



ASSET MANAGEMENT STRATEGY AND DELIVERY PLAN

DRAFT INTERIM PRESENTATION

On behalf of:



October 2014



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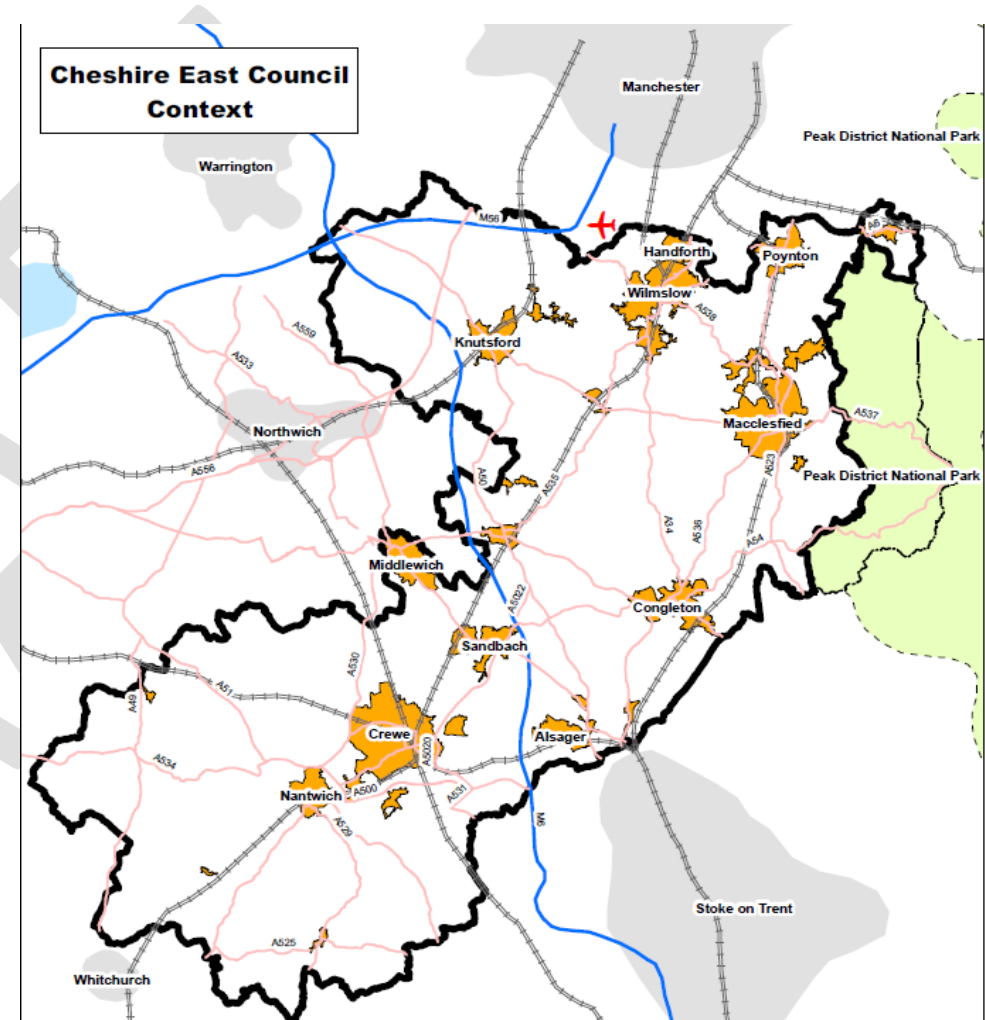
1. CONTEXT



1. CONTEXT: CHESHIRE EAST

Cheshire East – Key Statistics:

- **Unitary authority** – formed 2009. Combined functions of Macclesfield, Congleton, Crewe and Nantwich Borough and functions of former Cheshire County Council.
- **Estimated population c.370,000**: 12th largest out 326. Population to grow by estimated 6% by 2029 – and very sharp rise in aged 65+ years by 2029
- **Area – c. 1,150 sq km**. 19th largest out of 326 but 406 sq km is greenbelt
- **Major centres – Crewe (70,240) and Macclesfield (51,090)**. Other large centres include Congleton, Crewe, Wilmslow, Knutsford, and Nantwich. Also many other smaller settlements and rural hinterland.
- **Key infrastructure: M6, M56, Manchester Airport (adjacent), west coast rail line.**
- **Some strong contrasts** – wealthy areas (e.g. Wilmslow) and pockets of deprivation (e.g. Crewe).
- **Significant Growth Hotspot** - Cheshire East is one of very few economic growth 'hotspots' outside London.



1. CONTEXT: GOVERNMENT POLICY

National Guidance and Policy Context

- **Considerable published advice and guidance on public sector management of property assets** eg *Hot Property – Getting the Best from Local Authority Assets* 2000), and 2009 (*Room for Improvement – Strategic Asset Management in Local Government* 2009) - National Audit Commission; *Building on Strong Foundations – A Framework for Local Authority Asset Management* (2008) - CLG.
- **Quirk Review (2007)** – encourages more community management and ownership of public assets.

Consistent messages which run through almost all of the research and guidance from Central Government:

- **Improve their knowledge of their estates** and their partner's estates.
- **Identifying areas for improvement** and learn from other Councils.
- **Review property holdings** and **reduce them where possible**.
- **Motivate service managers** who occupy property to use it economically.
- **Develop the capacity** needed to bring about change.
- **Collaborate** with local partners
- **Seek opportunities** presented by the recession such as acquiring property at reduced prices and employing high calibre staff.

