



Corporate Property Strategy 2025-2035



Bewerley Park Centre, Harrogate

Contents

Foreword	3
Executive Summary	4
Our Portfolio	6
Our Ambition	8
Who will use this Strategy	9
Our Principles	10
Principle A: Corporate Landlord	11
Principle B: Estate Optimisation	13
Principle C: Sustainability & Carbon Reduction	15
Principle D: Supporting Communities	17
Measuring Delivery and Achievement	19
Governance	21
Annex A: Glossary of Terms	23
Annex B: Corporate Landlord MoU	24
Annex C: Sub-analysis of the Portfolio	26

Foreword

We are excited to present North Yorkshire Council’s Corporate Property Strategy, a vital framework that sets out our vision for managing and developing the Council’s property assets in a way that supports our strategic priorities, delivers value for money, and enables high-quality services for our communities.

Our property portfolio is one of the Council’s most valuable resources. It underpins everything we do, from delivering frontline services to supporting economic growth, environmental sustainability, and community wellbeing. This strategy ensures that our approach to property is proactive, data-driven, and aligned with our ambitions for a greener, fairer, and more prosperous North Yorkshire.

As a newly unified authority, we have a unique opportunity to reshape our estate to better reflect the needs of our residents and staff. This strategy sets out how we will rationalise, invest in, and modernise our assets to support agile working, reduce our carbon footprint, deliver financial returns and unlock opportunities for regeneration and partnership. We will use our buildings and land to support local communities, protect our heritage sites, and create places that people are proud of—helping to build a stronger, more connected North Yorkshire.

We are committed to transparency, accountability, and collaboration in the delivery of this strategy. Through strong leadership and a clear governance framework, we will ensure that our property decisions are robust, inclusive, and future-focused.

We would like to thank all those who have contributed to the development of this strategy. Together, we will ensure that our property assets continue to serve the people of North Yorkshire effectively and sustainably for years to come.



Gary Fielding
Corporate Director of Resources



Cllr Gareth Dadd
Deputy Leader and Executive Member for
Finance and Resources

Executive Summary

North Yorkshire Council (NYC) has inherited a significant property portfolio, and its scale gives North Yorkshire Council a uniquely significant role in managing public land and buildings. The shift to a unitary model enables the development of a single, county-wide asset management strategy, replacing the fragmented approaches of the former district and county councils. This allows for standardisation of asset data, improved governance, and more strategic decision-making.

Our Council Plan emphasises a “most local large council” approach, with four pillars: local services and access, local accountability, local action, and local empowerment. By aligning our assets with these pillars, we can maximise their value and impact.

This Corporate Property Strategy (CPS) focuses upon all operational land and buildings, commercial investment assets and land held for development; excluding the Council’s Housing Revenue Account and highway assets which are the responsibility of other service departments in the organisation. The Strategy has a ten-year vision taking it through to 2035, however it will be reviewed after the first twelve months to ensure corporate alignment as the new organisation evolves.

The purpose of our CPS is to guide the effective and efficient management of our portfolio of assets to achieve our key objectives. The strategy will provide the Council with a structured approach to respond to service needs and priorities and will also form the basis on which the Councils team of property professionals will manage and operate the portfolio with support from key services in legal, procurement and finance.

The Strategy is designed to take a corporate view of the property portfolio so that we can respond to the challenges of reduced central government funding, the rising costs of energy, the climate emergency, the changing trends of working and service delivery accelerated due to the COVID-19 pandemic and through Local Government Reorganisation, the developments in prop-tech and more local needs tailored to our communities as identified in our Corporate Plan.

The Strategy is necessary to operate a portfolio that is fit for purpose, whilst being flexible and resilient to the adaptations of the future, and to ensure that the portfolio is transformed into a purposeful collection of assets that are well maintained and reach into our communities at a local level.

Springboard Business Centre, Stokesley



The aim of the CPS is to develop an optimised land and property asset base, which is managed in a professional, resilient and increasingly commercial way; supports excellent service delivery; serves our thriving communities and responds to climate and sustainability objectives.

This is delivered through four principles.

1. Corporate Landlord

Delivering asset management in partnership with strong governance and professional excellence, through the centralisation of property activity into a single Corporate Landlord model, positioning Property Services as a key enabler to forward business change.

2. Estate Optimisation

Ensuring assets are fit for purpose, right sized and efficiently used.

3. Sustainability and Carbon Reduction

To support the Council's Climate Change Strategy in becoming net zero in our operational emissions by 2030 or as near to that date as possible.

