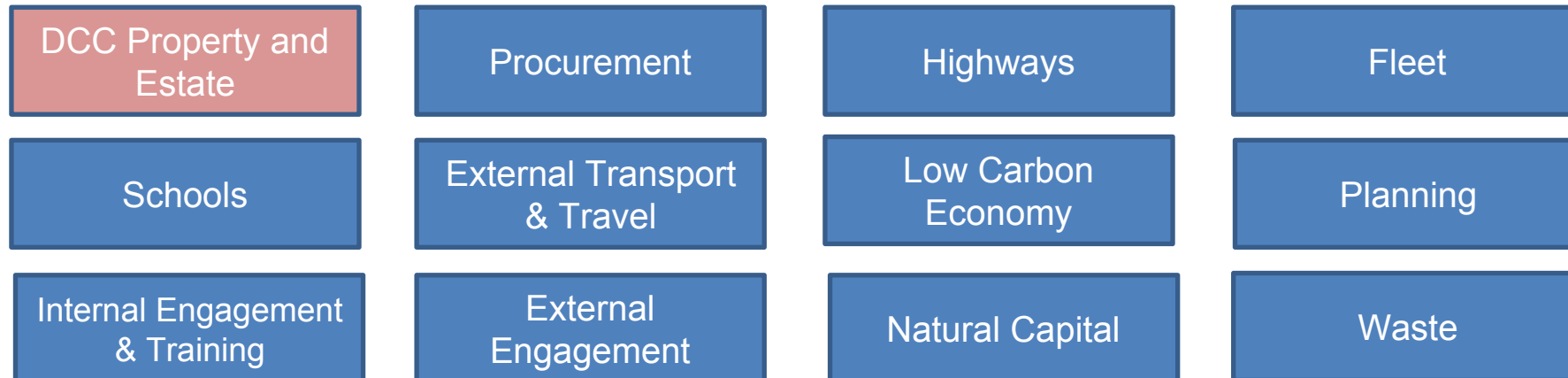


# Investing in a Sustainable Future for our Corporate Estate

# Derbyshire County Council Climate Change Strategy: Achieving Net Zero (2021-2025)

- Strategy approved by Cabinet on 14 October 2021
- Sets out what the Council will do to tackle emissions and achieve net zero targets.
- 32 priority actions, supported by over 120 supplementary actions, initiatives and projects, which the Council will either lead or support.
- Twelve Themes established to develop, implement, manage and monitor delivery plans.

