



Corporate Asset Management Plan

2011 - 2014



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Foreword

I am very pleased to introduce Cheshire East Council's Corporate Asset Management Plan for 2011-14. The Plan sets out the Council's approach to the management of its land and buildings for the next three years.



Property will continue to be high on the Council's agenda. We know that the appropriate use of assets in the right location makes all the difference to service delivery. As a relatively new Authority, we aspire towards top performance, looking for every opportunity to make the best use of resources, including property, to support the delivery of our ambitions and priorities.

Our Corporate Asset Management Plan sets out how we look to optimise the use of land and property assets to support the delivery of front line services, the regeneration of our neighbourhoods and to meet our corporate objectives.

To achieve these aims and objectives, we recognise that the effective and efficient utilisation of capital and property resources will be key. This document demonstrates the Council's progressive efforts to meet the challenge of providing facilities that will contribute to the delivery of good quality services to the community and other stakeholders in the Cheshire East region.

Asset management is a major service stream for us in the drive for improvement, efficiency and business transformation.

The current economic downturn means that more than ever it is essential for us to work closely with our partnership organisations

to develop modern, joined-up service delivery opportunities that will improve services and customer experience.

The potential devolution of services to Town and Parish Councils, the transfer of Schools to Academy status and the cross service Asset Challenge transformation programme will all lead to a smaller more efficient future estate for Cheshire East.

The development of this Plan will enable the Council to continue to develop towards improvement in the strategic management and use of its assets, ensuring that the front line Council and other related public services are provided and supported via accessible and well maintained facilities.

This Plan has a strong link to the Capital Strategy. The two documents provide the structure for the use of available financial resources to deliver practically wider Council objectives and individual Service's property aspirations. The Plan sets out some of the high level principles guiding future asset policy.

This framework will assist the Council in pursuing its aims for continuous improvement through sound asset management.

Councillor Peter Mason
Procurement, Assets and Shared Services Portfolio

Executive Summary

The merging of county and district Councils has brought together a large property portfolio. As a new unitary Council, land and property is its largest physical resource with a consequent requirement to provide effective and efficient management of the estate. This document provides the basis for how this will be delivered.

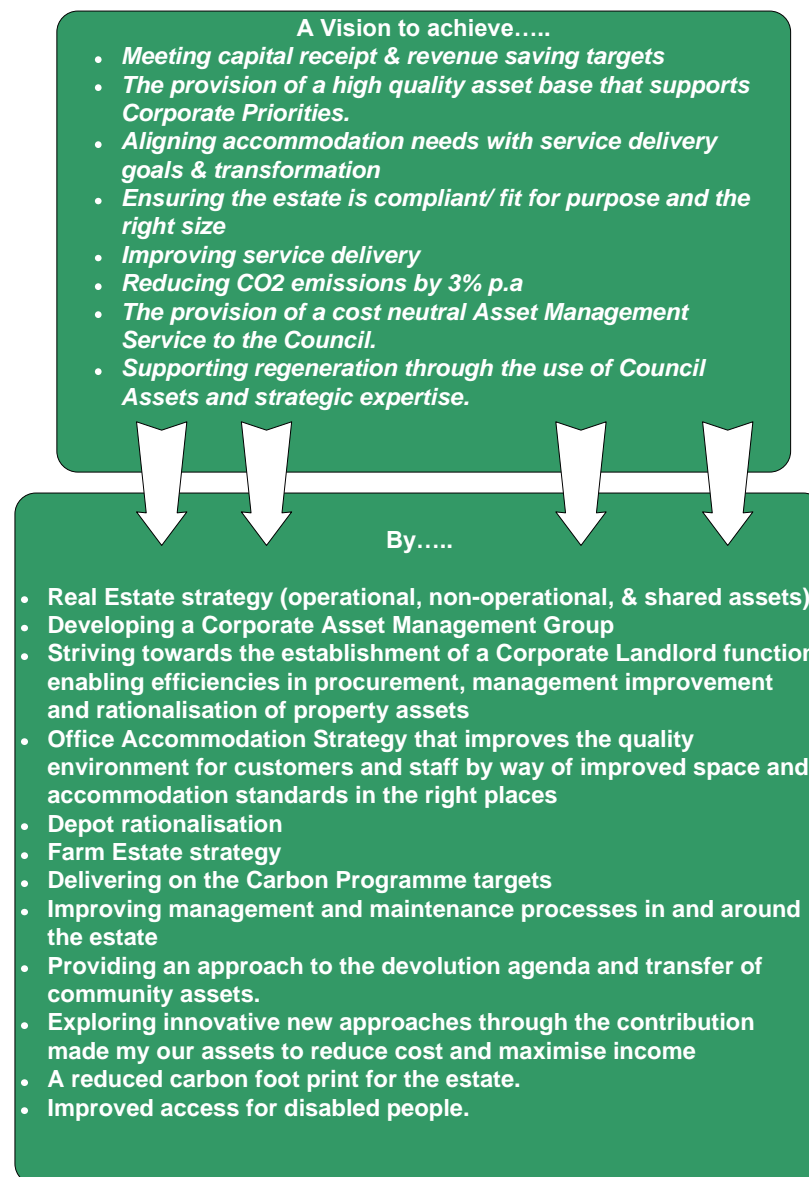
This document is closely aligned to the Capital Strategy and provides links to ICT, Highways, Economic Strategy and the Local Development Framework. It also provides an iterative framework for the strategies being delivered by the Asset Management Service.

The Asset Management Service itself provides expert and impartial advice to the Council. This is done in line with the corporate values of Cheshire East Council, "the Council" and provides the basis of a blueprint for the future of the Councils assets:

A number of challenges need to be met by the Asset Management Service and the Council's Asset Base. To deliver this a series of Asset Strategies have been developed.

The Asset Challenge Process provides a review of the current property portfolio, developing a response to the need to provide quality services and value for money.

Both the local and national environments will continue to pose challenges in the short, medium and long term, however there will also be opportunities for council's who develop a commercially viable outlook. The Asset Management Service has established a structure to address these 'unknowns' and manage them efficiently.



Document Purpose

Property is the largest physical resource and is fundamental in providing support to all services.

The effective and efficient use of property, land and buildings to meet the changing service delivery requirements is a constant challenge.

The core principles of Corporate Asset Management are an integral element in that process, delivering high quality service planning to achieve an optimal mix of land and buildings in support of service delivery.

The provision, management and maintenance of property assets is a corporate function although consultation with senior stakeholders and operational services who occupy the estate is a key factor in ascertaining its effective use.

This document provides clarity and direction as to how the Council is directly managing those assets to meet both local priorities and national initiatives through a raft of strategies.

Document Methodology

The document methodology is set out in the following diagram. The process, mirrored in this document, provides the framework for demonstrating how Asset Management is both supporting Corporate and Service Priorities, and also improving the strategic management of assets within Cheshire East Council.



Cheshire East Context

Background- Cheshire East

Cheshire East Council contains a population of around 359,000, located within an area of 116,600 hectares, and is the third largest unitary authority in the North West. Local government review (LGR) led to the amalgamation of three district councils and half of the County Council to form a single new unitary authority.

Property represents the Council's largest physical resource in financial terms, and is needed to support all our service activities. The portfolio includes over 600 major property assets with a current valuation of £480million. The portfolio includes schools, libraries, day centres, depots, car parks, business generation centres, industrial units, farms, parks, leisure centres and plots of land. Strategic management of land buildings will deliver optimal use of property by:

- Long term planning, focused on business, corporate and organisational objectives
- Accounting for financial and non-financial issues
- Having a unified and joined up approach
- Providing a mechanism for making property increasingly recognised as a significant contributor to business strategies
- Ensuring that property is seen as an enabler and not an inhibitor
- Using the built estate as a strategic resource in an organisation

It is important to note that there are a large number of properties to assess and integrate within Corporate and Service requirements. This document sets out how the Asset Management Service will deliver on its objectives, including a process of identifying what is required for service delivery, investment, disposal and transfer to the Community Sector. This programme, known as "Asset Challenge", is the key to delivering Cheshire East's key aims and objectives.



Corporate Priorities

The Council has a number of key corporate priorities, which the Asset Management Plan supports. The diagram sets out all strategies, enablers and the interdependencies between them. Corporate Priorities include:

- The sustainable communities' strategy
- The Corporate Plan
- Dealing with Financial Constraints



The Sustainable Community Strategy – Ambition for All

The Council has worked with partners over recent months to prepare Cheshire East's first Sustainable Community Strategy, "Ambition for All". This strategy sets out a 15 year vision for Cheshire East, for its people and its places. It also identifies immediate priorities for action which partners need to deliver together if we are to achieve our ambition.

The vision set out in Ambition for All is that, in 2015:

"Cheshire East is a prosperous place where all people can achieve their potential, regardless of where they live. We have beautiful, productive countryside, unique towns with individual character and a wealth of history and culture.

The people of Cheshire East live active and healthy lives and get involved in making their communities safe and sustainable places to live".

There are 7 priorities for action set out in the strategy, and these are:

1. Nurture strong communities
2. Create conditions for business growth
3. Unlock the potential of our towns
4. Support our children and young people
5. Ensure a sustainable future
6. Prepare for an increasingly older population
7. Drive out the causes of poor health

Many of these priorities have implications for how the Council, together with other service providers and local communities, use our capital and our assets. For example, increasing physical exercise is a major contributor to good health and is effected by the quality and location of leisure and recreational facilities. Similarly, good quality, accessible community facilities are a significant factor in the life of many voluntary and community groups.