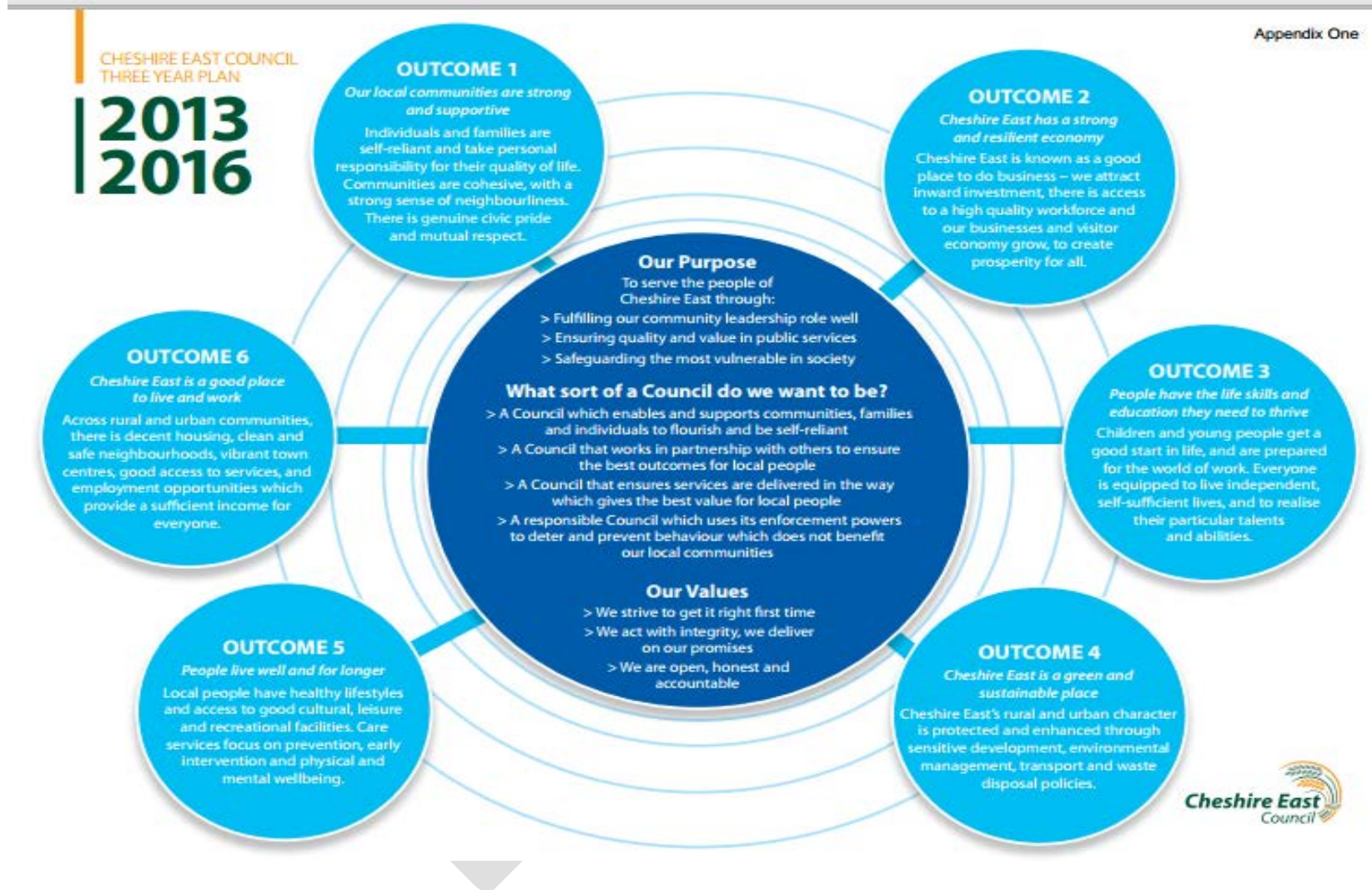
1. CONTEXT: UNDERTAKING ASSET REVIEWS

Approach to Asset Review:

1. Vision for the Area <ul style="list-style-type: none">▪ Review annually▪ Statutory Requirements▪ Corporate Council Plan	2. Align Assets to Vision <ul style="list-style-type: none">▪ Work with partners/cross boundaries▪ Consider who is best placed to run and maintain asset▪ Consider approach for under used or poorly aligned assets▪ Work with partners
4. Review & Monitor <ul style="list-style-type: none">▪ Gather and analyse data▪ Benchmark performance of assets▪ Review overall performance	3. Implement Plans for Assets <ul style="list-style-type: none">▪ Consider financial options for acquisition of assets▪ Dispose – or release – assets not meeting strategic vision or best value▪ Maintain and adopt existing assets



1. CONTEXT: CORPORATE PLAN



1. CONTEXT: THE COUNCIL'S THREE YEAR PLAN

Cheshire East Three Year Plan 2013 – 2016

Clear outcomes articulated through Three Year Plan:

- **OUTCOME 1** – 'Our local communities are strong and supportive'
- **OUTCOME 2** – 'Cheshire East had a strong and resilient economy'
- **OUTCOME 3** – 'People have the life skills and education they need to thrive'
- **OUTCOME 4** – 'Cheshire East is a green and sustainable place'
- **OUTCOME 5** – 'People live well and for longer'
- **OUTCOME 6** – 'Cheshire East is a good place to live'

Priorities:

- **Local economic development**
- **Development affordable and sustainable local models of care** for vulnerable children and adults
- **Focusing services on early intervention and prevention**
- **Responding to the changing education** and learning environment
- **Securing housing that is locally-led**, community based and that meets local needs
- **Redefining the Council's role** in core place-based services
- **Service Efficiencies / Redefining the Corporate Core**
- **Workforce planning**

Clear links between use of property and achieving Three Year Plan priorities and outcomes - series of programmes set out to achieve the Corporate Plan.