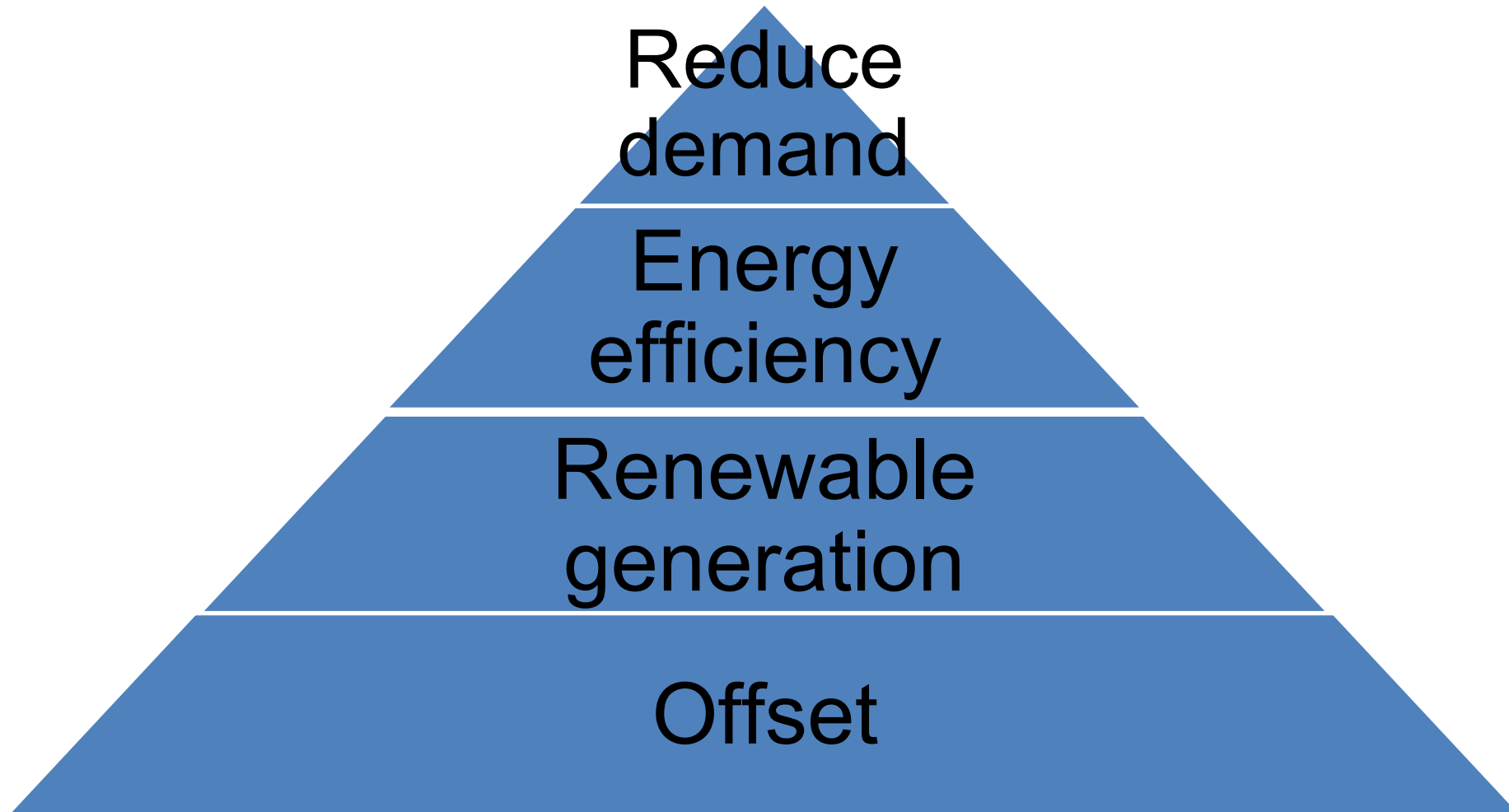


# Climate Change Workshop – emissions from Corporate Property

14 July 2020

# Property proposals

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# Property proposals

- Asset rationalisation and disposal programme, including One Public Estate
- Behaviour Change
- Low cost energy efficiency measures
- Deep retrofit
- Microgeneration on buildings
- Large scale renewables
- Purchase of renewable electricity
- Purchase of green gas

# Forecasted property emissions

Key Action	2009/10 t/CO <sub>2</sub> e	2018/19 t/CO <sub>2</sub> e	2021/22 t/CO <sub>2</sub> e	2026/27 t/CO <sub>2</sub> e	2031/32 t/CO <sub>2</sub> e
Rationalisation			-157	-488	
Behaviour change			-638		
Low cost energy efficiency				-950	
Deep retrofit				-1,640	
Microgeneration				-42	
Large scale renewables				-1,545	
Purchase renewable electricity					-137
Purchase green gas					-3,894
<b>TOTAL (incl greening of grid)</b>	<b>15,666</b>	<b>10,023</b>	<b>9,800</b>	<b>4,703</b>	<b>664</b>

# Asset rationalisation and disposal

<b>Key actions</b>	Continuing to dispose of buildings which have been identified as surplus or are currently vacant and awaiting disposal
<b>Emissions reduction</b>	645t/CO <sub>2</sub> e
<b>Notes</b>	<ul style="list-style-type: none"><li>• Further properties may be identified as service reviews are undertaken and property needs are identified in line with the AMF and resulting protocols</li><li>• Some uncertainty remains regarding ownership of buildings in the future resulting in challenges for decision making about energy efficiency measures</li><li>• The acquisition of new buildings is not factored into calculations</li></ul>

# Our Portfolio:

- ~4,500 land and property assets
  - Asset value in excess of £2 billion
  - Property running costs: £18m
  - Utility costs: £4m
  - Maintenance backlog: £72.5m
  - Annual repairs and maintenance budget: £4.5m
- Drivers for rationalisation:
  - Revenue savings
  - Capital receipts
  - Regeneration and economic development
  - Net zero GHG emissions targets



# Property 2025

**Ensuring that we have the right buildings in the right place to support excellent and dynamic service delivery.**

**Creating the right kind of flexible spaces that work effectively and efficiently for everyone who uses them.**

**Being ambitious and enterprising in how manage our buildings to maximise value for money, income and savings.**

**Strengthening partnerships to support colocation, co-delivery of services and more resilient communities.**

**Responding to the climate change agenda by reducing our carbon footprint.**

**Underpinning all - Planned and preventative maintenance, asset challenge, performance benchmarking and performance monitoring.**

# Property 2025

Every asset will be reviewed, challenged and will have a plan in place.