At a larger scale, our ambitions for economic growth, for affordable, and appropriate housing which reflect the long-term needs of our ageing population, and for good transport accessibility, all impact our decisions on capital and assets.

It is important that we work with our partners to be clear on the longer-term capital and asset needs within Cheshire East, and to invest wisely in the short-term to realise these longer-term aims. This Capital Strategy provides the lead in ensuring we adopt a long-term, planned approach to our capital investment and use of assets.

The Corporate Plan

In order to deliver the vision and priorities set out in “Ambition for All”, partner organisations must identify the contributions they will make and reflect this in their individual business plans. For the Council this is our Corporate Plan where we have set out 5 corporate objectives:

1. To give the people of Cheshire East more choice and control about services and resources
2. To grow and develop a sustainable Cheshire East
3. To improve life opportunities and health for everybody in Cheshire East
4. To enhance the Cheshire East environment
5. Being an excellent Council and working with others – to deliver for Cheshire East

The overarching criterion for assessing capital investment bids is the extent to which they will deliver on these corporate objectives.

Medium Term Financial Strategy

The Capital Strategy forms an integral part of the Councils Medium Term Financial Strategy which provides the financial interpretation of the Councils Corporate Plan. Once a project has been approved and included in the Capital Programme the revenue implications of the capital expenditure need to be built into the revenue budgets included in the Medium Term Financial Strategy.



Bollington Recreation
Ground, Bollington

Enabling Strategies

Operational and corporate priorities including service plans are supported by a series of interlinking enabling strategies as shown in the diagram, these include:

- The Capital Strategy
- Draft Economic Strategy
- ICT Strategy
- Highways & Local Transport Plan
- Local Development Framework
- Housing Strategy



The Capital Strategy sets out the approach adopted by the Council to manage its capital assets and the decision making process undertaken when determining capital investments, acquisitions and disposals.

The strategy is implemented by the Capital Asset Group (CAG) to inform the capital programme and considers business planning cases for all Services. The Group consists of the Borough Treasurer and Head of Assets, Head of Corporate Improvement, Partnerships Manager, Heads of Services and Representation from the Corporate Asset Management Group (CAMG). **Terms of reference for the Capital Asset Group include:**

- Reviewing available resources and considering value for money implications
- Considering bids from service departments
- Prioritising them against corporate objectives
- Preparing and reviewing the Capital Strategy itself
- Overseeing the preparation and monitoring of Capital Programme Delivery.
- Updating and reviewing the Asset Disposal Plan

The prioritisation of schemes is delivered on the basis of alignment with the following criteria:

- Transformation- does the scheme contribute towards transformation goals.

- Infrastructure- does the scheme support ICT infrastructure and asset base.
- Compliance- does the scheme contribute towards compliance with statutory legislative and health and safety requirements.

Within a total Capital Programme of £105million for 2010-2011, the Asset Management Service was involved in the procurement and management of various Capital Projects to the value of £76million, approximately 75% of the overall capital programme. £23.7m of which were directly managed projects within the Asset Management Service.

The Draft Economic Strategy is in development in conjunction with other stakeholders in the public, private and voluntary sector. New legislation places a duty on local authorities to lead in analysing the local economy and develop policies and actions that respond accordingly in promoting the local economic well being of their areas.

Clear objectives include:

- Ensuring Cheshire East maintains and enhances its role as a knowledge economy through innovation into business skills and development in its workforce.
- Providing a better connected economy through enhancing existing transport connections to other areas
- Raising the profile of Cheshire East and sell the undoubted assets and opportunities of the area, particularly to external investors and decision makers

- Facilitating economic growth through progressing schemes that will create jobs and improve attractiveness of the area
- Enable a first class quality of life for all our communities

The key thematic priorities for economic development in the Cheshire East area include:

- Quality Image perception & Leadership
- Unlocking Development Opportunities
- A knowledge economy & a knowledgeable workforce
- Liveability- local transport & aspiration

New regional arrangements have been put in place to allow for a common approach within Cheshire and Warrington on a range of policy issues. A new decision making structure, an Enterprise Commission has replaced the Cheshire and Warrington Economic Alliance to coordinate the delivery of a package of sub regional priorities including within priorities areas of Crewe, Macclesfield and its market towns. The Homes and Communities Agency (HCA) are engaging local authorities in a single conversation covering housing, infrastructure, regeneration and community activities, to connect local ambition and priorities with national targets.

The Economic Development Strategy is supplemented through more detailed work in Crewe Vision and Macclesfield Regeneration, with links to Planning and Policy and the strategic approaches to Housing.

Both the Capital and Draft Economic Strategy are supported by the following Strategies and Frameworks.

ICT Strategy requires the development of systems and infrastructure, in conjunction with other organisations and agencies, including partners in police, fire and rescue and (currently) the PCT. Initial development work is procured through capital funding and staff costs recharged through the capital programme.

Highways & Local Transport Plan priorities are based on guidance from the Department of Transport. Current priority indicators include accessibility improvements, public transport initiatives, reducing pollution, improving road safety and conditions through effective asset management.

Housing Strategy: The vision of the Cheshire Housing Alliance is to provide a housing offer that supports the creation of balanced, sustainable communities and the regeneration of the sub-region's most deprived neighbourhoods, through effective lobbying, partnership working and community engagement, to create a sub-region where all residents can achieve independent living in good quality, affordable homes that are appropriate to their needs.

The four priorities listed below have been identified as the key issues for the sub-region. More information on these priorities can be found in the Cheshire Sub-Regional Housing Strategy 2009-2012 document.

- **PRIORITY ONE:** To increase the supply of affordable housing to support economic growth and development.
- **PRIORITY TWO:** To make best use of the sub-region's existing housing stock.

- PRIORITY THREE: To meet the housing and accommodation-related support needs of the sub-region's most vulnerable residents.
- PRIORITY FOUR: To increase the supply of market housing to support economic growth and regeneration and to meet local housing needs.



Tatton Park,
Knutsford

Enabling Frameworks

The Local Development Framework (LDF) is being developed in tandem with the Economic Development Strategy, Local Transport Plan, and Housing Strategy (see policy and planning). The LDF contributes to the overall housing vision by providing the detail for future development and growth, complementing the Economic Development objectives outlined above. It is intended that the LDF is completed by 2013 and it is currently at the stage of option appraisal.

Draft Visitor Economy Strategic Framework: The visitor economy contributes to businesses and communities in Cheshire East generating over £600million per annum. In order to build on this success and generate further wealth the Council will:

- Support the development of tourism infrastructure
- Ensure that the Visitor Economy needs and opportunities are taken into account as part of regeneration projects and decisions relating to planning, transport, public realm, events, culture and countryside.
- Work with partners to encourage and facilitate business sector developments in areas such as food, accommodation, attractions development, skills training and visitor welcome.

This document, the **Corporate Asset Management Plan (CAMP)**, demonstrates clear links with the Capital Strategy, Local Transport Plan and Draft Economic strategy with the recent completion of capital projects and asset disposals.

Enabling Activity

The Council works to deliver its key strategies through the following activities:

Consultation & Engagement: Through residents and key stakeholders on a whole range of issues. The aim being to become more accountable to our customers and to make our decision making processes more transparent. Communication on the challenges both in terms of policy and service delivery and finance is something that the Council is striving to deliver.

Key Partnerships & Partners: The Council is committed to working in a co-ordinated manner with its service partners. These include the Local Strategic Partnership Executive Board with representation from a variety of third party agencies.

Delivery is organised through five thematic partnerships:

- The safer Cheshire East Partnership
- Children's Trust
- Health and Well Being Partnership
- Economic Development, Learning and Skills Partnership
- Environment and Sustainability Partnership

The LSP has established seven local area partnerships (LAPs) covering areas of Congleton, Crewe, Knutsford, Macclesfield, Nantwich, Poynton and Wilmslow. Their role is to improve services, ensure local people influence decision making and actively engage their respective communities.



Knutsford Library,
knutsford

The Asset Management Challenge

Property Background

Effective asset management planning is a corporate activity undertaken by Asset Management Service to deliver the Council's corporate aims and objectives. The Council has adopted elements of the Comprehensive Area Assessment (CAA) as best practice although they are no longer a formal requirement.

The effective management of assets can transform an organisation and provide a focus for change around service delivery and value for money objectives. The CAMP sets out how the Council will deliver on these targets.

Service Success

Given the challenge of integrating the asset base from the legacy estate, the Asset Management Service has continued to deliver "business as usual" services whilst integrating legacy services into one unit which has been a substantial undertaking. The new team has delivered the following over the last 18 months:

- Successfully created the new Asset Management Service team through the amalgamation of staff from previous property teams and the recruitment of new staff to fill vacant posts
- Developed and implemented new working practices and procedures for the new service
- Understood the new estate including what it contains, who resides in it, what condition it is in and its value
- Development of property data and management information needed for open and transparent reporting to the Council, its residents and businesses
- Developed the strategy and actions required for the assets we share with the Cheshire West and Chester Council
- Developed and implemented a new procurement strategy for sourcing of all our property related services including property consultants, contractors and a new repairs & maintenance service
- Consolidated our reactive and planned maintenance services into one
- Develop new working relationships external partners
- Development of a Property Handbook for all building occupiers
- The development of key property strategy documents for the new Council
- The development and definition of budgets required to maintain the operational estate so that Council services can continue to be delivered
- The development and definition of budgets required to maintain the operational estate.