1. CONTEXT: ASSET MANAGEMENT PLANS

Cheshire East Asset Management 2009 – 2014

- **Provides clear principles, aims and objectives** as to how the Council will approach use of property.
- **Identifies Specific Property issues as at 2009** – *schools, Children's Social Care Establishments, Adults with Learning Disabilities/ physical and sensory Disabilities / Mental Health Needs, Community Wellbeing, Community support Centres, Libraries, registration, Depots, Passenger Driver Bases, Regeneration, Waste, Recycling Centres, Office accommodation.*

Corporate Asset Management Plan 2011 – 2014

- **Detailed document with many potential initiatives.** Limited explanation as to how these will be taken forward
- **Lists three Corporate Priorities:**
 1. Sustainable Communities Strategy
 2. The Corporate Plan
 3. Dealing with Financial Constraints
- **Reviews Specific Property issues as at 2011** – continued reflection of issues previously identified in 2009.
- **Housing need / delivery given high profile.**

1. CONTEXT: WIDER CONSIDERATIONS

Growth Plan -*Engine of the North : Timing is Right*

In 2030 the economy of East Cheshire will have changed significantly, including:

- **High growth and high value growth** in key economic sectors
- Continued **growth on the number of HQ operations** and employees operating locally
- Attracted, started and growth of the number of HQ operations and employees operating locally
- Maintained as an important destination role for higher value occupational profiles
- **Preferred location for inward investment**
- **Increased investment in town centres**
- **No.1 location for Life Science businesses in the north** through major new investment in a Bio Science Park at Alderley Park
- Greatest level of Superfast Broadband coverage in the Region

Economic Growth is one of the Council's top priorities

The Vision, Strategy and Implementation Plan sets out priorities for high-quality and high-value growth:

Priority 1 (Productive and Competitive Business)

Including: Alderley Park; Basford East (including Basford Innovative Centre); Basford West, Crewe; Cheshire Green Employment Park, Wardle; Junction 16 / Radway Green, Capricorn Employment Site, Sandbach; University Technical College, Crewe, Deep GeoThermal energy project; HS2 Including Crewe Rail Gateway; Advanced Engineering Technology Hub.

Priority 2 (Inward Investment and Business Development)

Including: A51 / A500 Strategic Corridor; A534 Sandbach – Congleton, A536 Congleton – Macclesfield; Sustainable Urban Extension including Handforth East; Major Housing Delivery Sites; Crewe Town Centre, Macclesfield Town Centre / SMDA, A556 Investment, Tatton Vision Programme of Investment.

Priority 3 (Creating the Conditions for Sustainable Growth)

In addition, key housing development schemes highlighted

Lots of priorities & projects – and links with property.

1. CONTEXT: WIDER CONSIDERATIONS

Regional and Local Policy Context:

- **Local Plan - Submission Version 2014** – 27,000 new homes by 2030. 31 Strategic Sites. 20,000 jobs in longer term
 - **Investment Peer Challenge** – describes Council's delivery approach to its high growth strategy..
 - **Macclesfield Heritage and Cultural Strategy** – maximising use of heritage buildings. Proposed Sale of Registry Office.
 - **Cheshire and Warrington LEP: Strategic Economic Plan (2014)** – 'Crewe High Growth City' is a key Intervention Priorities + Science Corridor
 - **All Change for Crewe** – contains series of regeneration initiatives, especially for town centre (see also 'High Growth City').
 - **Health Impact Assessment Policy** – requires major new initiatives to be assessed for their impact on health.
 - **Customer Contact Operation** - Moving toward digital contact solutions.
 - **Energy Strategy (emerging)** – examine use of Council assets to generate savings / value through energy creating mechanisms. A cross cutting initiative.
 - **East Cheshire Council** – A 'Commissioning Authority' model.
- Number of arms' length companies** – ANSA, ESAR, Orbitas, Tatton Park, Engine of the North, Co-socious, Everybody SRT, TSS Ltd.

(further to be added)

1. CONTEXT: PORTFOLIO OUTLINE

Council's property portfolio composition:

- Operational Assets (major) – 625
- Farms – 20 estates / 5,104 acres / 66 tenanted farms.
- Non-Operational Assets:
 - 137 Categorised non-operational assets (investment)
 - 1,867 land packets

Major Operational Assets (ex Education)

Allotment	19	Markets	6
Business Generation Centres	3	Museums & Galleries	2
Business Parks, Centres & Offices	1	Nurseries	1
Cemetery & Crematoria	10	Nursing Homes & Residential	3
Children's centre	12	Offices	8
Closed land fill site	3	Parking services	113
Community centre & public Halls	8	Public Convenience	16
Community Parks & open Spaces	30	Public Transport	4
Countryside recreation & Management	22	Special Education	1
Day Care Centres	10	Sport and Recreational Facility Indoor	16
Depots	7	Sport and Recreational Facility Outdoor	139
Family Support Services	3	Supported Accommodation	4
Heritage	2	Theatres and Entertainment	1
Homelessness	1	Tourism & Visitor Economy	1
Household Waste Collection	7	Traveller Sites	1
Industrial Unit Blocks	10	Youth Advisory Services	5
Libraries	18	Youth Centre	2
Looked after Children	3	Youth Justice	3

2. FUTURE DRIVERS



2. FUTURE DRIVERS: OPERATIONAL

Category	Current Position	Future Drivers
Allotments	<ul style="list-style-type: none"> ▪ 19 Sites. ▪ Locations: Alsager, Macclesfield, Alderley Edge, Wilmslow 	<ul style="list-style-type: none"> ▪ Increasing interest in self sufficiency. ▪ Statutory allotments. ▪ Already programme of allotments being transferred to Parish Council (e.g. Alderley Edge), Town Councils and Community Groups.
Business Operation Centres	<ul style="list-style-type: none"> ▪ 2 sites. ▪ Locations: Sandbach and Crewe. ▪ Perhaps unlikely to appeal to high growth / high value businesses 	<ul style="list-style-type: none"> ▪ Economic growth 'a council priority'. ▪ Ability to foster high value/high growth emerging businesses requires higher quality buildings/setting - and in right locations. ▪ Consider the role of the council as facilitator in addition to Landlord approach: High quality service support

