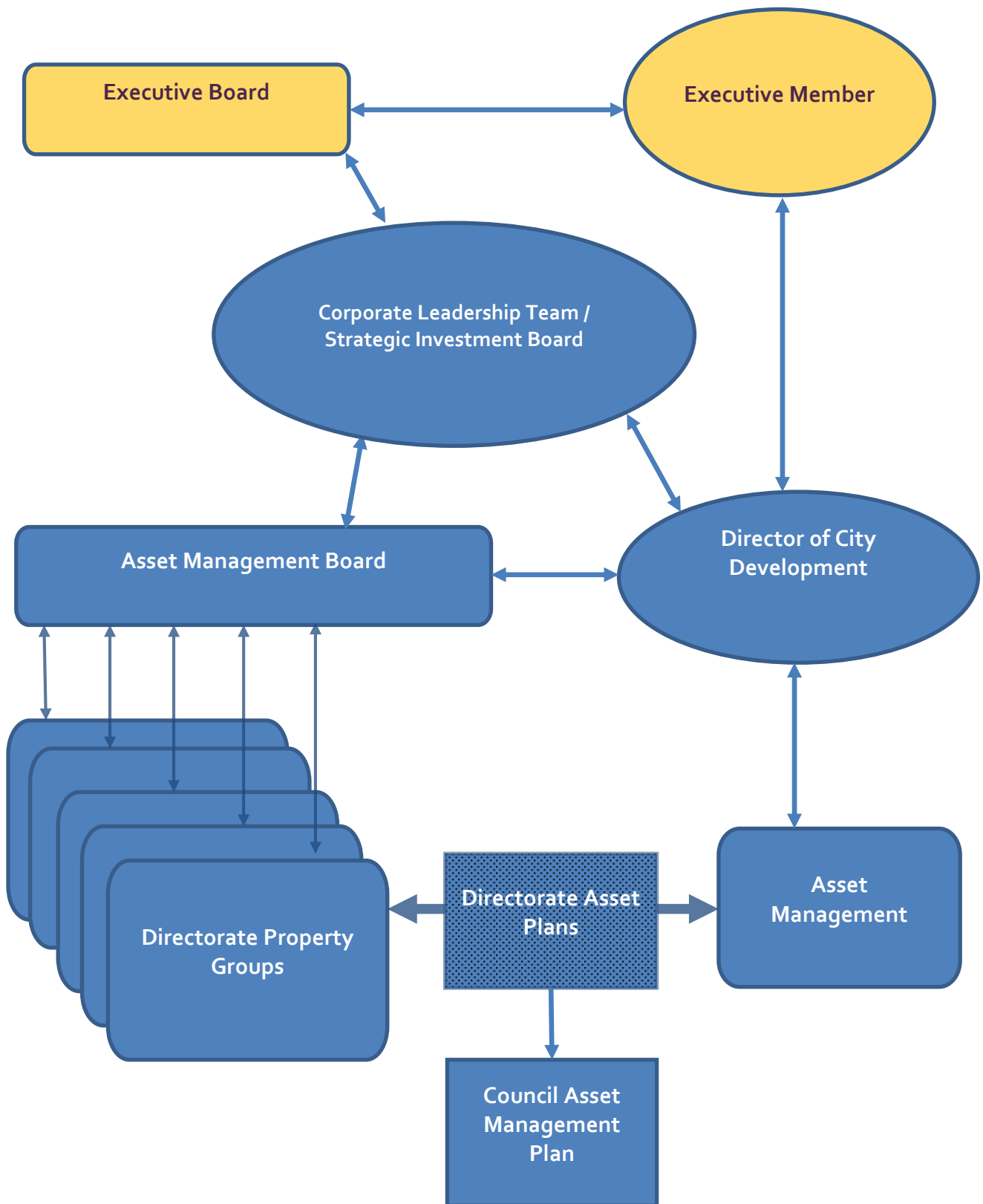
Where following such consultation a Director no longer requires the use or occupation of land and/or a building, then the latter should be declared surplus for service delivery purposes without delay to ensure buildings do not remain vacant for an unnecessarily long period of time prior to alternative use/disposal.

Where a service is vacating a building (or part thereof) then the surplus property handover procedure in the land and buildings toolkit must be adhered to.

Early consideration of any asset proposals by the Council's Asset Management Board and/or Strategic Investment Board, is advised. Ultimate support of the Board to finalised proposal will be required prior to formal approval either by Executive Board or by appropriate City Development officers via the Council's scheme of delegation and sub-delegation.