Key Challenges for Managing Assets

A number of challenges in the development of Asset Management have been identified, these are:

- Addressing the legacy estate owned jointly by the Council and Cheshire West & Cheshire Council.
- The requirement for an integrated and strategic approach to the management of the Council's property resources. Such an approach would unify property management across the Council, reducing duplication.
- Appraisal of the Council's current property portfolio, to ensure the continued alignment with Service delivery requirements. These include:
 - Provision of a cost neutral Asset Management Service
 - Increased pressures on Local Authorities to transfer assets and ownership responsibilities to schools.
 - Potential outsource/joint venture opportunities with external private sector partners for optimising assets, such as the use of Local Asset Backed Vehicles.
 - Greater emphasis on rationalisation, refurbishment and re-use of the portfolio to deliver efficiency savings.
- Re-alignment of public sector assets to consider joint services review and delivery through a "Total Place" model to achieve consolidation and efficiency of assets.

- An assessment of the implications of locality based budgeting by the government.
- The Asset Management Service acting as lead enabler on business transformation.
- Providing processes to maximise revenue opportunities.

The key challenges for both Operational and Non-operational Property are set out below.

- There is a requirement to consolidate all asset information - Key milestones for the migration of data onto the Atrium system have already been outlined in this document.
- The condition, sufficiency and suitability of the estate, and the associated performance measures are essential in enabling strategic decision making. This is a continual assessment process, and will inform budget setting facilitating improved service delivery, energy efficiency, and compliance with statutory requirements.
- Consideration must be given to under utilised and unsuitable operational assets to determine opportunities for re-use, investment, regeneration or disposal. For example, the Council currently owns a number of small and outdated depots across the borough and consideration is being given to their future development.
- There is a requirement to review all non-operational assets. Disposal of non or low income generating properties could deliver substantial capital receipts for reinvestment in the Capital programme.

- Energy Management is a core function of the Asset Management Service. The key challenge being to balance the generation of capital receipts against the long term opportunities for shaping the estate to meet carbon reduction targets and alternative sustainable uses. For example, changes in legislation have created the opportunity for councils to produce and sell electricity back to the National Grid. Consideration of energy performance/management must be given as part of any disposal or acquisition strategy.
- The Council owns a substantial farms estate, comprising of 19 separate estates made up of 5123 acres and 72 farms respectively. Given the pressure on Corporate finances, and the requirement to generate capital receipts, consideration must be given to the future management and approach to this estate. An assessment must also be made of the non economic benefits of maintaining a farm estate, including a potential contribution towards Carbon targets.



Market Hall, Nantwich



Westfields, Sandbach

Operating Model

The Asset Management Service resides within the Treasury and Assets Department, which has delegated authority from Council to act within approved policy and budget framework.

Procurement, Assets and Shared Services Portfolio Holder

The Procurement, Assets and Shared Services Portfolio holder is the elected member with the responsibility for assets. He represents the Procurement, Assets and Shared Services Portfolio on the Council's Cabinet. The current holder is a Councillor Peter Mason and he has prepared the foreword for this CAMP.

The Corporate Property Officer

The Asset Manager is the Corporate Property Officer. He reports to The Borough Treasurer and Head of Assets and is responsible for developing the Council's strategies and policies for consideration by members and the day to day running of the Asset Management Services

Corporate Asset Management Group (CAMG)

To further enhance strategic direction, there is a requirement for a core group for strategic asset management. The Corporate Asset Management Group (CAMG) is a corporate cross-service team with representatives from each Directorate. The CAMG will meet every three months and be chaired by the Asset Manager.

The purpose of the CAMG would be to act as a corporate steering group, ensuring that the Council reviews all land and property holdings continue to support the aims and objectives as set out in the Corporate Plan.

The CAMG will provide the forum for development and discussion around:

- Corporate Property Strategy
- Environmental/Energy Strategy
- Business Transformation
- Maintenance/Condition budgets

The initial terms of reference and core membership have been agreed.

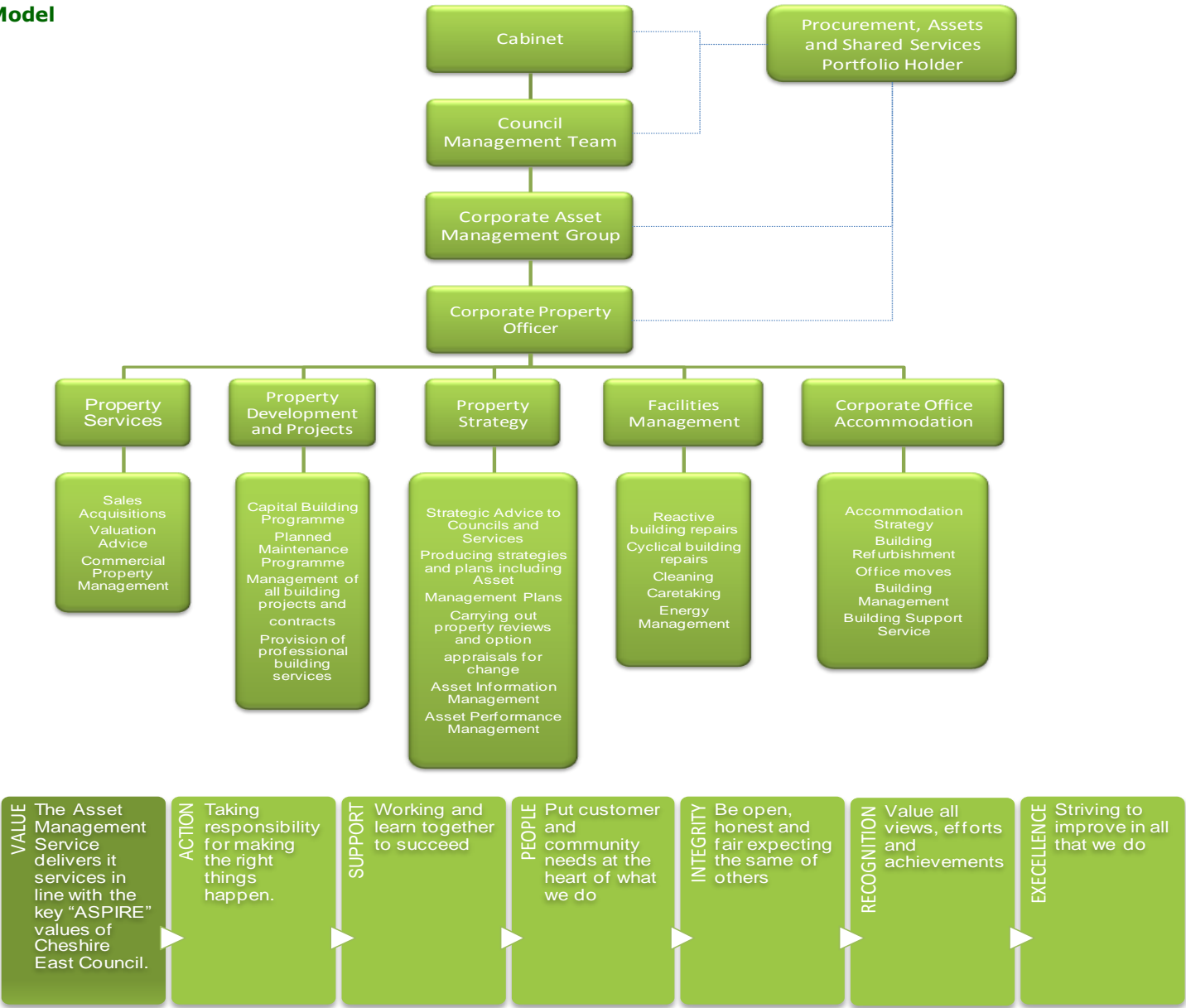
The Asset Management Service

The Asset Management Service provides expert and impartial advice, as well as support to enable the Council in turn to manage, develop and improve its property portfolio to the benefit of the Cheshire East community.

The Asset Manager is responsible for the delivery of the Corporate Asset Management Plan, and has responsibility to report on all strategic property matters.

The operating model for the asset management function comprises:

Operating Model



The Asset Base

The Performance Framework

To ensure continued delivery and demonstrate improved property performance, the Asset Management Service are developing a series of performance measures, that will enhance strategic decision making

It is envisaged the performance measures will provide real time management information. The Asset Management Service will provide comprehensive information covering both national and local performance indicators, following the National Property Performance Management Initiative (NaPPMI).

Management Information will include:

- Assessment of Condition and Maintenance of properties
- Environmental Property Issues
- Accessibility (DDA)
- Sufficiency of building space
- Total Property Costs
- Time & Cost Predictability of construction and maintenance
- Procurement costs

A full list of national indicators is provided in Appendix A.

Performance Indicators regarding Suitability of the portfolio will also include the following areas:

- Location
- Working Environment
- Health & Safety
- Security
- Space Requirements
- ICT & Fixtures/Fittings
- Service Image

It is envisaged that these will be ready for implementation in the 2012-13 reporting period.