2. FUTURE DRIVERS: OPERATIONAL

Category	Current Position	Future Drivers
<i>Business Parks Centres and Offices</i>	<ul style="list-style-type: none"> 1 site. Location: Crewe Business Park 	<ul style="list-style-type: none"> Economic growth 'a council priority'. Links to other economic strategies
<i>Cemetery & Crematoria</i>	<ul style="list-style-type: none"> 10 sites. Located throughout council area. Orbitas act as council agents for bereavement service, but no buildings transferred. 2 crematoria have been upgraded. 	<ul style="list-style-type: none"> Additional cemetery need typically demonstrated via assessment. Increasing population [esp. elderly] Additional requirement for Crewe identified.
<i>Children's Centres</i>	<ul style="list-style-type: none"> 12 Sites. Locations: Crewe (4), Congleton, Knutsford, Macclesfield (3), Nantwich, Sandbach, Wilmslow Some linked to schools. 	<ul style="list-style-type: none"> Move toward service delivery in community and promotion of self-sufficiency- linked with Community Hubs Scope for schools to provide out of hours services? [Surplus?] space passed to schools? Crewe. Overall strategy to provide services in the Community and reduce building need and cost asset base.

2. FUTURE DRIVERS: OPERATIONAL

Category	Current Position	Future Drivers
<i>Closed Landfill Site</i>	<ul style="list-style-type: none"> 3 sites. Macclesfield land fill site closed in June 2014 – number of others have closed in recent years Interim contract to 2016 with Staffordshire Council for use of land fill site Current approach to seek sustainable waste solution 	<p>Move to utilise best waste disposal opportunities available in region, including capacity created in neighbouring Authorities</p>
<i>Community Centres and Public Halls</i>	<ul style="list-style-type: none"> 5 sites. Locations: Congleton, Macclesfield (3), Crewe Current strategy to pass ownership of community buildings to: <ol style="list-style-type: none"> Town/Parish Councils or Community group. 	<ul style="list-style-type: none"> Potential for new community hubs to offer modern space Understanding of outcome of recent transfer strategy to Parish / Town Councils -

2. FUTURE DRIVERS: OPERATIONAL

Category	Current Position	Future Drivers
<i>Community Parks & Open Spaces</i>	<ul style="list-style-type: none"> ▪ 30 sites. ▪ Locations: in most main centres save for Knutsford ▪ ANSA manage grounds. ▪ Local Plan sets requirements for open space. ▪ Strategy to transfer assets to relevant community groups, where appropriate. 	<ul style="list-style-type: none"> ▪ Strong links to Corporate Strategy: Green and futuristic: people live well. ▪ Parks Strategy being drafted. Due for consultation. Key thrust is invest to maintain. ▪ Growing transfer of assets
<i>Countryside Recreation & Management</i>	<ul style="list-style-type: none"> ▪ 22 sites 	<ul style="list-style-type: none"> ▪ Captured in above strategy for <i>Community Parks and Open Space.</i>

2. FUTURE DRIVERS: OPERATIONAL

Category	Current Position	Future Drivers
Day Care Services	<ul style="list-style-type: none"> 10 sites: located in most main centres Traditional day care models used in some establishments, 	<ul style="list-style-type: none"> Creation of new integrated health and care models. Strategy to direct customer to right services/service level – greater self sufficiency
Depots	<ul style="list-style-type: none"> 7 sites. Locations: Knutsford (3), Crewe, Macclesfield, Congleton, Wardle. Main / large depots are Macclesfield (Commercial Road) and Crewe (Pyms Lane). Multi-functional – household recycling, depot, vehicle parking and maintenance, offices. Pyms Lane has number of poor quality buildings. 	<ul style="list-style-type: none"> Waste Strategy: Review to rationalise the number of depots being undertaken: <ul style="list-style-type: none"> - central depot and spoke arrangements Population growth will increase demands on depot sites – cognisant of need to build in depot capacity to meet future needs.

2. FUTURE DRIVERS: OPERATIONAL

Category	Current Position	Future Drivers
Family Support Services	<ul style="list-style-type: none"> 3 sites. Locations: Crewe, Macclesfield, Sandbach 	<ul style="list-style-type: none"> Possible link to community hubs Affordable / sustainable local models of care, early intervention and prevention and service efficiencies are key corporate strategies.
Heritage	<ul style="list-style-type: none"> 2 Sites. Tatton Park Enterprises Ltd – catering, but no transfer of assets 	<ul style="list-style-type: none"> Links to Macclesfield town centre strategy Build upon Tatton Park's status as a premier heritage location.
Homelessness	<ul style="list-style-type: none"> 1 site Location: Macclesfield Current building (Rose Street, Macclesfield) Council has statutory responsibility for homeless. 	<ul style="list-style-type: none"> Statutory responsibility Investigate new service delivery models