4. Supporting Communities

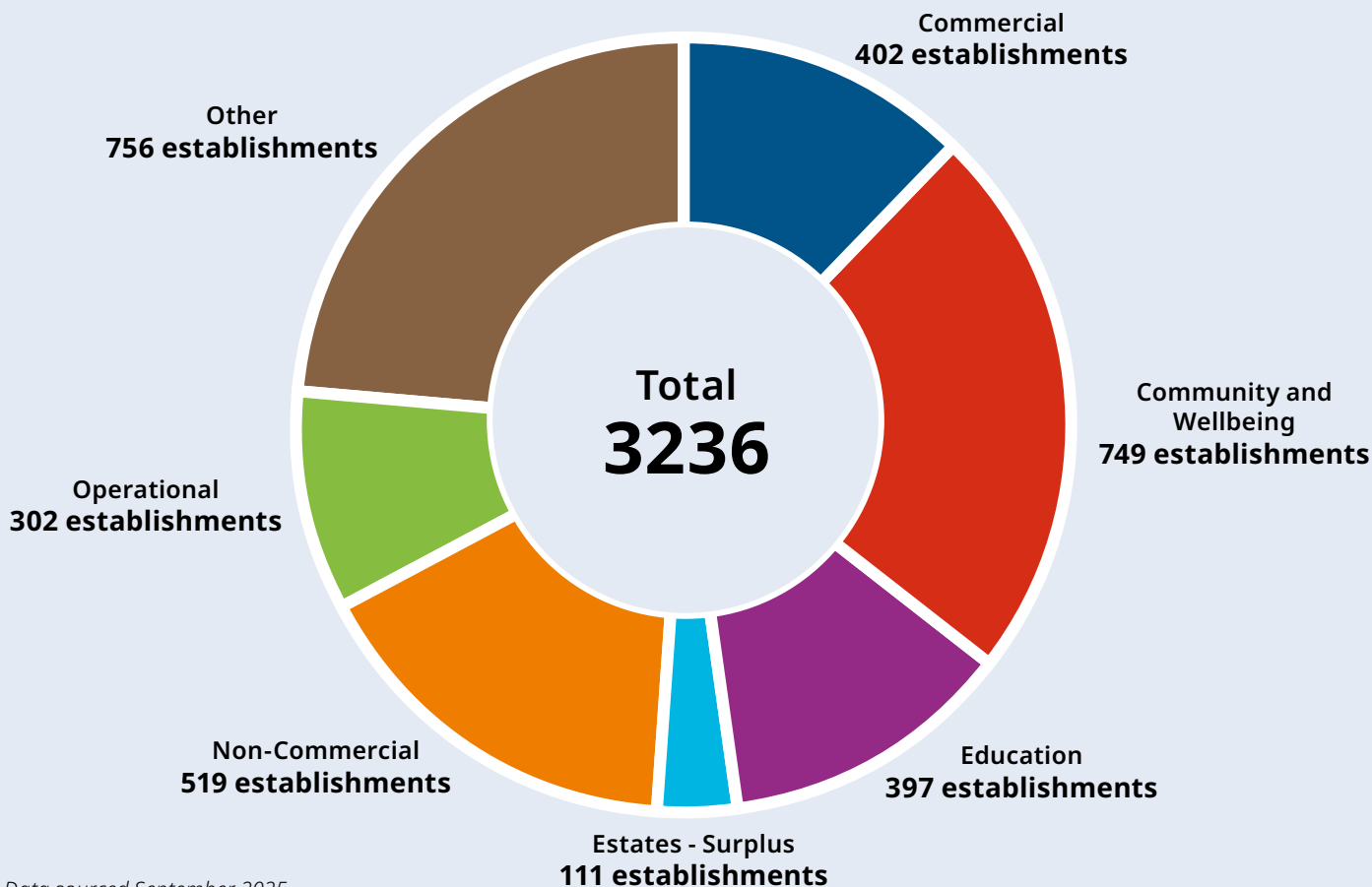
Working collaboratively to empower our communities, increase the sense of place and buy-in across North Yorkshire, contributing to wider initiatives and development objectives.

Implementation of the Strategy will be led by Property Services within the Resources Directorate. A newly formed Corporate Property Board will oversee the delivery of the CPS, and we will continue to work in partnership internally and with external bodies.

Given the scale of our portfolio and our breadth of partners we can utilise property as an enabler to make real change. Our plans will allow us to respond to our transforming environment, to deliver for our internal service areas, our customers, our public and private sectors and voluntary, community and enterprise partners to meet common priorities for North Yorkshire.

Our Portfolio

North Yorkshire Council's Establishments



Data sourced September 2025

Portfolio definitions

Commercial	Establishments held predominantly to generate rental yields / net commercial returns.
Community and Wellbeing	Establishments held predominantly to support community wellbeing / community benefit. Example assets include parks and gardens, bowling greens and sports pitches, community centres, assets leased to community groups at peppercorn rents, public conveniences.
Education	Establishments held for education purposes. Example assets include maintained schools, academy run schools, adult learning establishments.
Surplus / Strategic Sites	Establishments that are surplus to requirements or strategic sites retained for future deployment, development or capital appreciation.
Non-commercial	Establishments that generate income, but where the purpose for holding is not purely commercial. Example assets include farms and farmland, car parks, non-HRA residential property and retained residential freeholds.
Operational	Establishments that the Council runs core services from / staff workplaces. Example assets include depots, NYC offices, council operated museums and cultural venues, leisure centres, crematoriums, libraries, and adult's and children's residential properties including Elderly Persons Homes and childrens residential units.
Other	Establishments that do not fall in above areas. Examples include landfill sites, infrastructure such as monuments and bridges, land and highways verges, and ex HRA garage sites.

Context and Current Position

This Strategy provides the organisational context and sets the framework for the efficient and effective management of property assets for NYC.

Since the formation of NYC in 2023, the estates of the former county and district councils have been merged, with the aim of converging all operational and strategic property management activity into a single harmonised modern and effective service; Property Services. This is the Council's first Property Strategy.

Since vesting day, the focus of property work has been to deliver financial savings from early asset rationalisation opportunities, restructure the property service, bring together service convergence work on portfolio data and intelligence and implement a single Corporate Asset Management System, alongside managing the extensive day to day, business as usual property related activity.

This Strategy will now provide a framework to support Property Services in delivering the efficient and effective management of the Council's property portfolio and related activities. It will guide short to medium-term planning through to 2030 and set the foundation for longer-term objectives through to 2035, aligning asset management with the Council's priorities and outcomes.