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## Individual Asset Plans

Each asset will have a plan and be managed according to its category:

**Operational** - Fit to service strategy, **invest to save, maintain, performance monitor**, continually review

**Development** - **Options review, feasibility, performance criteria, development vehicle** implementation of project

**Commercial** - maximise potential, performance manage, invest as required, continually review

**Holding** - Innovation, thriving communities, partnerships, **invest to save, maintain**, continually review

**Surplus** -Uplift potential value through planning, demolition etc, dispose for capital receipt



## What We've Done

Every asset has been categorised as operational, development opportunity, income generating/commercial, other reason for holding or surplus for disposal.

Priority flags for review applied: lease break, holding cost, development potential etc.

Five year rolling programme has been drawn up, with 168 assets prioritised for review and planning in Year 1.

Asset Plan template agreed

Performance bench marking in progress

# Asset Reviewing and Planning:

## ASSET PERFORMANCE

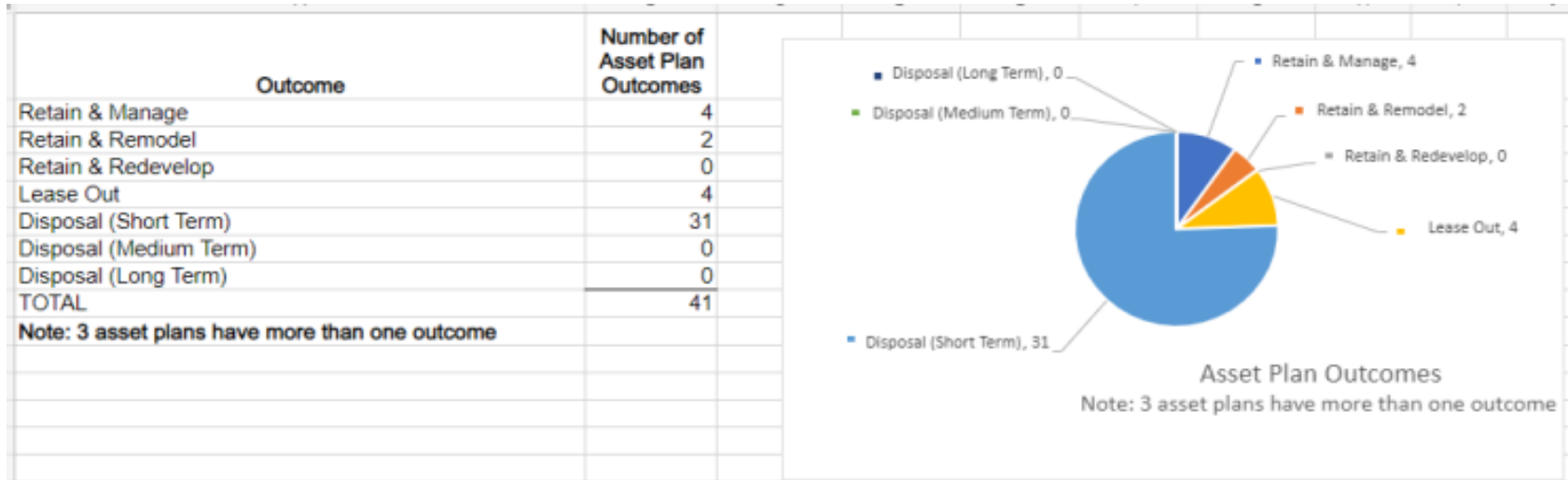
	Total/ Score	Per square metre	Bench- mark	Performance Scale				RAG Rating
				Very Poor	Poor	Satisfactory	Good	
Energy Efficiency (Consumption)	12,160kWh	31kWh	-88.38%	Very Poor	Poor	Satisfactory	Good	<span style="color:red">■</span> <span style="color:red">■</span> <span style="color:orange">■</span>
Running Costs (3 year average)	£16,959.42	£43.23	86.30%	Very Poor	Poor	Satisfactory	Good	<span style="color:green">■</span> <span style="color:green">■</span> <span style="color:green">■</span>
Maintenance Liability	£385,503	£982.60	Benchmark not yet determined					
Fire Risk Liability	£15,650	N/A	N/A					
Suitability (Fitness for Purpose)	N/a – library run by community group not DCC.							
OVERALL PERFORMANCE				Incomplete data therefore unable to determine overall performance.				
Whole Life Costing (Maintenance only)	Life Cycle Element		Cost £ 5 – 10 Years	Cost £ 10 – 15 Years	Cost £ 15 – 20 Years	Cost £ 20 - 25 Years	Comments	
	Externals						No breakdown currently available	
	Building Superstructure							
	Mechanical							
	Electrical							
<b>TOTAL</b>		£189,942.00						