The diagram on the next page illustrates the governance structure for all property and land decisions.

# The Council's Governance Structure for Property & Land Decision Making



## Asset Management Plan of a Page 2014/17

Best Council Plan 2013/17

Outcome: Achieve the savings and efficiencies required to continue to deliver frontline services

### Good Asset Management

- Improving efficiency of use
- Co-location with partners
- Accommodation solutions for the Integrated Health & Social Care
- Work with the Third & Private sectors to maximise asset efficiencies

### One Council Approach

- Support to wider organisational objectives & priorities
- Better use of assets & resources
- Informing of strategic decision making
- Achieving equity across all services

### Supporting Regeneration, Economic & Housing Growth

- Strategic disposals, including the packaging of sites where relevant
- Strategic acquisitions
- Supporting the Housing Growth Programme
- Planning briefs for disposal sites

### Ten Key Areas of Focus

#### Asset Review & Rationalisation

- Achieve £5m savings by March 2017

#### Office Accommodation

- 10% reduction in locality office accommodation by March 2017

#### Localities & Citizens@Leeds

- Asset solutions to deliver at least 10 Community Hubs by March 2016

#### Services & Directorates

- Produce a Council wide asset deliver plan for 2015/16

#### Council Project & Programmes

- LeedsTown Hall refurbish grant funding secured
- Asset solutions to deliver Better Business Management

#### Working with Partners

- Establish a Public Estate Board by March 2015
- Asset solutions for Integrated Health & Social Care

#### Making the Council's Portfolio Work Better

- Development & approval of an Investment Strategy for the city by March 2015

#### Careful & Planned Disposal of Property

- Solutions for future use of surplus land or property progressed within 3 months of being declared surplus

#### Maintaining the Retained Estate

- Achieve a ratio of 70:30 on proactive v's reactive maintenance spend by March 2017

#### Information Management

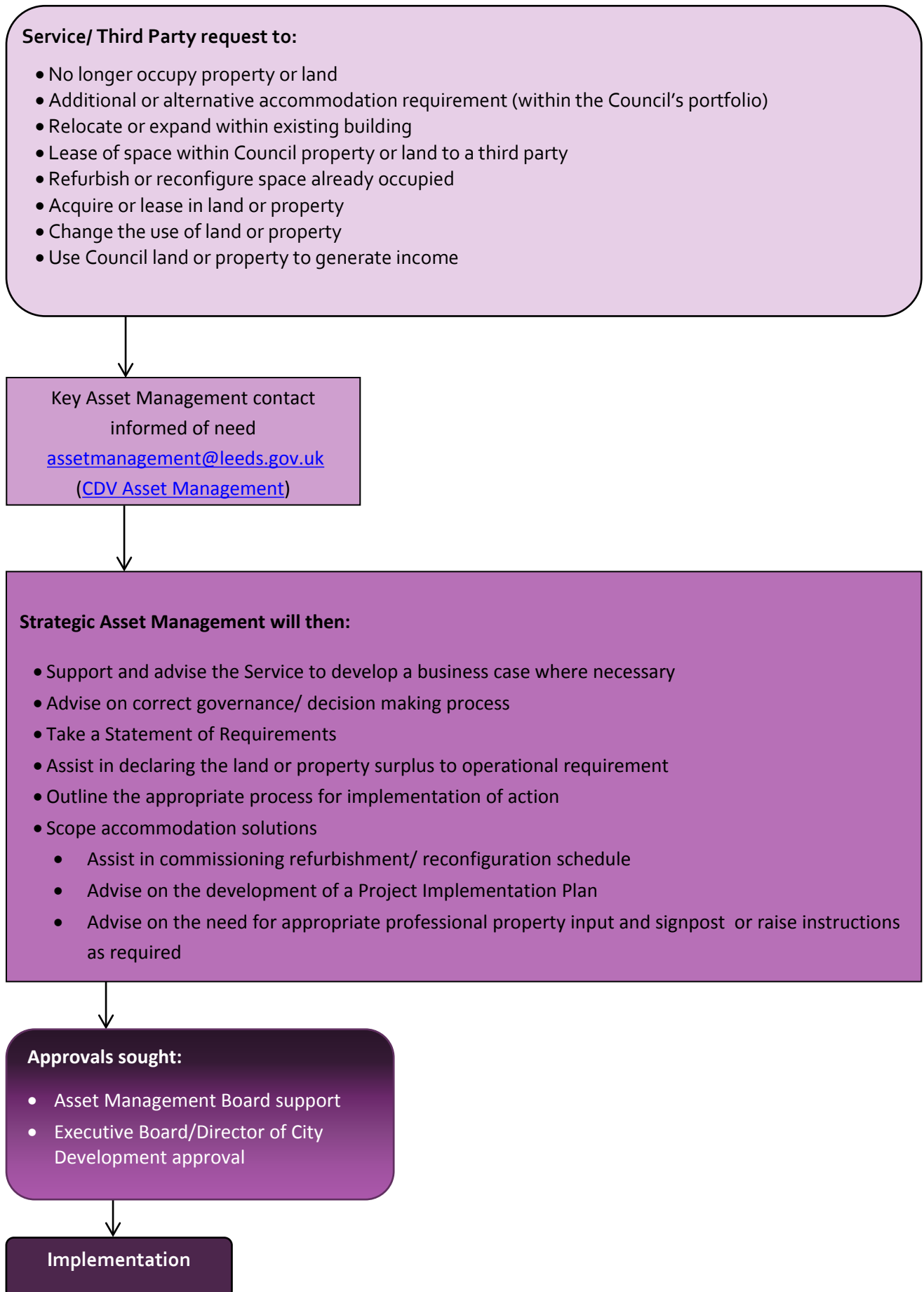
- Implement a holistic data capture system by March 2017