Alignment with Corporate Plans and Priorities

- The CPS supports the Council Plan's vision of delivering efficient, accessible, and sustainable services.
- It enables the "most local large council" model by ensuring assets are used to support local service delivery and community engagement including Double Devolution.
- The CPS is a key enabler of the Target Operating Model (TOM), which outlines how the council operates. It helps eliminate duplication, supports agile working, and ensures that property assets are aligned with new service delivery models.
- The CPS supports the Transformation Strategy, which includes digital transformation, system redesign, and customer experience improvements. It contributes to the "Way We Work" and "Customer Experience" themes by creating modern, flexible, and customer-friendly environments. By reducing reliance on physical offices and enabling hybrid working, the CPS complements the Digital Strategy, which aims to make North Yorkshire a "smart county."
- The CPS supports the People Strategy by providing safe, inclusive, and flexible workspaces that enhance staff wellbeing and productivity.
- The CPS is aligned with the council's Net Zero ambitions, focusing on energy efficiency, carbon reduction, and sustainable asset use.
- It enables the delivery of local regeneration and investment priorities by identifying and repurposing assets that can support economic growth and community development, through the Locality and Town Investment Plans.

The approach taken will follow best practice guidance from the Royal Institution of Chartered Surveyors (RICS) and Chartered Institute of Public Finance and Accountancy (CIPFA) and adhere to ISO 55000 principles for land and property asset management.

The delivery of the strategy will also be in accordance with, and responsive to, the Council's Budget and Capital Plan, ensuring value for money and base alignment with the Council's financial position.

Our Ambition

North Yorkshire Council's Corporate Property Strategy aspires to create a modern, efficient, and sustainable property portfolio that enables excellent service delivery, supports thriving communities, and drives economic growth. By unifying and optimising our estate, we will deliver best value for residents, empower local decision-making, and support agile, digitally enabled ways of working. Our ambition is to lead with innovation, reduce our environmental impact, and ensure that every asset contributes to the council's corporate plan key themes to:



Support **thriving places** and **empowered communities** that live, work, visit and do business in **North Yorkshire**



Ensure the **people** of **North Yorkshire** are **safe, healthy** and **living well**



Develop more **sustainable** and **connected** places across **North Yorkshire**



Maximise the **potential** of **North Yorkshire's people** and **communities**

Who will use this Strategy?

1. Corporate Leadership Team, to ensure property decisions align with the council's strategic priorities, transformation goals, and financial planning.
2. Strategic Asset Managers and Property Teams, to guide day-to-day and long-term asset management, including acquisitions, disposals, maintenance, and optimisation.
3. Assistant Directors and Heads of Service, to plan service delivery around available or future property assets, ensuring facilities meet operational needs.
4. Transformation and Programme Teams, to support delivery of the Target Operating Model, digital transformation, and locality working by aligning property use with new ways of working.
5. Finance and Procurement Teams, to assess the financial implications of property decisions, including capital receipts, lifecycle costs, and investment planning.
6. Partner Organisations, including NHS, police, and voluntary sector partners – especially where co-location or shared use of assets is planned.
7. Locality and Community Teams, to support community asset transfers, local service hubs, and engagement with residents on the use of public buildings.



Our Principles

This strategy ensures the Council's Estate supports the Council Plan through the following overarching aim:

“to develop an optimised land and property asset base, which is managed in a professional, resilient and increasingly commercial way; supports excellent service delivery; serves our thriving communities and responds to climate and sustainability objectives”.

This will be underpinned by the following principles in alignment with the Council's vision and ambitions.

Principle A: Corporate Landlord

Delivering asset management in partnership with strong governance and professional excellence, through the centralisation of property activity into a single CL model, positioning Property Services as a key enabler to forward business change.

Principle B: Estate Optimisation

Ensuring assets are fit for purpose, right sized and efficiently used.

Principle C: Sustainability & Carbon Reduction

Ensuring NYC's property supports carbon reduction, sustainability and climate change objectives.

Principle D: Supporting Communities

Using our property to work with Communities to promote development and regeneration benefits.

The CPS provides additional detail on the overall approach to how each of these principles will be implemented through the formation of targeted objectives, as outlined below. Progress will be monitored against those objectives.

Principle A: Corporate Landlord

Delivering asset management in partnership with strong governance and professional excellence, through the centralisation of property activity into a single Corporate Landlord model, positioning Property Services as a key enabler to forward business change.

WHAT?	HOW?
Corporate Landlord Approach	<ul style="list-style-type: none"> • Property activity and the portfolio being centrally managed as a corporate resource by an appropriately qualified team. • Active and effective Corporate Property Board and sub-groups, structured to provide corporate oversight and enable clear, concise decision making. • Corporate decision making through the Corporate Property Board, to make best corporate use of assets. • Use of Service Level Agreements (SLA's) to provide a clear approach for responsibilities in the day to day to management of our assets.
Resilient property service structure	<ul style="list-style-type: none"> • Functional and effective structure with knowledge sharing embedded across all property disciplines. • Robust recruitment and retention strategy. • Streamlined access to consultancy arrangements. • Supporting staff through their continued professional development to work towards professional qualifications.
Service planning & improvement	<ul style="list-style-type: none"> • Effective service planning activity to promote and secure continuous improvement. • Agile approach to improvement, incorporating phasing of activity.
Capital project delivery and property improvement	<ul style="list-style-type: none"> • Centralised property project function. • Embedded capital projects governance and delivery arrangements. • Assurance of capital expenditure and project management activity.
Digital Innovation	<ul style="list-style-type: none"> • Integrated property systems to allow for real-time tracking of asset performance, usage, and maintenance. • Use of the asset data system to drive efficiencies / cost savings. • Exploring the use of Artificial Intelligence (AI) and technology best practice to deliver better value services.