2. FUTURE DRIVERS: OPERATIONAL

Category	Current Position	Future Drivers
Household Waste Collection	<ul style="list-style-type: none"> 7 sites. Locations: across district; 3 in Macclesfield ANSA manage waste. 	<ul style="list-style-type: none"> Increased demands due to population rise. Possible synergies with other depot activities
Industrial Unit Blocks	<ul style="list-style-type: none"> 10 sites. Locations: Congleton, Middlewich (2), Sandbach (2), Crewe (5) Cheshire is one of very few business growth 'hotspots' outside London. 	<ul style="list-style-type: none"> Economic growth 'a council priority'. Review if current buildings/premises meet future corporate business plan objectives.
Libraries	<ul style="list-style-type: none"> 16 sites. Locations: across district; 5 in Macclesfield High use of libraries: very high customer satisfaction rate. New library in Crewe Lifestyle Centre. 	<ul style="list-style-type: none"> Links to corporate objectives of changing education / learning environment and service efficiencies. Broaden role and appeal of libraries with link to community hubs? Clustered services. Commitment to retain libraries. strategy Deliver modern library service – concept to be developed

2. FUTURE DRIVERS: OPERATIONAL

Category	Current Position	Future Drivers
<i>Looked after Centres</i>	<ul style="list-style-type: none"> ▪ 3 sites. ▪ Locations: Crewe (2) Macclesfield 	<ul style="list-style-type: none"> ▪ Links to corporate objectives of affordable / sustainable local models of care, early intervention and prevention and service efficiencies
<i>Corporate Offices</i>	<ul style="list-style-type: none"> ▪ 8 sites. ▪ Significant rationalisation already occurred (34 to 8 offices). ▪ Also to move out of leased properties; Dalton House (Middlewich – holding over), Riverside (Sandbach - mid 2015). ▪ Majority of services then held in three key, well located centres to meet community needs. 	<ul style="list-style-type: none"> ▪ Links to Corporate objectives of redefining the Council's role and corporate core, workforce planning and service efficiencies. ▪ Agile Working Strategy, modern ICT systems and customer contact review / digital initiative will have future bearing on office space needs ▪ Developing new frontline delivery models ▪ Cross over with Energy strategy and possible savings / revenue

2. FUTURE DRIVERS: OPERATIONAL

Category	Current Position	Future Drivers
<i>Parking Services (car parks)</i>	<ul style="list-style-type: none"> ▪ 113 sites. ▪ Located throughout district. 	<ul style="list-style-type: none"> ▪ Range of considerations to be made to determine future car parking strategy: <ol style="list-style-type: none"> 1) Accessibility. 2) Income to Council. 3) Sustainability issues. 4) Political and Community influences. 5) Reservation opportunities
<i>Public Conveniences</i>	<ul style="list-style-type: none"> ▪ 16 sites. ▪ Locations: Many in Macclesfield (6) and Wilmslow (4); one in Crewe. 	<ul style="list-style-type: none"> ▪ Scope to rationalise where significant provision of services
<i>Public Transport</i>	<ul style="list-style-type: none"> ▪ 4 sites. ▪ Location: Crewe (2), Macclesfield, Knutsford 	<ul style="list-style-type: none"> ▪ Possible scope to investigate public transport depot rationalisation as part of wider depot review

2. FUTURE DRIVERS: OPERATIONAL

Category	Current Position	Future Drivers
<i>Sport and Recreation Facility Indoor</i>	<ul style="list-style-type: none"> ▪ 16 sites. ▪ Locations: Congleton, Crewe (4), Macclesfield, Nantwich, Wilmslow ▪ Some leisure centres are jointly used with schools. ▪ 13 leisure centres leased out to ESAR – Charitable Trust which runs all services 	<ul style="list-style-type: none"> ▪ Seek better ways of managing cost apportionment and repairs under contract. ▪ Scope to rationalise leisure facilities –as per Crewe. Possible rolling programme of improvements and rationalisation to provide service improvements and cost savings.
<i>Sport and Recreation Facility Outdoor</i>	<ul style="list-style-type: none"> ▪ 139 sites. ▪ Located throughout district. ▪ Maintenance of grounds by ANSA 	<ul style="list-style-type: none"> ▪ Continued maintenance of sites by ANSA. ▪ Where new outdoor facilities are proposed, S106 Agreement need to be cognisant of future Council obligations and associated costs.

2. FUTURE DRIVERS: OPERATIONAL

Category	Current Position	Future Drivers
<i>Supported Accommodation</i>	<ul style="list-style-type: none"> ▪ 4 sites [6 in list]. ▪ Locations: Congleton, Crewe, Macclesfield, Knutsford, Middlewich, Wilmslow ▪ Services provided are intended to meet accommodation needs such as young people and mental health support needs. 	<ul style="list-style-type: none"> ▪ integrated health and care models. ▪ Strategy to direct customer to right services/service level – greater self sufficiency
<i>Theatres and Entertainment</i>	<ul style="list-style-type: none"> ▪ 1 site. ▪ Location: Lyceum Theatre, Crewe ▪ Lease to HQ ▪ Supports town centre diversity/economy ▪ Theatre located in Crewe town centre regeneration area 	<ul style="list-style-type: none"> ▪ Diversity of town centre uses (e.g. retail, leisure, culture) expected to be a continuing theme in town centre regeneration.

2. FUTURE DRIVERS: OPERATIONAL

Category	Current Position	Future Drivers
<i>Tourism and Visitor Economy</i>	<ul style="list-style-type: none"> ▪ 2 sites. ▪ Locations: Macclesfield, Congleton 	<ul style="list-style-type: none"> ▪ Support for town centres and heritage/tourism role.
<i>Markets</i>	<ul style="list-style-type: none"> ▪ 6 sites. ▪ Locations: Congleton, Crewe (2), Macclesfield (2), Wilmslow ▪ Markets transferred to Town Councils in Macclesfield and Wilmslow 	<ul style="list-style-type: none"> ▪ Important role in diversification of town centres. ▪ Assist in the delivery of Macclesfield and Crewe regeneration.
<i>Museums and Galleries</i>	<ul style="list-style-type: none"> ▪ 2 sites. ▪ Locations: Crewe, Nantwich 	<ul style="list-style-type: none"> ▪ Meeting cultural needs of population.
<i>Nurseries</i>	<ul style="list-style-type: none"> ▪ 1 site. ▪ Location: Westminster, Crewe 	<ul style="list-style-type: none"> ▪ Potential cost savings via disposal to private operator
<i>Nursing & Residential Homes</i>	<ul style="list-style-type: none"> ▪ 3 sites. ▪ Locations: Congleton, Crewe, Macclesfield 	<ul style="list-style-type: none"> ▪ Current review of day care centres being undertaken - Strategy to direct customer to right services/service level – greater self sufficiency
<i>Travellers' Sites</i>	<ul style="list-style-type: none"> ▪ 1 site. ▪ Location: Congleton 	<ul style="list-style-type: none"> ▪ Statutory requirement – unlikely to change in the foreseeable future.