### Challenges

- Identifying land to support economic and housing growth
- Future use of brownfield land and void properties
- Meeting schools' Basic Need requirement
- Alignment of strategic projects and programmes with asset implications
- Sites to support the renewable energy programme
- Strategic investment to stimulate regeneration
- Delivery of older people's housing
- Management of heritage and listed buildings at risk
- Use land and property to generate new revenue



## Process Diagram for Asset Related Requests



## Key Contacts, Links & Templates

### Head of Asset Management

Ben Middleton  
Tel: (0113) 2477817  
Mobile: (07891) 271626

### Strategic Asset Management Executive Manager

Dayle Lynch  
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### Principal Asset Management Officers

Shelagh Crossley  
Tel: (07412) 600778

Neil Charlesworth  
Tel: (0113) 2477885  
Mobile: (07891) 276490

### Senior Asset Management Officers

Caroline Pickard  
Tel: (07891) 278580

Lisa Thornton  
Tel: (0113) 3957506  
Mobile: (07891) 275629

Michele Kelly  
Tel: (0113) 2243846  
Mobile: (07891) 276300

Generic email: [assetmanagement@leeds.gov.uk](mailto:assetmanagement@leeds.gov.uk) (CDV Asset Management)

### Land & Property Financial Regulations (page 8)

<http://insite.leeds.gov.uk/PoliciesAndProcedures/Documents/Financial%20Regulations.pdf>

### Asset Management Board

Report Template can be found at <U:\AMB\Report Template>.

A list of meeting dates and report deadlines can be found at: <U:\AMB\Meeting Dates and Report Deadlines>

## Routine maintenance or emergency repair

Property maintenance and repair for Leeds City Council are split into three distinct areas:

### 1. All other Council buildings

Civic Enterprise Leeds (CEL) provides repairs and maintenance for the remainder of the Council's building portfolio

Tel: 0113 3783000 (External) or 83000 (Internal)

Email: [CPM.CorporatePropertyManagement@leeds.gov.uk](mailto:CPM.CorporatePropertyManagement@leeds.gov.uk)

### 2. Housing and Estates Shops

Housing Leeds provides repairs and maintenance for social housing tenants. Contact is primarily by telephone or email, although social housing tenants can use their local Housing Management Office.

Tel: 0800 188 4000 or 0113 3760410

Email:

[Housing.South.Enquiries@leeds.gov.uk](mailto:Housing.South.Enquiries@leeds.gov.uk)

[Housing.East.Enquiries@leeds.gov.uk](mailto:Housing.East.Enquiries@leeds.gov.uk)

[Housing.West.Enquiries@leeds.gov.uk](mailto:Housing.West.Enquiries@leeds.gov.uk)

### 3. Schools

Children's Services Built Environment Team

Email: [cs.builtenvironment@leeds.gov.uk](mailto:cs.builtenvironment@leeds.gov.uk)