2035 Ambition

The ambition is that by 2035 Property Services will be providing a seamless Corporate Landlord function across NYC, recognised regionally and across the sector for our expertise and approach; providing high quality property services which are led by robust, quality data and business insight. Annex B contains our Corporate Landlord Memorandum of Understanding, establishing the corporate principles for successful implementation of this approach.

By 2030 we will:

Professional Excellence – provide a proactive and resilient first-class property service.

Governance – have an effective high functioning property board and strong and effective capital project governance arrangements, which are embedded throughout the organisation.

Digital Innovation – use emerging technology and AI to improve our management of assets and create efficiencies.

Corporate Landlord Approach - manage assets as a corporate resource and make decisions on our portfolio that best meet corporate needs and priorities.

By April 2026 we will:

1. Have completed the Corporate Property re-structure and appointed to vacant posts.
2. Have established and embedded the Corporate Property Board, associated sub-groups and Corporate Landlord approach within the Council.
3. Begun our first review of the Asset Management Action Plan to support the delivery of the CPS ambitions.
4. Have fully established the Capital Projects Delivery Team and agreed corporate governance and monitoring linked to this function.
5. Have implemented a forward plan of service improvement activity aligned with improved utilisation and development of the Corporate Asset and Facilities Management (CAFM) system – to automate and streamline processes and better manage costs.

Principle B: Estate Optimisation

Ensuring assets are fit for purpose, right sized and efficiently used.

WHAT?	HOW?
Financial Effectiveness	<ul style="list-style-type: none"> • Centralisation of all property related budgets, considering future saving and income opportunities at a corporate level. • Targeting and monitoring of property disposals to generate capital receipts and reduce costs and liabilities. • Increasing rental income. • Effective management of surplus assets to reduce liability and risk exposure. • Considering options for re-purposing, demolishing and disposing of assets where it is cost effective to do so.
Asset Data and Performance	<ul style="list-style-type: none"> • Baselining the estate and asset data held. • Using a principal dataset to ensure consistency of data and how asset performance is measured. • Cleansing and verifying asset data to provide credibility. • Using a Core Estate approach to support prioritisation of spend and human resources across our assets.
Optimisation Strategies and Collaboration	<ul style="list-style-type: none"> • Thematic programmes to optimise the estate, considering and challenging existing and future service needs alongside asset requirements. • Using an asset challenge approach to individually review assets or asset classes and support business change. • Using data, knowledge and insight to identify underutilised assets and realise future rationalisation opportunities. • Identification of key partners across the sector and geography through the One Public Estate programme and explore co-location opportunities.
Property Compliance	<ul style="list-style-type: none"> • All assets compliance elements understood and qualified. • A proactive preventative maintenance programme in place to improve asset performance and reduce reactive repairs, address remedial activity. • Technology utilised to increase assurance and drive efficiency. • Prioritised rolling programme of condition surveys. • A long term planned maintenance programme in place to improve asset condition.

2035 Ambition

The ambition is that by 2035 we will have a cost effective, high performing NYC property portfolio, having brought forward optimisation opportunities and planned investment to enhance the retained estate and reduce its footprint, through the strategic rationalisation of surplus land and property assets.

By 2030 we will:

Proactively Measure Estate Performance – have a consistent level of understanding of our estate and have key measures in place to consistently measure and monitor asset performance.

Core Estate – take a risk-based approach to the prioritisation of assets and the management of associated spend and activity, and have asset plans in place to ensure priority assets are suitable and efficiently operated, clarifying responsibilities and providing assurance.

Optimisation – have delivered the first tranche of opportunities and used this success to put in place a forward continuous review and rolling programme for enhancing and maintaining assets and broaden the approach to support key partners.

Rationalisation – have disposed of or re-purposed a number of surplus assets and created a clear pipeline of future asset rationalisation activity to drive the generation of revenue cost savings and capital receipts.

Financial Security – manage all property budgets, projects and rental income centrally with forward opportunities for efficiency, cost savings and additional income identified.

By April 2026 we will:

1. Manage all property asset data and activity in the Corporate Asset Management System, to provide accurate, effective and efficient reporting.
2. Have agreed a programme of asset reviews to drive future optimisation and reduction in our operational estate and completed a number of reviews within the programme.
3. Have established a forward pipeline of asset disposals and capital receipt targets.
4. Have established a programme to monitor and oversee the management of our surplus assets.
5. Have baselined and centralised rental income budgets to effectively better monitor and manage the performance of the commercial estate.
6. Have baselined and centralised property related expenditure budgets to fully understand and manage the costs relating to the property portfolio.
7. Have agreed a policy to support the Core Estate approach and prioritised assets to guide the development of a long term planned investment strategy and the targeting of responsive repair budgets.

Principle C: Sustainability & Carbon Reduction

To support the Council’s Climate Change Strategy in becoming net zero in our operational emissions by 2030 or as near to that date as possible.

WHAT?	HOW?
Energy contracts	<ul style="list-style-type: none"> • Robust and effective contracting arrangements with energy suppliers and for ancillary requirements. • Access to offsetting opportunities such as Renewable Energy Guarantees of Origin (REGO) tariffs to balance carbon reduction activity.
Building use	<ul style="list-style-type: none"> • Fabric first approach to be taken when retrofitting assets with sustainable and carbon reducing solutions. • Implement measures to reduce energy and water consumption within Council occupied buildings. • Rationalise our operational estate to reduce carbon emissions. • Implement technology solutions to better manage our buildings and reduce energy consumption.
Land	<ul style="list-style-type: none"> • Utilise land holdings to support Biodiversity Net Gain. • Review opportunities to utilise the portfolio to produce renewable energy. • Manage land to support natural capital.