The Atrium System

The Asset Management Service recognises the need for timely and easy to read data to support a strategic approach. This is demonstrated by the development of the Atrium system, which maintains a complete record of Cheshire East's Land and Property in accordance with Chartered Institute of Public Finance and Accountancy (CIPFA) and Audit requirements, and is maintained centrally by the Property Information Team.

Data held on Atrium includes:

- Terrier data encompassing, information on acquisitions
- disposals and ownership

- Condition assessment surveys to inform planned maintenance priorities and the management of backlog maintenance.
- Ownerships, leases, acquisitions and disposals records are all stored spatially using GIS.
- Capital and revenue contract management information including ordering invoicing and payment details

The capabilities of the system:

- Accurate financial management and monitoring of capital and revenue projects
- Intranet functionality that provide all viewers with a comprehensive range of information on all Council premises (including floor plans)

Key milestones in the development of the Atrium system in the next 2 years include:

- Amalgamation of condition data allowing a comprehensive technical approach to determine planned maintenance
- Education suitability and sufficiency data to migrate to Atrium by April 2011
- Requests, ordering, management and monitoring of response and cyclical maintenance

By 2015, it envisaged that Atrium will become a fully integrated corporate solution, accessed by all Services

Major Operational Asset

The major operational asset base is set out in the table:

Major Operational Assets	
Administration Buildings	18
Schools	161
Libraries	18
Civic/Community Halls	13
Children's Centres	19
Day Centres	11
Leisure Facilities	17
Museums	2
Depots	20
Household Waste Recycling Centres	9
Markets	6
Car Parks	124
Farms/Agricultural Land	91
Business Generation Centres	4
Parks and Open Spaces	43
Cemeteries	11
Public Conveniences	34
Allotments	39

Service Priorities

The Asset Management Service is increasingly responsive to meeting Service delivery needs. This section sets out key Service requirements and highlights strategic responses and challenges within each service area. The Corporate Asset Management Plan is both responsive and influential in determining Service priorities.



1. People

Children & Families

Requirement

Following the change of Government a fundamental review of priorities for delivery of existing Children and Families programmes has been undertaken in response to the proposed reduction in central government capital funding. Despite this review the Service remains committed to rebuilding, refurbishing and upgrading the fabric of our schools. The Service will continue to deliver projects that respond to local priorities including. Continued support for extended schools/community use projects

- Delivery of extended services.
- The Primary Capital Programme.
- Raising standards in the primary and secondary sectors.
- Diversity (e.g. expanding popular and successful schools).
- Inclusion (e.g. providing efficient and accessible high quality provision for
 - pupils with special education needs and disabilities)
- Schools workforce reform.
- The 14 –19 Agenda.
- National Curriculum requirements.
- Addressing pupil behaviour and attendance.

- E-learning.
- School security
- Other ministerial priorities e.g. sustainable development and school transport

Special Educational Needs

A further review of Special Educational Needs (SEN) provision will be undertaken in an effort to realise more efficient and accessible high quality learning for pupils with specialist educational needs and severest disabilities.

Secondary School Provision

A review of secondary school provision within the Macclesfield area is currently being undertaken in support with a view to removing surplus places and improving the quality of secondary education provision.

Academies

In line with current Government policy to extend Academy status, three applications have been approved to date. These are Fallibroome High School which became an Academy on 1st September, Brine Leas High School which became an Academy on 2nd September and Sandbach High School & Sixth Form College which on receipt of confirmation letter from the Secretary of State will become an Academy on 1st November 2010. Although a number of other primary and high schools have expressed interest in converting there have been no formal applications submitted at this stage. The extent of Council involvement for each school

converting may vary according to whether schools are community, voluntary controlled, voluntary aided or foundation schools.

Social Care Sites

There are a small number of children's residential care homes which are no longer fit for purpose and have been replaced by new locality based group homes. Examples include Redsands, a former care home in Crewe which is now vacant and is to be leased to a Registered Social Landlord (RSL) pending approval. Priors Hill Children's Home, no longer provides residential occupation, with only a small section of the building providing day care services. Subject to re-provision of this facility, it is anticipated the site will be considered for redevelopment or disposal.

Adult Services

Learning Disabilities

Many day centres are outdated, with some now deemed to have both incorrect specifications and situated in the wrong location. End-users can be defined as either those who benefit from a range of integrated community facilities with support, or those who are far more dependent and challenging, who require substantial support in a safe environment. It is anticipated that the existing long-standing provision of day centres will need to change and reduce over time, as people have access to other buildings within their local area such as Leisure Centres, Community Centres and Libraries. This will require a fundamental review and rationalisation of the current day centre property portfolio, as building based services would need to continue to be provided for high dependency users.

The provision of a new residential facility for high dependency adults with learning disabilities is currently being planned in partnership with a Residential Social Landlord (RSL), involving the redevelopment of a site at Willaston Crewe. This development will enable users, who are currently in placements outside of Cheshire East, to return to live in their local area and also provide significant savings in revenue from the reduction in costly out of Borough placements.

Adults with Physical and Sensory Disabilities

Existing day centres provide not only limited facilities for individuals with a visual disability, but they also fail to meet many of the needs of young people, and are not necessarily suitable for future service delivery. The current traditional buildings based service is being developed into a Resource Centre model, which will provide a range of services from one central location with multi-agency involvement. It is also the desire of service users and their respective carers to have extended service provision during evenings and weekends.

Adults with Mental Health Needs

Local services are integrated with health and social care needs, which involves Primary Care Trusts (PCT's), the Partnership Trust, voluntary groups, service users and carers working closely from co-located buildings. However, some of the buildings and offices occupied by joint mental health teams are not suitable, both in terms of their location and facilities and will be reviewed as part of the wider office accommodation strategy.

Community Support Centres (CSC's)

In response to the National Dementia Strategy; the findings of the previous CSC review were re-considered in light of future planning and service delivery for people with dementia, especially around the 'Living with Dementia' model, within the Council's new provider Care4CE. In June 2009, Members agreed to an investment of £1m at Lincoln House in Crewe to create both a new south area dementia wing and to refurbish existing bedrooms and facilities. This project was completed in June 2010, allowing for the closure of Santune House, and the integration of services under a new staff team at Lincoln House.

The next phase of CSC's closures, identified the dated Cypress House in Handforth, Wilmslow, which was closed at the end of August 2010. There are further proposals to develop a north area dementia facility by development of a site in Macclesfield for this purpose. Another is proposed at Mountview in Congleton, to deliver a dementia model jointly with the Central & East Cheshire Primary Care Trust, where it is proposed that a vacant wing will be brought back into use for this purpose to accommodate clients on a temporary basis.

Independent Living Centres – an Independent Living Centre is required in Crewe town centre, and a potential property has been identified for this use.

2. Health & Wellbeing

Leisure and Green Spaces

Leisure Services are looking at ways of both rationalising leisure facilities, and also improving those which remain at their disposal. One of the projects under consideration is the provision of a new swimming pool and subsequent leisure facilities, to provide one large centre at Cumberland Sports Ground in Crewe. The existing swimming pool in Crewe is no longer fit for purpose. This proposal would also involve the relocation of the facilities operating from the Oakley Leisure Centre.

Queens Park in Crewe has received a £6.5m Heritage Lottery Fund grant, and renovation works are being carried out at this facility, including the park lodges

Libraries

The building stock dates back to the 1970's, with both the network and service point locations still remaining from the pattern inherited as part of the 1974 Local Government Reorganisation. A County-wide review of the Service was carried out in 2007, but the recommendations were not implemented due to Local Government Reorganisation. This review now needs to be revisited to fundamentally assess community needs and provide a modern library service that meets current requirements.

Civic and Community Buildings

It is proposed that Civic functions be devolved to local Town and Parish Councils, and this will involve the transfer of Civic Buildings under the same remit. Community buildings will be offered to Town/Parish Council and if they do not wish to take on the running

of these facilities, they will then in turn be offered to community groups.

Registration – this Service is provided from town centre locations in Crewe and Macclesfield, together with some part time facilities in public buildings in Sandbach, Congleton, Handforth and Knutsford. The facilities at Crewe and Macclesfield need updating, and will be relocated to Crewe Municipal Building and Macclesfield Town Hall.

Transformation – the devolution/transfer of services to local Town and Parish Councils will inevitably involve the transfer of properties, empowering local communities from where service delivery takes place. Assets to be transferred will include community halls, public conveniences, land, and allotments, dependent on which services are devolved/transferred.

3. Places

Highways Depots

There is an over-provision of depot facilities as a result of Local Government Reorganisation. The ambition is establish two 'Super-Depots' – one based in Crewe and the other in Macclesfield, supported by some smaller facilities. In addition, some of the smaller Depots may be of interest to the Local Area Partnerships (LAP's)

Waste

Operational Landfill - a joint venture between the Council & Cheshire West and Chester Council respectively, is the letting of a Waste Treatment contract through a Public Finance Initiative (PFI) Scheme, to address the requirement for a more sustainable

solution for disposal of both household and trade waste. This will require the provision of two Waste Transfer Stations in Crewe and Macclesfield – located within existing Council Depots respectively.

Streetscape and Bereavement Services – a site is being sourced in Crewe for the provision of a new cemetery, which may in due course require the purchase of privately owned land.