2. FUTURE DRIVERS: OPERATIONAL

Category	Current Position	Future Drivers
Youth Advisory Centres	<ul style="list-style-type: none"> 3 sites. Locations; Crewe, Macclesfield, Wilmslow. 	<ul style="list-style-type: none"> Strategic links with council objectives for affordable / sustainable local models of care; Early intervention and prevention; Service efficiencies <ol style="list-style-type: none"> Community/mobile outreach. Links to new community hubs model
Youth Centres	<ul style="list-style-type: none"> 2 sites. Locations: Knutsford, Middlewich 	<ul style="list-style-type: none"> Strategic links with council objectives for affordable / sustainable local models of care; Early intervention and prevention; Service efficiencies <ol style="list-style-type: none"> Community/mobile outreach. Links to new community hubs model
Youth Justice	<ul style="list-style-type: none"> 2 sites. Locations: Macclesfield, Northwich 	<ul style="list-style-type: none"> Use of pre-crime prevention to identify children / young people at high risk of offending and help them to avoid entering Youth Justice System. <ol style="list-style-type: none"> Community/mobile outreach. Links to new community hubs model

2. FUTURE DRIVERS: NON OPERATIONAL (FARMS)

Category	Current Position	Future Drivers
Farms	<ul style="list-style-type: none">▪ 20 Estates / 5,104 acres.▪ Joint operational management for East and West Cheshire▪ detailed business strategy (2012)	<ul style="list-style-type: none">▪ Potential of land to contribute to wider strategies – housing land, waste management, energy strategy.▪ Increasing Farm size to be more financially sustainable (current strategy)

2. FUTURE DRIVERS: NON OPERATIONAL (BUILDINGS)

Comments: 137 assets. Very diverse mix of assets from Investment to Surplus Land and Buildings. .

Breakdown of investment termed property categories (82 properties)

'Investment' Type	No. of Assets
Residential	6
Garage	36
Sport and Youth	22
Retail and Office	17
Agriculture	1

Income return for assets still to be determined.

Non-operational assets also include surplus land and buildings, and those for sale. Process for agreement to release surplus assets for sales to be clarified. Significant value tied up in assets deemed surplus or for sale

2. FUTURE DRIVERS: NON OPERATIONAL (LAND)

Comments:

- 1,971 land packets.
- 77 sites are between 0.50 and 1 hectare; 99 sites are greater than 1 hectare. Remainder below 0.5 ha.
- Likely to be held for range of uses – highways, agricultural, public open space.
- Possible for land holdings to contribute to Corporate Objectives: locally led housing, local economic development
- Many will not be suitable for development (say due to size / layout, planning restrictions, location, market demand); however, others may.

3. SCOPING AND INITIAL ANALYSIS



3. SCOPING AND INITIAL ANALYSIS

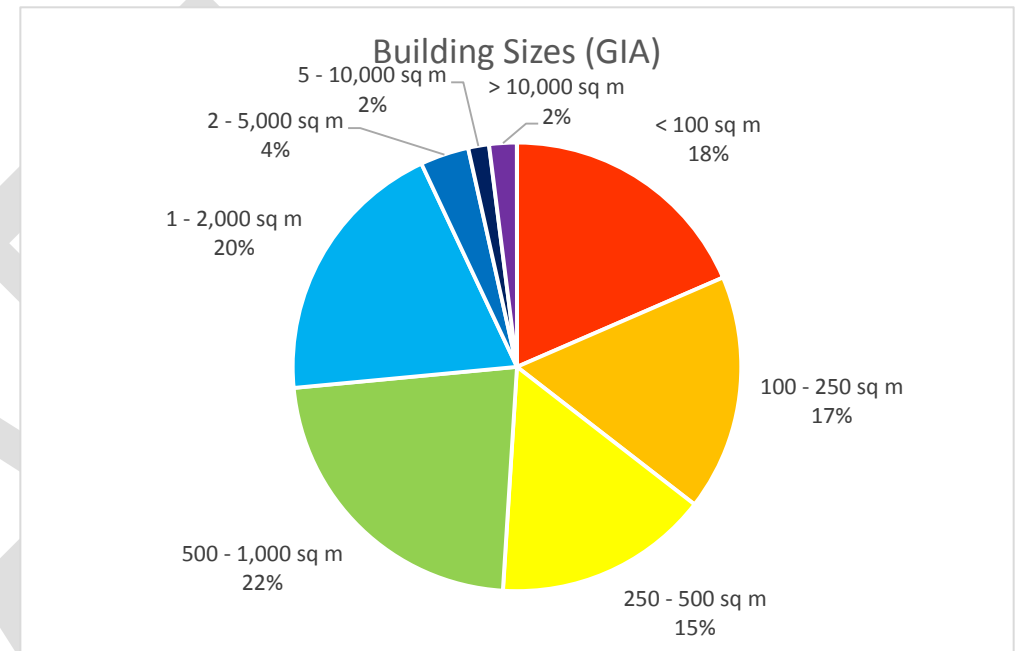
Building Size Analysis

We have sought to undertake analysis of the property portfolio floor areas, which are available for 200 properties, on a gross internal basis.