2035 Ambition

The ambition is that by 2035 the progress made to become net zero will be built upon moving some assets into a negative carbon position and to reduce the reliance on offsetting strategies.

By 2030 we will:

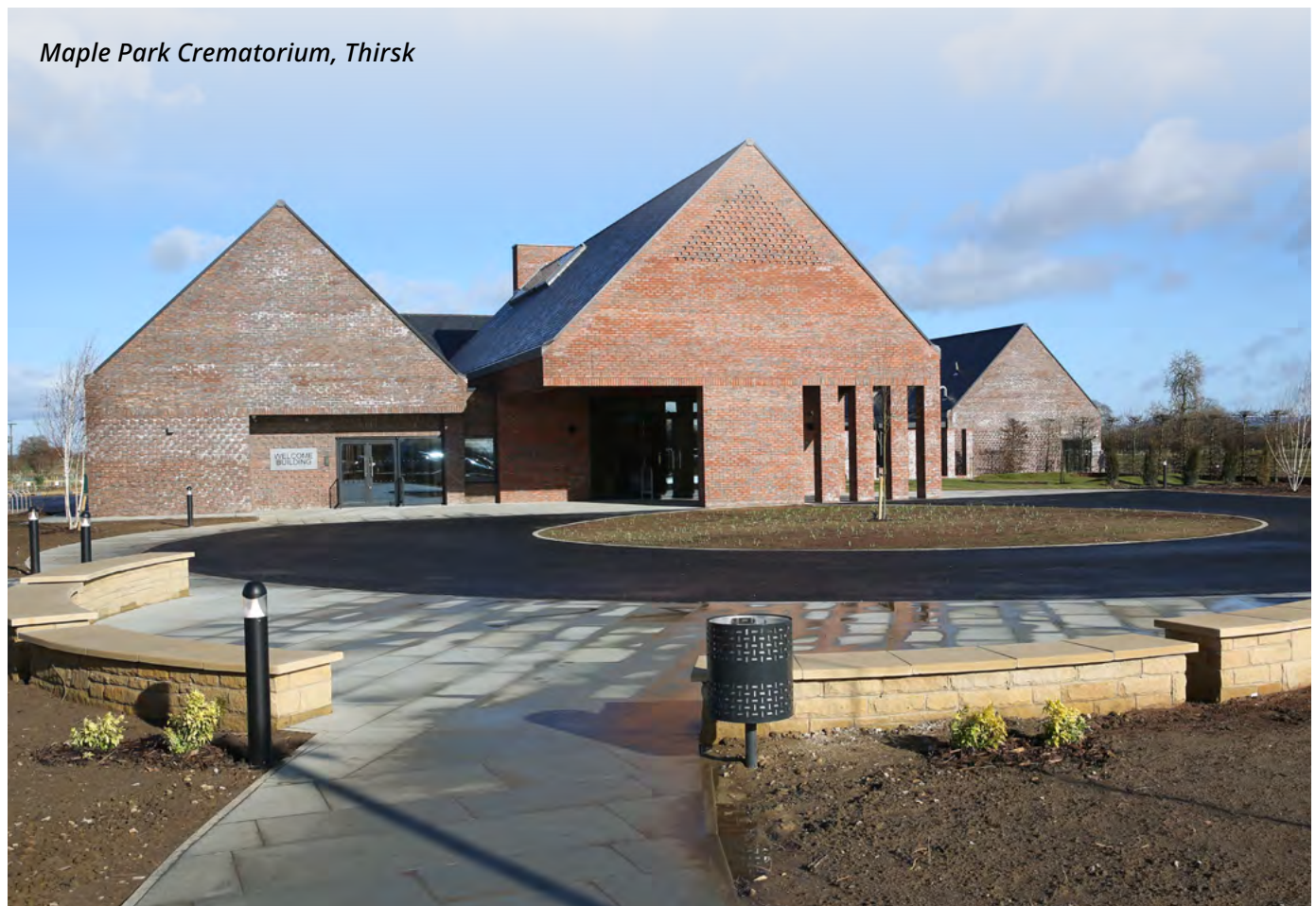
Net Zero – successfully bring the carbon emissions associated with the Council’s estate to a net zero position through the implementation of effective carbon reduction and offsetting strategies.

Occupancy – promote the efficient and effective occupancy of the Council’s estate, maximised utilisation and have embedded a culture of shared ownership to promote positive user behaviour and experiences to support sustainability.

Land – have a robust plan in place to maximise the utilisation of our land and natural capital to maximise non-traditional development opportunities, balancing natural, social, and economic gains.

By April 2026 we will:

1. Have established a programme to identify carbon reduction opportunities across the property portfolio and developed a priority project pipeline to support future capital investment and external grant funding bids.
2. Have created a forward programme of Energy Conservation measures that can be implemented across the retained Estate.
3. Have completed a Pilot project to explore opportunities to utilise the Council’s land to support biodiversity net gain initiatives.



Principle D: Supporting Communities

Working collaboratively to empower our communities, increase the sense of place and buy-in across North Yorkshire, contributing to wider initiatives and development objectives.