4. Planning and Policy

Housing Strategy

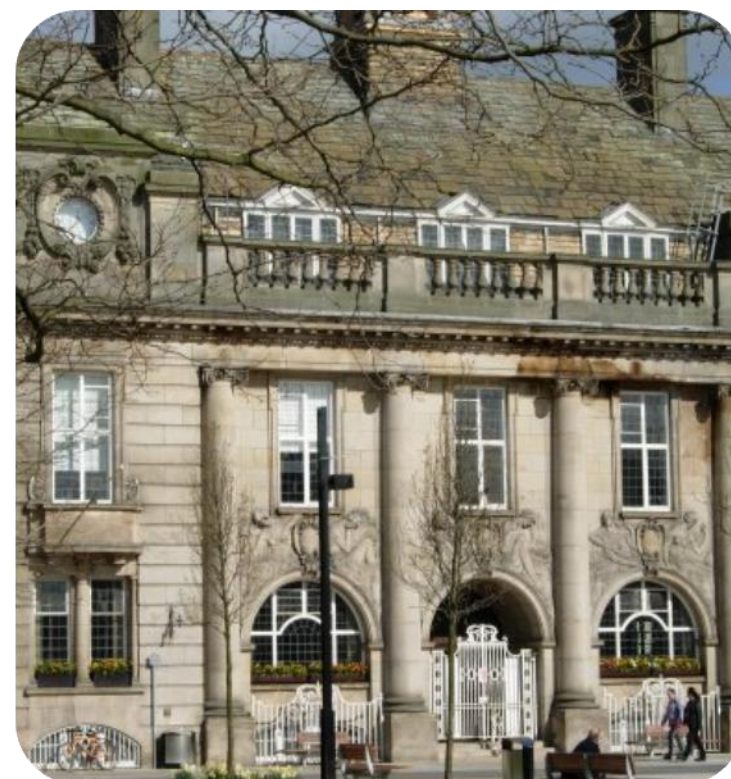
The delivery of affordable housing is one of Cheshire East's priorities. There is currently a waiting list of 7800 applicants for social rented housing. This is against re-lets of 909 during 2008/09. A recent CAA inspection identified that the availability of affordable housing is a significant issue in Cheshire East, and stated 'It is unlikely that the identified need for affordable housing in Cheshire East Borough can be met because of the level of housing capital allocations and limited availability of suitable development sites'. Sites in the Council's ownership are proactively identified for the provision of affordable housing.

A strategic approach to housing is currently under development. A strong and skilled housing team has been established to develop the strategy.

Housing are Supporting ambitious plans for growth in delivering the identified initiatives of "Crewe and Macclesfield Vision" (enabling Crewe to become a significant centre by 2031). Strategic Housing and Wulvern Housing have been involved in the development of the vision and will continue to work with regeneration colleagues as the project progresses. Projects include

a regeneration project on the Sherborne estate with 2&3 bed family homes.

Other projects include supporting a PFI development of "Extra Care" Housing for the elderly. This includes a new build development of 73 apartments at Poynton and 107 apartments at Sandbach.



Crewe Municipal Building,
Crewe

Asset Challenge Programme

Through the Councils Asset Challenge Programme, the following outcomes have been agreed in relation to the future direction of the management of the Council's property assets.

These outcomes are:

- The adoption of seven Local Area Partnerships Boundaries (LAP Boundaries) as a basic building block of service design
- The commitment to three main administrative centres (Macclesfield (Town Hall), Sandbach (Westfields), Crewe (Delamere House) supported by the provision of service hubs in the LAP areas
- A commitment to the principle of community asset transfer
- A commitment to the forging of relationships with partner organisations
- A commitment that all capital receipts will be treated as corporate receipts and distributed in accordance with the provisions of the Capital Strategy

The following key priority areas were agreed:

- Introduction of a Corporate Landlord Function
- Depots and Wastes Review
- Farms Estate Strategy
- Review of Non-operational estate

- Office Accommodation Strategy
- Devolution & Community Asset Transfer
- Disposals Strategy
- Review of alternative approaches to holding assets
- Shared Services
- Shared Assets
- Total Place and Placed Based Budgeting
- Carbon Targets, Energy Management & Sustainability

1. Towards a Corporate Landlord Function

A clear vision for the establishment of a Corporate Landlord function for the Council has been identified. A Corporate Landlord delivers a coherent approach to property management. Sufficient resources should be centralised to allow economies of scale in the procurement and effective management of the Council's portfolio.

Under this model occupying departments no longer retain responsibility for operational assets and become notional tenants. The function of the Corporate Landlord is to provide suitable, affordable accommodation that continues to meet service delivery needs in accordance with corporate priorities.

A Corporate Landlord would strengthen the strategic and operational asset management of the Councils assets maintaining and enhancing a professional approach.

Advantages of this approach would be:

- Freeing up front line service staff to focus on service delivery.
- Creation of a focussed corporate approach to Asset
- Management.
- A fully encompassing corporate approach to statutory responsibilities, achieving compliance with associated health and safety and legislative requirements.

In terms of progress towards a Corporate Landlord Operating Model, the Asset Management Service is already responsible for:

- Management of the non-operational estate
- All Property related transactions and advice
- Planned preventative maintenance programmes of works to all non-school premises
- Operational management and building support services to administrative buildings
- Through Capital Asset Group the proceeds from property disposals are treated corporately
- Provision of energy management services
- Compliance monitoring of Corporate premises

A potential Target Operating Model is included in Appendix C



Macclesfield Town Hall,
Macclesfield

2. Depot & Waste Review

A review of depots, waste recycling centres and refuse sites managed by Environmental Services was completed earlier this year in conjunction with the Asset Management Service. Improvements in service delivery and rationalisation of the estate were considered as priorities. As a result:

- The potential need for two “super-depots” was identified as the preferred locations in the Crewe and Macclesfield areas. A Depot Rationalisation Project will run as a work stream under the Fleet Improvement & Efficiency Programme.
- Procurement options are currently being explored for a private sector partner to deliver two waste transfer centres in the Crewe and Macclesfield areas.

Implementation will require a strategic and joined up approach with key inputs from the Asset Management Service.

3. Farms Estate

The Council’s Farms Estate property assets (tabulated) comprise approximately 5,123 acres of agricultural land on 19 geographically dispersed estates, including 72 let farms with farmhouse and buildings, 1 let cottage, 9 vacant properties, and 53 acres of woodland respectively.

The service is delivered on an operational basis by the Cheshire Farms Shared Service, generating a net income in 2009 of £260,000. Performance is reported at national level to Government on an annual basis.

Farm Type	Area (Acres)	Number of Units
Dairy	2757.00	35
Livestock	1912.56	33
Secondary land lettings	244.03	7
Horticulture	8.98	2
Arable	92.74	2
Commercial	0.26	1
Let Cottage	0.37	1
Telecoms		1
Estate Road etc	69.16	
Woodland	52.76	
Vacant farm premises		9

The Council has continued to implement a radical re-organisational and improvement strategy for the Farms Estate, generating both revenue efficiencies and capital receipts and it is considering its approach to the provision of the service and management strategies addressing capital and revenue income/ financing.

The target structure in the current management strategy retains a service of a similar land area comprising between 38 40 farms potentially realising total receipts in the region of £13 million from the sale of surplus properties.

Challenges: An independent review has concluded that a more proactive approach will need to be implemented to deliver the strategy within the design life and the impact of LGR has reinforced that conclusion.

Conclusions & Actions:

Access to capital, the resources required to deliver a project, and clarity of policy, are all essential to maintain momentum, deliver both structural change to the service and capital receipts and accordingly an analysis of the benefits to the authority from retaining the service, the value of the property and disposal profiles have been commissioned and will contribute to the development of a settled policy addressing:

- Provision and scale of service.
- Management objectives.
- Maximising the benefits from the property asset delivering upon the wider corporate priorities and objectives.

4. Non Operational Assets

Non-operational property directly contributes to the Council's Medium Term Financial Strategy, Capital Strategy and Corporate Asset Management Plan.

In order to maximise the contribution of the non-operational estate, the Asset Management Service manages the estate in accordance with the following principles:

Centenary Farm, Ridley



- An annual rental income target. This regular and secure source of income forms part of the revenue budget used to support corporate service provision.
- Charging full market rents for all properties (flexibility).
- Keeping the portfolio under review, identifying poorly performing properties (disposal/investment to improve performance).
- Equal opportunity in the letting and management of property.
- Improving performance – grants, match-funding, partnership.
- Acquisition of properties to improve performance of the portfolio.
- An investment programme that promotes the furtherance of the Corporate objectives and employment/regeneration opportunities.

Type	Number of Properties	Gross Income
Industrial	69	£414,000
Office	47	£174,000
Retail	4	£15,000
Misc	600	£ 1.197m
Total	720	£1.8m

The aim is to increase the income from non-operational properties through a programme of disposing of poorer performing assets and reinvestment in properties providing improved income streams. These assets can be utilised to better support the Council's overall budget position. Capital receipts can be generated from the non-operational estate but as a consequence of the disposal there is potentially loss of revenue income. The portfolio should be managed in a way which includes target setting as one element of the Council's investment strategy.

A comprehensive review of the non-operational estate will establish the route to a move away from the historic, inherited legacy to a more balanced sustainable portfolio to meet the future financial and corporate objectives of the Council, as well as addressing the possibilities for the divesting of the entire estate.

