Commissioning Strategy

2026-2029

1. Foreword

Unlocking the Full Potential of Our Estate: A Strategic Vision for Asset Management
A bold and forward-thinking approach to managing our land and property assets is essential to shaping the future of our services and communities. Our Asset Management Strategy sets out a clear and ambitious framework for the next five years—ensuring that every decision we make about our estate is purposeful, evidence-led, and aligned with delivering excellent services.

The Asset Management Strategy is supported by the following suite of documents which further align the management of property and assets to deliver the Council, Departmental and Asset Management objectives:

- Property Maintenance Strategy
- Estate Management Strategy
- Commissioning Strategy
- Facilities Management Strategy
- Disposals and Acquisition Protocol

These strategies define how we, using a corporate landlord approach, not only support frontline service delivery, but respond to and plan for future changes in the way that we deliver those services and also meet the needs of an increasingly flexible and agile workforce, embracing opportunities to collaborate with services across the Council and with partners. The Council's corporate responsibilities are at the forefront of all our activities.

Our assets are second only to our people in terms of value and impact. Effective asset management is a powerful lever for change—driving sustainability, supporting innovation, and contributing directly to Council priorities.

The Strategy balances ambition with discipline, and enterprise with evidence. Our strategy is the roadmap to ensuring every asset we hold is aligned to the Council Plan and plays a clear role in delivering excellent services.

2. Introduction

The Asset Management Strategy has set the following objectives:

- 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 we manage our buildings to maximise value for money, income and savings
- Strengthening partnerships to support colocation, co-delivery of services and more resilient communities
- Future proof the estate from increasingly extreme weather, use cleaner energy to deliver cost savings and reduce pollution

Underpinning all of this will be planned and preventative maintenance, robust and continuous asset challenge, performance benchmarking of our portfolio and performance monitoring.

Through the Asset Management Strategy and supporting documents officers are encouraged to be ambitious and create value from surplus and underutilised land and property, delivering capital receipts, revenue savings and revenue generation opportunities.

3. Approach and Process

3.1.1 Commissioning Strategy

The purpose of the Commissioning Strategy is to align the function to deliver Council, Departmental and Asset Management Strategy objectives.

The strategy covers the following:

- Strategic asset lifecycle plan that integrates proactive maintenance and transformational investment
- Lead the strategic commissioning and governance of capital programmes
- Robust financial stewardship and cost optimisation practices across asset portfolios
- Strategic capital budget planning and performance monitoring

3.1.2 Optimising Value

The seam running through our strategy is to optimise value of the Estate at every opportunity by aligning commissioning to corporate and financial objectives.
An asset is categorised as one of the following outcomes in an Asset Plan, as detailed in the Asset Management Strategy.

- Retain and manage in current form
- Retain and remodel
- Retain and redevelop
- Lease out (whether commercial or
- community
- Dispose in short term (within 2 years)
- Dispose in medium term (within 2-5 years)
- Dispose in long term (5+ years)

When delivering Asset Plans we will look to provide bold and value for money outcomes aligned to corporate objectives through use of appropriate delivery models

The Strategy focuses on:

- Integrating planned maintenance with asset transformation initiatives, prioritising interventions based on asset criticality, condition, and performance.
- A governance and assurance process for capital projects, covering commissioning, delivery oversight, and post-implementation review.
- A financial management approach that tracks, controls, and optimises costs across the asset lifecycle, including procurement, maintenance, and disposal.
- Oversight of capital budgets, including planning, forecasting, and performance monitoring against strategic asset objectives.

3. Approach and Process – cont'd

3.1.3 Governance

Performance of the Strategy is reported, monitored and challenged at Strategic Asset Review Board (SARB) to ensure maximised value is being delivered. Processes and decisions are reviewed and approved at SARB to ensure a consistent and considered approach is maintained.

Quarterly updates are provided to Corporate Asset Management Group.

3.1.4 Data and Processes

Current processes and information management will be reviewed to seek greater efficiency, effectiveness and transparency.

Using the Council's asset management system to align to operational and corporate objectives. Prioritising data validation to enable real time and accurate data for transparent reporting/monitoring tools through a 'dashboard' linked to operational and corporate objectives.

3.1.10 How we Measure Success

The successful implementation of this Strategy will be monitored alongside the Asset Management Strategy at the Strategic Asset Management Board monthly. The following measures will be monitored:

- Improved reliability, reduced lifecycle costs, and enhanced service delivery aligned with organisational priorities.
- Capital projects consistently deliver intended benefits on time and within budget, with performance outcomes aligned to long-term asset strategies and stakeholder expectations.
- Financial resources are optimised across the asset lifecycle, enabling informed investment decisions, improved cost transparency, and enhanced value-for-money outcomes.
- Capital budgets are strategically managed to support prioritised asset investments, ensuring financial sustainability and alignment with organisational asset management objectives.

4. Implementation and Review

The Strategy will be circulated to all officers, stakeholders, Councillors and partners involved in managing the Estate and will be available on the Council's intranet to ensure there is a consistent message. The Strategy will be reviewed in line with the Asset Management Strategy 2026-2029 cycle and any feedback and findings will be considered.