WHAT?	HOW?
Development	<ul style="list-style-type: none"> • Promotion of appropriate land holdings for inclusion within the new Local Plan. • Support the increase in housing delivery and employment through the release of Council land for development.
Regeneration	<ul style="list-style-type: none"> • Provide effective support for regeneration initiatives concerning Council property. • Enable growth through strategic property acquisition, place making, supporting the provision of affordable housing and interaction with key development partners.
Community Assets	<ul style="list-style-type: none"> • Proactively support and contribute towards the Council's Double Devolution aspirations. • Manage the Community Assets Policy, incorporating Assets of Community Value and Community Asset Transfer procedures.

2035 Ambition

The ambition is that by 2035 we will be seen as a sector leader in our approach to the management of community assets, taking a consistent, supportive and proactive approach, working with our key partners to ensure a whole system approach to taking responsibility, minimising forward liability and managing assets at a local level.

By 2030 we will:

Housing Delivery - have established a strategic sites programme to unlock Council owned sites for housing and economic development, adding further allocated sites for delivery as part of the Local Plan, and be well underway with the delivery of the programme.

Place Making - support and enable the delivery of key regeneration activity across our key towns.

Community Empowerment - be leading a consistent and successful approach to the appropriate use and transfer of assets within our communities, in accordance with relevant policies and procedures and supporting the Double Devolution agenda.

By April 2026 we will:

1. Have developed a strategic land programme to progress delivery of NYC owned sites with existing Local Plan allocations.
2. Have identified potential council owned sites that would be suitable for future housing and employment development uses and have submitted them in the NYC Local Plan Call for Sites exercise.
3. Support the devolution of assets to community groups, City, Town and Parish Councils.
4. Have developed and agreed a Community Asset Transfer (CAT) policy and be supporting community groups to identify and secure external grant funding to support with building investment.
5. Have reviewed the asset portfolio and created a programme of assets that will be suitable for CAT, linked to asset rationalisation.

Measuring Delivery and Achievement

The Corporate Property Strategy sets out the Council’s priorities for its property portfolio through to 2035. A supporting Asset Management Action Plan will provide a more detailed framework to measure and report performance against the strategy, alongside the Key Performance Indicators set out below.

Delivery of the strategy will be the responsibility of the Corporate Property Board, with progress updates to the Corporate & Partnership Overview and Scrutiny Committee.

Corporate Property Board reporting will include as a minimum:

- Quarterly reporting against agreed performance indicators
- Quarterly reporting against the Asset Management Action Plan
- Quarterly exception reporting on major property-based projects and programmes
- Annual approval of a ‘State of the Estate’ report summarising progress in the preceding 12-month period

The Corporate Property Board will also undertake a progress review of the Strategy after twelve months to ensure the strategic priorities remain appropriate and deliverable, making any changes considered necessary.

Key Performance Indicators

Principle A: Corporate Landlord services

Staff turnover rate.

Proportion of property team with, or working towards accreditation with approved property professional bodies.

Property related financial savings delivered through service improvements and automation.

Percentage of capital projects completed within programme.

Percentage of capital projects completed within the allocated budget.

Principle B: Estate Optimisation

Capital receipts generated from asset sales.

Percentage of lettable space occupied in the commercial portfolio.

Value of rental income generated from our tenanted lettable estate.

Financial impact of voids.

Cost of holding surplus assets.

Amount of total overdue rental debt.

Key Performance Indicators

Principle B: Estate Optimisation (continued)

Property related financial savings delivered through asset rationalisation and increased rental income.

Customer & building user satisfaction.

Percentage of estate with an up to date (5 years) condition survey.

Average cost per square metre for property maintenance.

Proportion of planned maintenance activities versus reactive.

Percentage of assets with a valid Gas Safety Certificate.

Percentage of assets with a valid Water Hygiene (legionella) Risk Assessment.

Percentage of assets with a valid Asbestos Management Plan.

Percentage of assets with a completed Fire Risk Assessment.

Number and Percentage of total assets with outstanding remedials (non-compliant/certified).

Principle C: Sustainability & Carbon Reduction

Number of assets with an EPC/DEC of C or below.

Number of assets with an EPC/DEC of G or below.

Number of decarbonisation reports completed.

Number of buildings with on-site renewable energy generation.

kWh generated annually from self-generation.

Percentage of total energy demand met by self-generation.

Reduction in energy demand.

Co2 tonnage reduction.

Energy Intensity compared to CIBSE guidelines.

Principle D: Supporting Communities

Number of homes, affordable homes opportunities and employment space created through the site disposal programme.

Number of regeneration projects supported by Council owned property.

No.of CAT applications approved and completed.