5. Office Accommodation Strategy

The relocation of Cheshire East staff from offices based within the Cheshire West and Chester boundary to Cheshire East has now been completed. Other than shared services staff all Cheshire East employees are now based in Cheshire East buildings

The relocation of staff from West to East has facilitated progress on the rationalisation of the shared administrative buildings held jointly with Cheshire West & Chester under the terms of the Property Transfer Agreement.

In excess of 1400 staff have been relocated, either from West to East or within Cheshire East's own buildings.

An extensive refurbishment/remodelling programme is underway to ensure that our main Corporate office buildings are of a consistent standard and are fit for purpose.

The next steps of the Accommodation Strategy will be to:

- Continue rationalisation of shared building stock with Cheshire West & Chester.
- Complete office refurbishment programme.
- Finalise proposals for the planned works to the Old Town Hall, Macclesfield and Municipal Buildings, Crewe, and facilitate the planned moves of the Registration Service.
- Determine the asset position in respect of the locality hubs and the delivery of services through these hubs.

6. Devolution and Community Asset Transfer

In accordance with national policy it is the ambition of the Council to explore opportunities for devolution and transfer of services to Town and Parish Council's and encourages community groups to engage in the delivery of more relevant, responsive and value for money services.

In support of this policy, a strategy for transferring the Council assets to Town and Parish Councils and/or community ownership has been initiated.

Benefits of the strategy include:

- Strengthening community cohesion
- Working with the aspirations of communities
- Enabling the Council to re-focus on its core business

The Council will undertake appropriate risk assessments of the asset transfer proposals to determine the benefits to the wider community and alignment with the Corporate Plan, Sustainable Communities Strategy and other asset priorities. A clear rationale and robust business case will need to be developed by any organisation with aspirations to own and manage Council assets.

As part of the devolution process, the Council will ascertain who is best placed to manage the risk associated with statutory compliance management.

7 Disposal Strategy

The Council owns land and buildings solely for the effective delivery of front line services to the East Cheshire community. When a property is no longer required for this purpose it can be declared surplus and passed to the Assets Manager for disposal. The Assets Manager is responsible for dealing with the disposal process and for approving the terms of disposal of all Council property. This responsibility is exercised in accordance with the Council's Standing Orders and includes ensuring that all statutory and other obligations relating to the disposal of local authority assets are complied with. A disposal of property means any freehold sale or any disposal by way of granting a lease for a period of more than seven years. Once declared surplus to

requirements properties are included in the relevant financial year's disposal programme.

The Disposal Strategy is an integral part of the Council's wider Property Strategy. The Assets Manager is responsible for all transactions involving land and buildings and this document aims to identify the main factors which apply to the disposal of land and buildings once they have been declared surplus to requirements.

Projected proceeds from disposals are an essential element taken into account in the preparation of the Council's Financial Strategies; regular monitoring reports contain confidential information fundamental to the Council's success in negotiations.

The purpose of the Disposal Strategy is to provide a framework for the disposal of land and buildings. The Strategy will also apply to all those who act in an agency/partnership capacity or otherwise on behalf of the Council.

8 Review of alternative approaches to holding assets

New outsourcing and joint venture approaches will be an increasingly vital way in which to use asset to their optimum and providing a catalyst for regeneration. One such approach is the use of LABV's (Local Asset Backed Vehicles) which are 50/50 owned by public and private sector partners, with the specific purpose of carrying out comprehensive area based regeneration or renewal of operational asset.

LABV's are Joint Venture Vehicles owned 50/50 by the public and private sector partners with the specific purpose of carrying out community based regeneration or renewal of assets and infrastructure. In essence the public sector invests land and property assets which are matched in cash or equity by private

sector partners. The new vehicle can use these assets to raise debt financing to develop and regenerate a portfolio of assets or projects. Assets may revert back to the public sector if the partnership does not progress in accordance with pre-agreed timescales.

Key benefits include:

- Provision of a long term strategic investment opportunity for the private sector
- Acceleration of project delivery through private sector incentive
- Partners provide matching investment in cash or equity
- Cheshire East continues to maintain control of regeneration
- Provides a tool for asset rich local authorities to leverage their surplus estate

9 Shared Services

The Shared Services Joint Committee has requested that options be developed to put shared services on a more commercial footing from April 2012.

One of the key issues for this development is the current location of these shared services. There is a strong view from Cheshire East that the current location (Chester) and buildings are inappropriate for the delivery of any emerging new Shared Services Company and that a more central location should be sought.

The majority of Shared Services staff are currently located in the shared administrative buildings, Nicholas House and Goldsmith House in Chester. These buildings are shared assets held under the terms of the Property Transfer Agreement with Cheshire West and, therefore, any decisions made in relation to Shared Services will have both revenue and capital implications for the Authority.

Developments in other shared services, most notably the Integrated Transport Unit, may well result in the dissolution of current agreements and the repatriation of staff to Cheshire East buildings.

Potential implications for the operational property estate include the repatriation of staff with a consequential impact on the Council's Office Accommodation Strategy and the operational footprint of Cheshire East.

Archives Shared Service: Current storage provision is subject to short term arrangements which are all due to expire in 2012 which will require another building to be found.

10 Shared Assets with Cheshire West & Chester Council

The Asset Management Plan for Shared Corporate Assets identifies those properties vested by agreement in the Property Transfer Agreement (PTA), dated 31st March 2009. Heads of Terms for the management and occupation of properties vesting by agreement are set out in Schedule 3 of the Agreement.

The fundamental principle of the PTA was to achieve cost savings by reducing building holdings, and thereby raising capital receipts, for example the disposal of County Hall. The Shared Asset

Management Plan identifies the relevant property assets, location, intended use and a programme of disposal, as well as highlighting any changes to the cost sharing arrangements, through the Property Liaison Group (PLG), which periodically reviews any changes to the strategy.

The vast majority of property assets were transferred to the authority in which they were geographically located. However, it was recognised during the LGR process that a significant number of corporate administrative buildings of the former County Council were based in Cheshire West and Chester, and that this factor may hinder the development of the new Authorities, and the prescribed timeframe for balance sheet disaggregation.

It was therefore agreed that some specific assets would be dealt with under a separate PTA. The terms of this agreement include the relevant assets, the agreed 50:50 ownership and the basis of the cost sharing to March 2014. It was agreed and signed by both Councils on 31st March 2009, and set out that the two new Councils should draw up an agreed Asset Management Plan for dealing with these shared properties.

The core objective for the Shared Corporate Assets is to vacate and dispose of as many assets by March 2014, provided it is deemed commercially viable by the PLG. The future of individual administrative buildings, such as County Hall and the subsequent proceeds of sale, will be assessed on a geographical basis with a specific strategy for each building. Schedule 3 outlines the agreement on shared costs of occupying and maintaining the office assets until they are disposed of, as outlined in the PTA.

A list of shared assets is set out in Appendix D

11 Total Place and Placed Based Budgeting

The Asset Management Service aims to take a 'Total Place' stance on property, which requires a thorough examination of local public sector expenditure. The Asset Challenge programme applies to all public sector organisations, by examining both asset ownership and usage, with a view to identifying and exploring opportunities for shared service delivery. The Service is well placed to support new government policies towards "placed based budgeting", with elected Council leaders playing a key role in co-ordinating wider public services.

Key partnering initiatives include:

- The Cheshire East Strategic Estates Group has representatives from all key partners (including PCT, Acute Trust, Fire and Police) and is chaired by the Council's Asset Manager. Its remit is to:
 - 1 Explore opportunities for shared locations and services with partners
 - 2 Share good practice
 - 3 Share GIS and property information.

There is also a People's Directorate Estate Group which is attended by all relevant care, health and children's services to discuss asset related matters.

This group will complement the Corporate Asset Management Group.

Approach to Primary Care Trusts (PCT's): The Government has set out a clear plan of reform in its white paper, "Equity and Excellence: Liberating the NHS". As part of this programme, PCT's and Strategic Health Authorities are due to be dissolved by 2013. There are no clear plans at the time of writing as to the direction of travel with regards to the PCT property portfolio consisting of Community Hospitals, clinics, walk-in centre's and GP surgeries.

The Council already works closely with the PCT and is looking to map asset information within the Atrium database. The "Caring Together" work stream led by the Council also aims to adopt a collaborative approach to future health care provision.

The Asset Management Service is well placed to play a full and active role in the property implications of dissolution.

12 Carbon Targets, Energy Management & Sustainability

The Council has set itself a challenging target of reducing Co2 emissions by 30%, by 2015-2016. This is being delivered in conjunction with the Carbon Trust through the Carbon Reduction Programme.

Invest to Save

Through the 2010-2011 Capital Programme, £400,000 was invested in energy efficiency initiatives. Contributions were made to various capital projects including office refurbishment and planned maintenance projects. Work delivered includes:

- Macclesfield Town Hall lighting controls
- Congleton Leisure Centre pool cover

- Delamere House boiler controls
- Shavington Leisure Centre lighting controls
- Voltage Optimisation equipment within the Data Centre at Macclesfield Town Hall.

Future programmes of work implementing energy efficiency measures will be focussed on targeting high energy users.

Climate Change Group

The Council has a well established Climate Change Steering Group, with senior representation from all areas of Council. The group aims to both develop and roll out best practice, ensuring that the Council meets its carbon emission targets. Clearly land and buildings are a major area which the group seeks to influence.

The group has played a key role in ensuring commitment towards the carbon management programme. It also looks to ensure that staff awareness of energy issues is raised through publicity.