- 50% of assets have a floor area of less than 500 sq m
- 4% have a floor area greater than 5,000 sq m
- Largest building is Prosperity Court – 27,274 sq m

Analysing some specific uses we would comment as follows in respect of building sizes –

- Children's Centres – 205 to 1,344 sq m (ave. 430 sq m)
- Day Care Centres – 425 to 1,238 sq m (ave. 867 sq m)
- Libraries – 35 to 1,782 sq m (ave. 635 sq m)
- Offices – 341 to 10,109 sq m (ave. 3,550 sq m)
- Youth Advisory – 303 to 880 sq m (ave. 793 sq m)
- Youth Centre – 229 to 355 sq m (ave. 280 sq m)



3. SCOPING AND INITIAL ANALYSIS

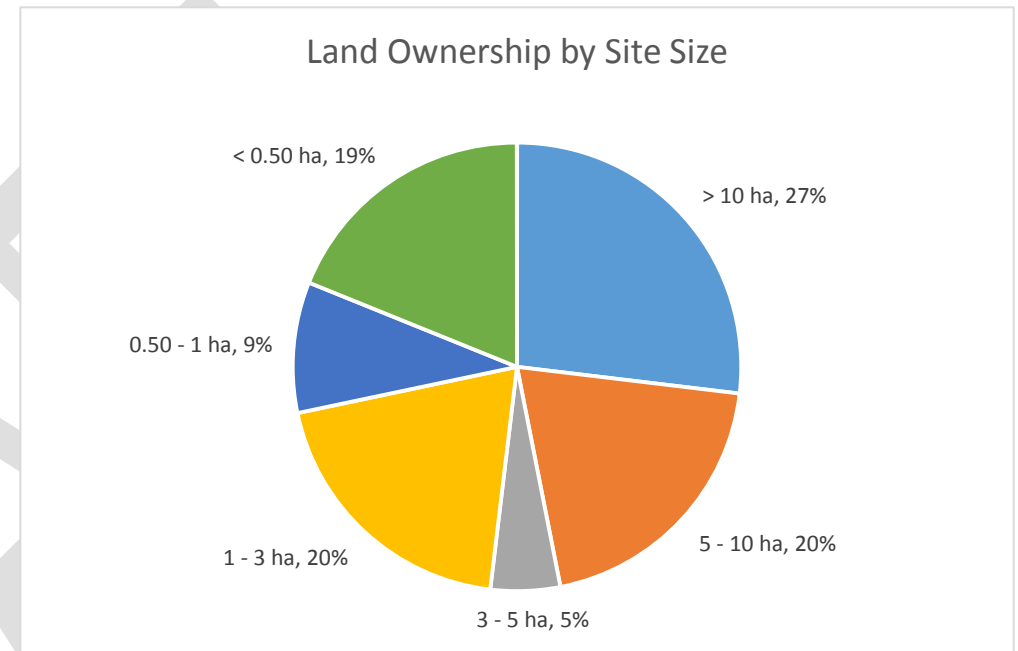
Land Holding Analysis

Cheshire East Council own a total of 1,971 Looking at the sites for which we have areas we can comment as follows -

- 1,498 sites are smaller than 0.50 hectares
- 77 sites are between 0.50 and 1 hectare
- 99 sites are greater than 1 hectare

From the site areas provided we calculate that Cheshire East Council owns 579 hectares of land across 1,674 sites (average 0.35 hectares).

- Over 50% of the Council's land holdings (301 ha) are held in sites greater than 3 hectares in size
- 27% of all land (156 ha) in parcels of 10 hectares or more with an average site size of 19.5 hectares.
- Sites over 1 hectare account for 72% (415 ha) of the Council's ownership.



3. SCOPING AND INITIAL ANALYSIS

Income

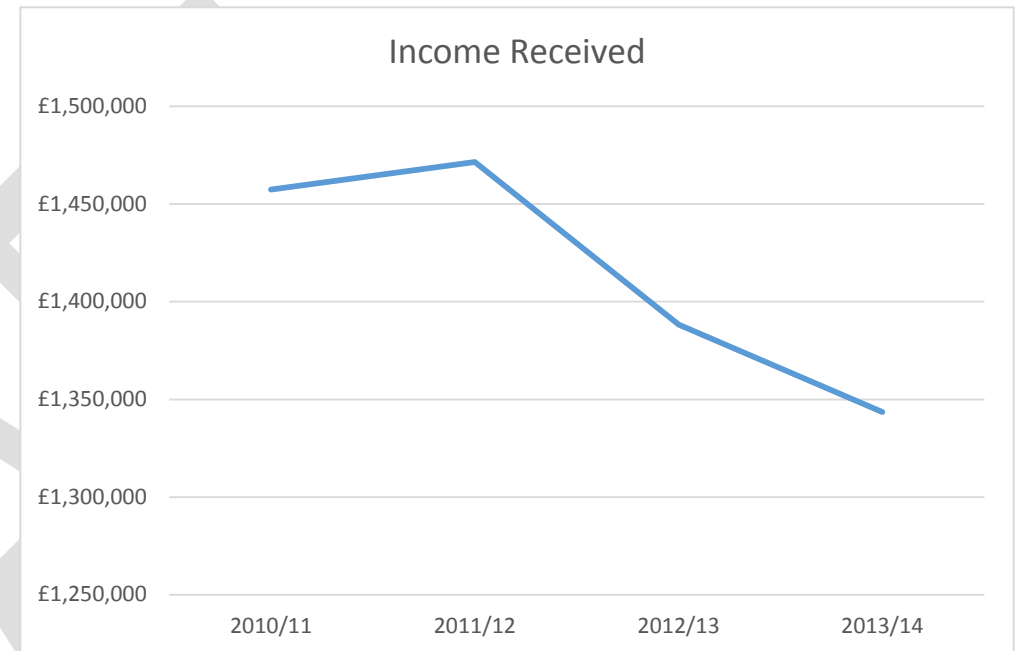
As part of the initial analysis we have collated data in respect of rental income received by Cheshire Council.