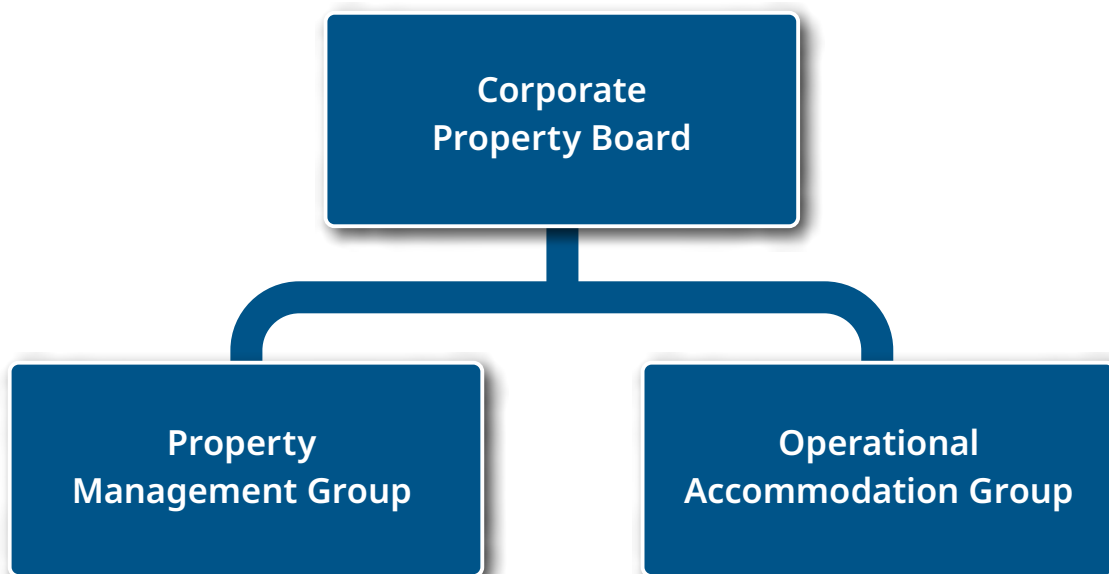
Governance

The Corporate Property Board comprises the Council’s Senior Management Team and will provide the strategic direction and oversight to support the Property Team with the management of the property portfolio, and play a critical role in the delivery of the North Yorkshire Corporate Property Strategy. It will provide a forum to consider property issues at a corporate level and provide a single, One Council approach to the management of property and facilities.

The Board will:

- Ensure assets are managed as a corporate resource rather than at directorate level.
- Commission the Corporate Property Strategy and receive progress updates against its delivery.
- Ensure the Corporate Landlord model is embedded successfully across the Council.
- Provide a steer on the direction of strategic property issues such as the approval of pipeline proposals and approval on specific strategic properties.

The Board will be supported by two sub-groups: the Property Management Group and the Operational Accommodation Group.



Property Management Group (PMG)

The PMG will:

- Consider emerging property issues at a cross-directorate level and ensure assets are considered from a corporate perspective.
- Lead on the Asset Challenge process and consideration of surplus assets.
- Receive updates on the disposal programme.
- Receive updates from the Property team on key strategic property matters.

Operational Accommodation Group (OAG)

The OAG will:

- Consider emerging accommodation issues at a cross-directorate level to ensure operational assets are considered from a corporate perspective.
- Review and challenge Service Delivery Asset Management Plans to consider opportunity for synergy.
- Lead on the optimisation of operational accommodation as a delivery and oversight group.
- Help property challenge the as is and support change.

Both groups will provide Property Services with a planning and operational interface to enable formal engagement and consultation for property related matters across all Directorates within the Council.

County Hall, Northallerton



Annex A: Glossary of Terms

Corporate Landlord (CL)	the centralised land and property function for the Council.
Corporate Property Strategy (CPS)	the corporate approach to strategic business planning, connecting corporate outcomes and business needs to the development of property assets and future investment.
North Yorkshire Council (NYC)	unitary local authority for the non-metropolitan County of North Yorkshire.
One Public Estate (OPE)	the OPE programme supports locally-led partnerships of public sector bodies to collaborate around their public service delivery strategies and estate needs.
Operational Accommodation Group (OAG)	an NYC sub-group that considers emerging accommodation issues at a cross-directorate level to ensure operational assets are considered from a corporate perspective.
Optimisation Strategy	strategic approach to the improvement of the asset base, increasing effectiveness, efficiency, suitability, and utilisation.
Property Management Group (PMG)	an NYC sub-group that considers emerging property issues at a cross-directorate level and ensures assets are considered from a corporate perspective.
Rationalisation	a planned approach to reducing the asset base concerning the release of surplus assets through repurposing, disposing, and demolishing.
Strategic Land Programme	a strategic, planned approach to releasing key allocated sites within council ownership for supporting the delivery of housing supply and economic regeneration.

Annex B: Corporate Landlord MoU

Purpose

This Memorandum of Understanding (MOU) sets out the terms and understanding to implement a Corporate Landlord Model aimed at optimising the management and utilisation of land and property assets within North Yorkshire Council.

It provides the background and context for developing and putting in place Service Level Agreements (SLAs) with Heads of Service or appropriate Service Managers where a service uses Council land and property interests. SLAs present respective Corporate Property and Service level responsibilities for identified property assets.

Background

The Corporate Landlord Model centralises the ownership, management, and maintenance of property assets and interests under a single centralised corporate entity. This approach aims to improve efficiency, reduce costs, and ensure that property assets are aligned with good practice and the strategic objectives of North Yorkshire Council.

Knaresborough Leisure and Wellbeing Hub, Knaresborough



Objectives of a Corporate Landlord Model

1. Ensure land and property interests are managed corporately to support the Council's Vision.
2. Ensure value for money and economies of scale.
3. Provide the right property solution, fit for purpose, in the right place both now and in the future.
4. Promote community empowerment and collaborative working with strategic partners for the benefit of our area.
5. Support and enable Carbon Reduction and Sustainability.
6. Support and enable Development and Growth.

Overarching Roles and Responsibilities

1. Property Services:

- Provide strategic direction and oversight for the Corporate Landlord Model.
- Ensure alignment of property management with council objectives.
- Allocate necessary resources for the implementation and operation of the model.
- Facilities Management (FM) and Workplace.
- Estates Management.
- Asset strategy and asset optimisation.
- Data and asset information.
- Property capital projects.
- Planned maintenance and responsive repairs.
- Property related Statutory and Policy Compliance.