Consideration for Asset Strategy

New legislation which allows local authorities to sell unused electricity back to the national grid, will allow local authorities to produce and sell electricity from a range of renewable sources including wind, solar and aero thermal. In the future, Cheshire East may, subject to affordability be able to utilise its landholdings to play a part in the development of renewable heat and electricity, as part of our key role in addressing the challenges of climate change.

Delivering Capital Programmes

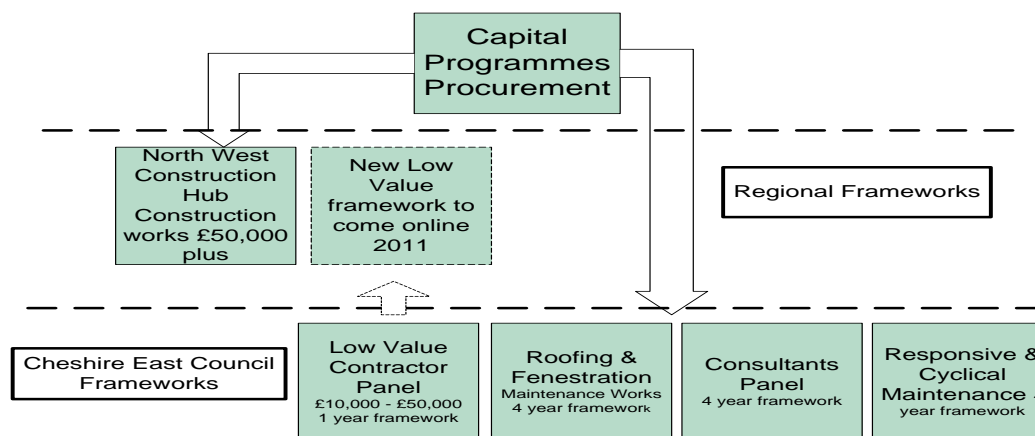
1. Procurement & Prioritisation of Capital Programmes

The Capital Strategy sets out the approach adopted by the Council to manage its capital assets and the decision making process undertaken in respect of capital investment and disposals. Asset Management is an enabler in the delivery process and is involved in delivering approximately 75% of the annual Capital Programme.

In accordance with the Council's approved Procurement Strategy and government initiatives, the service has explored opportunities to collaborate with other agencies in the procurement of construction work. The North West Improvement and Efficiency Partnership (NWEIP) one of 6 No Regional Improvement and Efficiency Partnership (RIEP's) in the UK, has established regional construction frameworks for public sector clients in the North West.

Through the Councils own frameworks and those established by the North West Construction Hub (NWCH), the Council will secure best value and become the main route for construction procurement.

As a large majority of the Councils capital projects fall within the medium band offered by the NWCH (£500,000 - £10million) it is envisaged where best value is the main driver that this will form the main route for construction procurement.



There may still be a need for traditional tendering routes where lowest cost is the sole requirement.

Currently there are no options for procuring maintenance through the NWCH. Asset Management Service has addressed this shortfall of suitable procurement alternatives by the introduction of a number of independent Framework arrangements to cover the following elements:

- Contractor Panel - to cover low value works between £10,000 and £500,000. This will operate for one year with the option to extend for up to a further year, when it is envisaged that the NWCH Low Value Framework may provide a suitable alternatives.
- Roofing and Refenestration Maintenance Works – a new four year framework agreement has been put in place.

- Consultants Panel – creation of a new 4 year framework agreement to provide a 'call off' contract for construction related Professional services and advice on construction projects.
- Responsive and cyclical maintenance- a new four year framework to provide "a call off" contract for all the Councils service providers for cyclical and emergency response maintenance works

2. Statutory Compliance & DDA

There is obviously a clear need to ensure the council continues to maintain effective compliance with all of its legislative obligations.

In recent years the statutory responsibilities for health and safety have increased substantially and there are clear duties for premises managers associated with the workplace regulations in respect of Legionella, Asbestos and Fire Safety.

The Asset Management Service is currently in the process of overhauling its existing policies and procedures to ensure a standard approach is adopted across the Council, taking on board the enhanced role of the Corporate Landlord and the increased responsibilities that will be required.

3. Maintenance & Condition Surveys

Maintenance involves the planned preventative, cyclical and reactive repairs of buildings and services. The Asset Manager is the custodian of the Council's building assets and has responsibility to ensure that they are maintained to a standard that will contain, to an appropriate and acceptable level, the risks associated with:

- Loss of utilisation and functionality with regards to service delivery
- Efficient operation of the facility
- Security of both the asset and the users
- Health and Safety of the users
- Preservation of asset value
- Council image and reputation

The Council's portfolio comprises a wide range of buildings which have been managed under different management regimes. The key priority for the service is to bring all buildings into one maintenance regime using good practice to provide a model of excellence.

The overall condition of the asset stock is relatively good in comparison to other authorities although there are variations in the condition of buildings across the borough which requires further investigation.

Maintenance management policies and procedures are generally sound, well documented and transparent with procurement regimes in place to ensure best value is achieved.

Backlog maintenance data is continually reviewed. The condition of the building stock will decline with year on year reductions in real terms of the maintenance budget and the increasing age of the properties. A significant proportion of repairs will need to be undertaken for the foreseeable future to prevent a serious deterioration in asset stock.

Appendices



Tabley Hill Cemetery,
Knutsford



Sandbach Town Hall,
Sandbach

Appendix A- Example Performance Indicators

Property Indicators	
% gross internal floor space in condition categories A-D	Total costs in priority levels 1-3
Total costs in priority levels 1-3	% in priority levels 1-3
% in priority levels 1-3	Cost per square metre GIA
Cost per square metre GIA	Spend on energy per square metre GIA
Annual percentage change in total required maintenance	Consumption of energy (kwh) per square metre GIA
Total spend R&M	Spend on water per square metre GIA
Spend per square metre GIA	Consumption of water (cubic metres) per square metre GIA
% split between planned and reactive	Emissions of carbon dioxide in tonnes per square metre GIA
Operational office property as % of total portfolio/per head of population	% of portfolio with Suitability Survey undertaken in past 5 years
Office space as % of total floor space in operational office buildings	Number of properties with Suitability Survey undertaken in past 5 years
% of office/operational buildings shared with public agencies	Results of last Suitability Survey
Average office floor space per member of staff	% of office/operational buildings shared with public agencies
Annual property cost per workstation	Average office floor space per member of staff
Time predictability of the planning and/or design of capital projects	Annual property cost per workstation
Time predictability of the post-contract phase of capital projects	Operational office property as % of total portfolio/per head of population
Cost predictability of the planning and/or design of capital projects	Office space as % of total floor space in operational office building
Potential Non Operational Property Indicators	
Void Level	Rent Receivable v Budget
Property Empty for more than 6 months	Rent Reviews not served where appropriate