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- Energy is 40%, weighted higher than any other criteria
  - Benchmarked against CIBSE data for different buildings types
  - Ranked good, satisfactory, poor or very poor.
- If it's not hitting the mark:
- Challenge the use of the asset
  - Consider any invest to save opportunities
  - Consider whether it can be used for alternative service delivery and/or offsetting or energy generation

# Asset Reviewing and Planning:

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	Year 1	Year 2	Year 3	Year 4	Year 5	TOTAL
Number of asset plans completed	38	0	0	0	0	38
Number of asset plans to complete (as at 22/09/2021)	176	149	155	154	101	735
% Completed	22%	0%	0%	0%	0%	5%



# Corporate Asset Management Strategy 2021- 2025

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- Organisational drivers/Council Plan, Enterprising Council
- Links to other corporate strategies
- Introducing the estate – portfolio overview, composition of the estate
- Key national policy drivers
- Corporate Property 5 objectives
- High level intro to Corporate Landlord/Asset Optimisation, different kinds of asset review & planning
- Governance
- How we measure success-KPIs
- What we have done so far
- What is in our AMP

# Corporate Asset Management Strategy 2021-2025

## How we measure success (ALL)

**Complete our asset management strategy** - reviewed annually, presented to members every 5 years  
Complete asset management plan - review quarterly at SMT, first state of the estate report end of year one  
**20% of all assets will have an asset plan in place** - signed off by CAMG  
We will have set out how we are **benchmarking and measuring property performance** - agreed at SMT  
At the end of year one we will therefore be able to **set a target for what we wish to achieve** - signed off by CAMG  
SAMPS will have been written for all four divisions - signed off by CAMG  
Revenue saving over next five years as set out - financial plan and signed off by CAMG  
Live **Planned maintenance programme in place for next five years** which meets the SAMPS - signed off SARB and DMT  
**Capital receipts/disposals programmed for 5 years** - appropriate KPI attached and reviewed annually by SARB and CMT

## Year 2

Asset Optimisation implemented - will get us to an efficient effective asset base  
**End of year two we will have an energy policy** - reviewed annually by SARB, CAMG and CMT  
**Whole life cost model** will have been developed - signed off at SARB and SMT  
By end of year 2 the Capital programme linked to the service plans will be drawn up - SARB and CAMG  
FM strategy in place (in 4 years we'll have started to deliver standardisation of spaces) - reviewed annually SARB, CAMG and CMT  
Disposals strategy in place - reviewed annually SARB and SMT

## 4 Years - at BAU

First investment projects delivered - overseen by CAMG and reported to PSP partnership board  
All data to be centralised, cleansed and up to date - reported to asset optimisation strategic panel and DMT  
**Lifecycle costing in place** - SARB  
**Collect running costs and energy efficiency for each of the asset plans** - SARB  
Condition survey programme aligned to the asset plan programme - SARB & SMT

## 5 Years

**All asset plans will have been reviewed and have a plan in place** - signed off by CAMG  
Forecasting 25 year portfolio wide revenue savings - CAMG, CMT and report to members

**Strategic Aim:**  
Every asset will be performing in the 'good' category

# Our Strategy Suite

- Asset Management Strategy
- Asset Management Plan – Our action plan, reviewed quarterly at SMT
- Energy Strategy – reducing energy use and producing clean energy
- Repairs and Maintenance Strategy
- Construction standards – what does excellent look like in commissioning capital works
- Disposals Strategy
- Facilities Management Strategy

# Summary:

All property and land assets are being reviewed and the best opportunity for the organisation is recommended, including how they might be used to meet wider strategic objectives.

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- Where the asset is to be retained, this will include performance measurement and energy efficiency forms 40% of the benchmark figure. Options will be considered for invest to save projects to improve efficiency, based on lifecycle costings and long term capital programmes projected.
- Where the asset is a development opportunity, opportunities to deliver energy production and/or carbon offsetting will be considered in any options appraisal. Example Williamthorpe Ponds.
- Where capital works are commissioned, the brief will include our carbon strategy requirements as a client.
- Where an asset planned for disposal opportunities will be taken to deliver the Council's carbon pledges. Example: low energy housing on site currently under consideration and value of site against open market housing established for comparison.