2. Relevant Service:

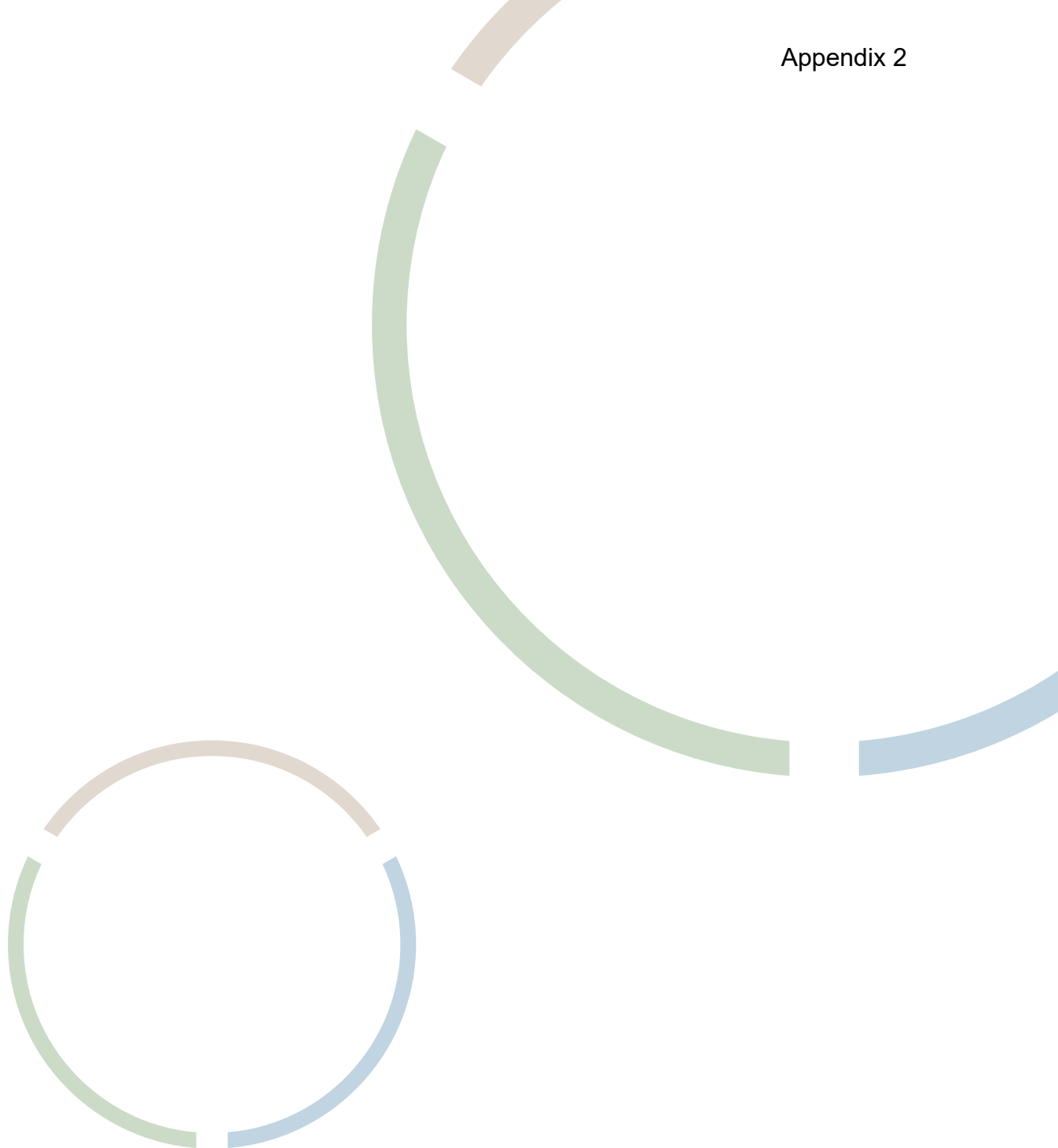
- Manage day-to-day service functions and operations within property assets.
- Meets all relevant service policies, laws and regulations, including Health and Safety.
- Regular communication between the Service and Corporate Property concerning the suitability and use of property assets.

Governance and Monitoring

The Corporate Property Board is established to oversee the implementation and operation of the Corporate Landlord Model. Issues arising from the implementation of this MoU will be reported to that group.

Annex C: Sub-analysis of the Portfolio

Portfolio	Sub analysis	Number of establishments
Commercial	Retail	91
	Industrial	193
	Leisure	63
	Office	28
	Other	27
Community and wellbeing	Community assets	48
	Parks, Play Areas and Open Space	550
	Public Conveniences	122
	Church yards and cemeteries	29
	Other	
Education	Academy School	172
	Maintained School	178
	Other Education Establishment	47
Surplus/ Strategic sites		111
Non-Commercial	Car Parks and Park and Ride	196
	Farms and Farmland	165
	Non HRA - residential interests	126
	Markets and Business Centre units	26
	Other	6
Operational	Childrens Centres, Day Centres & Family Hubs	34
	Crematoriums	4
	Cultural venues	12
	Depots	67
	Harbours	3
	Leisure Centres, Swimming Pools and Wellbeing Hubs	23
	Libraries and Registrars	38
	NYC Office	24
	Residential sites	84
	Other	13
Other	Bridges, Monuments and Infrastructure	94
	Land (including highway land and verges)	490
	Telecoms and Utilities	98
	Landfill sites	18
	Other	56



Contact us

Online: northyorks.gov.uk/contact-us

North Yorkshire Council, County Hall, Northallerton, North Yorkshire, DL7 8AD

You can request this information in another language or format at
northyorks.gov.uk/accessibility