Appendix B – Improvement Plan & Key Areas

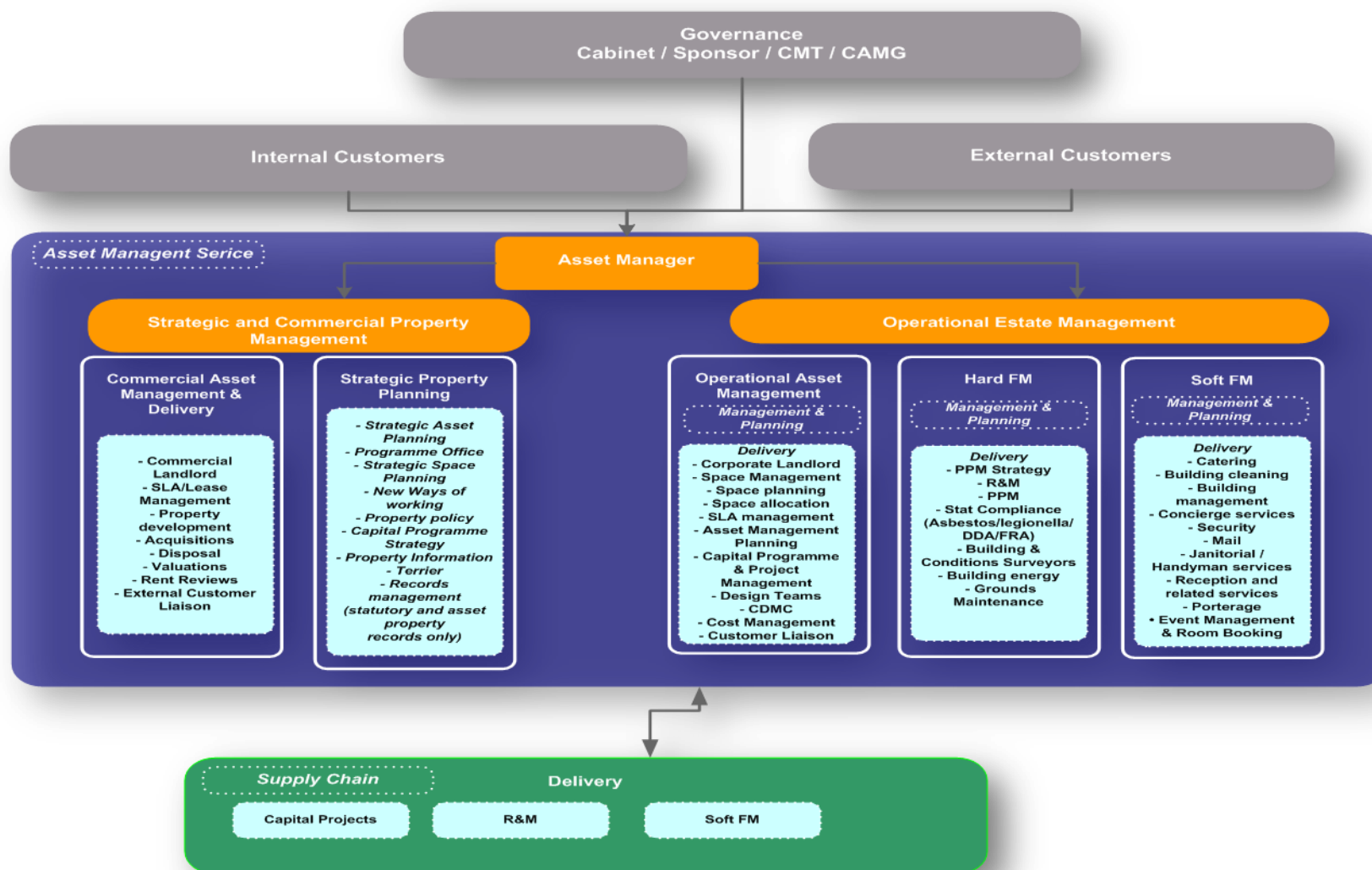
Number	Key Area of Focus	Progress	Responsibility	Date
1	Develop key aims and objectives for the strategic direction in asset use for the authority	Established through business planning processes	Assets Manager	Ongoing
2	Develop an approach to Assets based around a Target Operating Model for a Corporate Landlord.	Target Operating Model needs further development. Key service users and senior engagement is in progress to provide a basis for change.	Assets Manager	Ongoing
3	Challenge services in the use of property and draw out key priorities. Set in place a structured and resourced approach to working with service areas in the future as part of the service planning process.	Asset Challenge has a firmly established a business planning process and Asset is part of departmental SMT meetings.	Assets Manager	Ongoing
4	Develop a comprehensive Asset Management Plan for the council within the next 6 – 12 months. This should build on the development of key aims and objectives both at Strategic and Service levels	This document will be reviewed regularly -	Head of Property Strategy	COMPLETE
5	Set up a corporate group with responsibility for asset management planning which can challenge and ensure that integration with financial planning is undertaken.	Terms of reference established. A CAMG needs authorising by CMT.	Head Property Strategy	Dec-10
6	Arrange a timetable of regular coordination meetings between property and finance	The Assets team meet regularly with Capital Assets Group which contains representation from finance.	Assets Manager	Ongoing

Number	Key Area of Focus	Progress	Responsibility	Date
7	Introduction of space standards and occupancy standards	Being introduced as part of accommodation strategy.	Head of Corporate Property	Ongoing
8	Establish a robust documented corporate capital prioritisation process	Established via Capital Strategy 2010.	Assets Manager	Aug-10
9	Establish an approach to prioritising maintenance spend on property including provision of KPI to enhance strategic decision making	Under development via Atrium and conditional survey programme. Key milestones include: Population of Atrium system with Condition data and completion of condition, suitability and sufficiency data of legacy estate.	Head of Capital Programmes	Feb-11
10	Organise awareness training on asset management for elected members to outline asset management priorities and key national initiatives affecting this area.	Asset Challenge sessions with Cabinet and Members is ongoing.	Assets Manager	Ongoing
11	Set in place a rolling programme of property review, preferably with other public sector partners in order to challenge the estate on a regular basis.	Ongoing through Asset Challenge Process and Strategic Estate Group	Assets Manager	Ongoing
12	Issue a general requirement for all service reviews to have Asset involvement at an early stage.	Incrementally Asset is becoming involved service reviews	Assets Manager	Ongoing
13	Continue to develop plans improving the approach to statutory compliance and health and safety.	Corporate approach is currently in the process of being reviewed.	Head of Property Strategy	Ongoing
14	Undertake a review and pull together all DDA information on assets so it is held and coordinated corporately- consider setting a budget aside for	Underway-potential capital bid is being put together to the CAG.	Head Property Strategy	Dec-10

Number	Key Area of Focus	Progress	Responsibility	Date
	carrying out priority DDA related work .			
15	Develop appropriate policies/procedures for the management of historic assets	No progress to date	Head Property Strategy	Mar-11
16	Develop relevant environmental/sustainability policies relating to the management and use of assets.	Being driven via Carbon Management Programme and Energy Management.	Head Property Strategy	Ongoing
17	Develop an intranet based approach with departments to report information on property relevant to the specific service and property users.	Intranet portal is in the system, but requires profile raising activities.	Head Property Strategy	Ongoing
18	Establish KPI benchmarking arrangement with a small number of similar organisations.	Considering joining ACES NW group to benchmark the portfolio	Head Property Strategy	Feb-11
19	Establish an integrated and rolling programme of condition, suitability and sufficiency	KPI's being developed,	Head of Capital Programmes and Procurement	Ongoing
20	Look for opportunities for the shared use of assets through closer working with other public agencies and joint mapping of assets.	Good progress through GIS and regular formal meetings with Partners in the Cheshire East Strategic Estates Group.	Head Property Strategy	Ongoing
21	Establish Community Asset Strategy	Community Asset Strategy has been developed.	Head Property Strategy	Complete
22	Review of the remaining TNRP stock to ensure they are being retained for clearly defined purposes and develop clear recommendations for retention or	TNRP stock being scoped as part of Asset Challenge	Head of Asset	Dec-10

Number	Key Area of Focus	Progress	Responsibility	Date
	disposal.			
23	Embrace new technology and agile working methods.	Office accommodation strategy supports new ways of working and is driven through the Asset Challenge	Office Accommodation Manager	Ongoing
24	Continue to investigate and implement sustainable solutions within new and maintenance programmes of work including energy efficiency measures	A number of projects have included sustainable solutions. A target list has been created of high energy users in readiness for programme roll-out.	All	Ongoing
25	Develop Innovative approaches to asset development	Requirement to develop a project brief for exploring the potential of new approaches.	Head of Asset	Ongoing
26	Non operational estate review	Review underway and report by end of the year	Head of Asset	Dec 2010
27	Review of Charging Policy	Process to be undertaken.	Head of Asset	June 2011

Appendix C – Corporate Landlord Operating Model



Appendix D –Schedule of Shared Assets between the Cheshire East Council and Cheshire West and Chester Council

Shared Assets	
Richard House, Chester	Freehold
Backford Hall, Chester	Freehold
Goldsmith House, Chester	Freehold
Nexus House, Chester	Freehold
Kelly House, Chester	Leasehold
Merchants House, Chester	Leasehold
Nicholas House , Chester	Leasehold
Phoenix House, Winsford	Freehold
Castle Square Car Park, Chester	Freehold
Chester Record Office, Chester	Freehold
Watling Street, Northwich	Freehold
Chapel Lane, Wilmslow	Freehold
Dalton House, Middlewich	Leasehold
Education Library Store, Winsford	Leasehold

Shared Assets	
Davy Court, Astmoor, Runcorn	Leasehold
Picow Farm Store, Runcorn	User Rights
Tatton Park, Knutsford	Leasehold
Burwardsley Outdoor Education Centre	Freehold
Beeston Outdoor Education Centre	Freehold
Tattenhall Outdoor Education Centre	Freehold
Delamere Outdoor Education Centre	Freehold
Conway Centre, Llanfairpwll, Anglesey	Leasehold

Glossary of Terms

Term	Description
Assets	Terms applies to buildings, land, Infrastructure and ICT. Asset with regards to this document applies to buildings.
Asset Management Service	Operational and Strategic management of buildings and property
Cheshire East Council (THE COUNCIL)	A unitary council created in 2009
Sustainable Communities Strategy	Corporate document setting out priorities in delivery strong communities for Cheshire East
Corporate Plan	Strategic plan for delivering key objectives that will fulfil the key priorities set out in the Sustainable Communities Strategy
Enabling Strategies	Strategies that facilitate the delivery of Corporate and Service Priorities
Service Priorities	Operational Service objectives which support the Corporate Plan and Sustainable Communities
Capital Strategy	A process of allocating funds to buildings and infrastructure
Capital Asset Group	Governance process for the Corporate Strategy
CAA	Comprehensive Area Assessment delivered by the Audit Commission which provides a cross service assessment of services. Now defunct.
Rationalisation	A process of alignment with service requirements.
GIS	Geographic Information System which stores and analyses spatial information
CIPFA	Chartered Institute of Public Finance and Accountancy
Operational Asset	Buildings from core Council services are delivered
Non-Operational Asset	Buildings and land owned by the Council but not core to service delivery
Atrium	A property data system
Asset Challenge	A process of challenging the use of buildings and property within the Council
Corporate Landlord	The transfer of the ownership and management of all operational buildings to the Corporate Property Service, including repairs and maintenance, procuring & paying for running costs and the payment of all bills. The costs are then recovered from occupiers via an inclusive 'landlord's charge'.

Term	Description
Total Place	An approach that integrates all public sector service delivery into one “joined up” offering.
Capital Programme	Spending on Assets (see definition for “Assets”)
NWEIP	North West Improvement and Efficiency Partnership
NWCH	North West Construction Hub
DDA	Disabilities Discrimination Act
LGR	Local Government Re-organisation