This income comes from a range of assets including offices, industrial, retail, leisure and agriculture.

Over the past couple of years the income received by the Council has declined from £1.47m in 2011/12 to £1.34m in 2013/14.

These figures exclude assets added in 2013/14 to enable a like for like comparison between previous years income.

a more detailed analysis of contracted income will be undertaken to enable development of cashflows projecting the Council's potential rental receipts in the future.



4. WHAT IS SUCCESS?

suc•cess

(sək-sēs') *n.*

**1. The achievement
of something
desired.**

4. WHAT IS SUCCESS?

Dependent on the action plan / delivery plan, but could link to:

Operational

1. **Adopting space planning benchmarks.** Offices, for example have a standard of 12 sqm per FTE
2. Cost of managing and maintaining building accommodation per person (benchmarked against previous year with potential targets set for reductions)
3. Energy Costs (benchmarked against previous year with potential targets set for reductions)

Economic Development

1. **The number and value of planning permissions** secured using Council assets
2. **The number of housing units and commercial floorspace delivered** using Council assets
3. **Extent to which agreed actions have taken place** to progress toward meeting economic development objectives

Investment

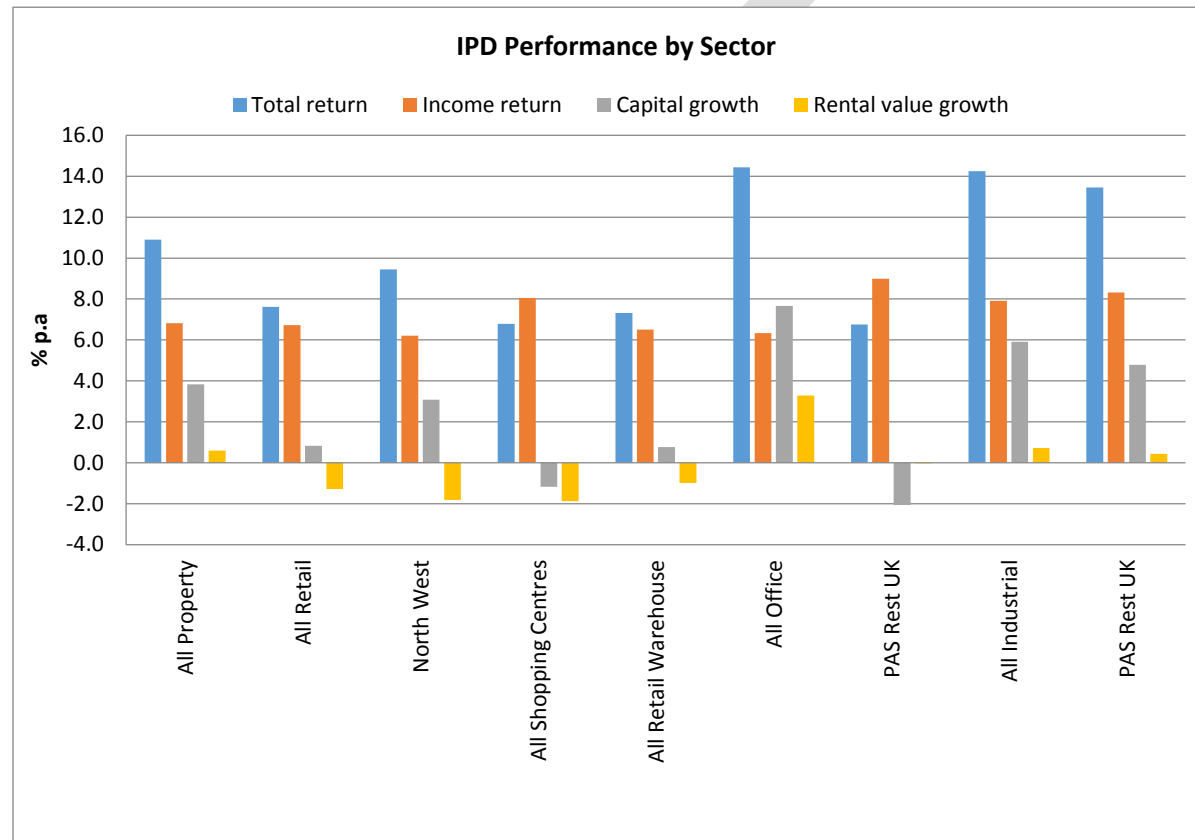
1. **The overall return from the investment portfolio.** Benchmarked against previous year / growth targets / IPD national returns: updated annually to reflect changes in the property market. Possibly by sector, but more challenging given the relatively small investment portfolio which the Council holds.

Other

1. Number of sales of surplus assets
2. Capital receipts generated by surplus sales
3. Acquisitions made.

Success 'measures' need to be realistic, linked to corporate plan and clear timeframes.

4. WHAT IS SUCCESS?



5. NEXT STEPS



5. NEXT STEPS

More to be done.....

- Further financial analysis of portfolio – especially investment portfolio – as data allows
- Consider cost / expenditure issues
- Begin to review larger land parcels for development (or other) potential
- Review Council offices - and how to generate efficiencies
- Consider (re)categorisation of assets.
- Moving toward the preparation of the Strategic Asset Management Plan and Delivery Plan.