



STRATEGIC ASSET MANAGEMENT PLAN

(TRAVELLING DRAFT)



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FOREWORD

Cheshire East's Strategic Asset Management Plan sets out the strategic vision, core values and objectives that form the context of how we expect our land and property portfolio to be developed for the period 2015 - 2018 and beyond. It has been informed by a wide range of data sources, as well as through consultation with Council Officers who use land and property assets to deliver Council services.

The land and property assets held by the Council are diverse. They include offices, leisure centres, libraries, residential accommodation, cultural venues and land among many other uses. Assets are held for operational, investment and strategic reasons or a combination. The assets are an important part of our Borough's economic and social fabric. As a Council, we must ensure that our stewardship optimises the benefit of these assets for our residents. That means we must ensure that our property assets are geared to meet the Council's objectives and support the community services needed in a sustainable and cost effective manner now and in the future.

In common with other local authorities, the Council's portfolio has emerged in an ad hoc manner over a number of years. This is particularly the case given the creation of a new Unitary Authority in 2009. It is therefore appropriate that the purpose of some of the assets that are owned, occupied or controlled by the Council are reviewed in the light of the Council's corporate objectives, priorities and service needs. This Asset Strategy has been created to support and complement the Council's evolving operating model and associated service delivery aspirations moving forward.

The Cheshire East Strategic Asset Management Plan (SAMP) explains how we will manage our land and property assets (save for education assets) to ensure that they are fit to serve our community and achieving our corporate priorities as illustrated in our Three Year Business Plan 2013 - 2016. Our SAMP rightly sets out our path for the future use of land and property, and plans ahead to how further improvements can be made through a series of actions that can be made over the next three years and beyond. The plan also sets out a framework of how to measure the success of the plan and review its performance.

The Strategy will help the Council to make decisions about divestment from operational property where, for example, alternative value for money solutions could be secured, and where regeneration opportunities are not compromised. If operational property must remain within the Council's ownership and control, the Asset Strategy will help identify opportunities to make best use of its assets to optimise operational costs and drive out revenue and capital cost savings. It will also help to shape acquisitions and investment in land and property for the future.

The Asset Strategy will also support decisions related to non-operational property where, for example, assets may be retained if there is a strategic importance in doing so or where financial performance is clearly strong. The Strategy will help to define surplus assets for disposal and reinvestment opportunities, in projects that support an efficient and functionally flexible estate.

The Strategic Asset Management Plan will be a key corporate policy. It will help inform the Council's business planning, alongside shaping other corporate policies, linked to service lines. As a strategic document it does not resolve all of the Council's land and property considerations, but identifies what steps may be needed to take the path toward better, more effective decision making on property matters.

Peter Raynes



Cllr Peter Raynes - Portfolio Holder for Finance

(i) EXECUTIVE SUMMARY

Cheshire East's Strategic Asset Management Plan (SAMP) sets out the strategic vision, core values, objectives and actions for the Council's land and property for the period 2015 - 2018.

The context for the SAMP is:

- The Council has 511 operational land and property assets, including offices, leisure centres, libraries, residential accommodation, and cultural venues among many other uses. It also has 1,846 separate land holdings and owns a significant investment portfolio as well as a Farms Estate
- Assets are held for operational, investment and strategic reasons - or a combination of these.
- In 2012/2013 the total portfolio (including education) had a net book value of £492 million.
- Public spending is expected to reduce at least until 2018/19. Based on recent budget reductions spending will fall by 33% in real terms (Local Government Association 2014). For Cheshire East, the total budget for the period 2013/2014 to 2015/2016 is forecast to be reduced by £22.2m. The Council is seeking innovative ways to deliver services, including effective use of land and property assets to meet service needs and the net budget target.
- Significant reshaping of the Council's land and property assets has already occurred since 2009: a substantial reduction in Council office accommodation (from 32 premises to 8); energy savings amounting to £800,000 per annum; and disposal of surplus assets amounting to over £20m since 2011.
- A number of priorities in the Council's Three Year Plan relate to property and its use.

At a strategic level, the Council is engaged in a series of key cross cutting initiatives which will affect decisions about its use of land and property assets. These initiatives are:

1. **A Commissioning Council – resulting in ways of delivering services more effectively**
2. **An emerging Energy Framework – targeting energy cost reductions or to provide income**
3. **Corporate Landlord - instigated to improve knowledge and management of assets**
4. **Customer Contact – initiative to enhance ways of communicating with customers**
5. **Flexible working – reflecting a move toward more modern ways of working**
6. **Community Hubs - a flexible approach to meeting community service needs**
7. **Arms-Length Companies – wholly owned companies set up by the Council to drive forward service efficiencies.**
8. **Regeneration - using assets to support regeneration, especially in town centres**

From reviewing current and likely future influences, the SAMP prescribes a series of property specific and strategic actions to shape the Council's estate over the next few years, including:

- *Reviewing its property decision making structure.*
- *Working alongside the Council's wholly owned companies to ensure its assets are used effectively.*
- *Strengthen communication and partnering arrangements with key strategic stakeholder and public sector bodies to identify opportunities to use assets more effectively.*
- *Improvement in its property data management in accordance with its Corporate Landlord principles of property management.*
- *Taking steps toward a more sustainable asset portfolio.*
- *Responding to changes in legislation, regulations and guidance which may impact on its management of property.*
- *Developing a high level in-house protocol for assets which are considered surplus to requirements and dispose of them in an efficient and effective manner.*
- *Feasibility studies to assess energy saving and income generating opportunities.*
- *Implementing the actions for specific property categories as stated in relevant business and service plans.*
- *Reviewing the Council's investment portfolio for its effectiveness and return profile.*
- *Continued roll out of the Community Hub initiative and devolution of assets where appropriate.*
- *Identify where there may be cross working opportunities to optimise the benefit of assets held, such as from farms and land.*

The identified actions are set against achievable timeframes with responsibility allocated to the key Council Directorates - Chief Operating Officer, Strategic Commissioning and Growth and Prosperity.

The SAMP also sets out a framework for reviewing its content, actions and performance - and benchmarked where appropriate against criteria relevant to the desired outcomes.

(ii) STRATEGIC ASSET MANAGEMENT PLAN STRUCTURE

This Strategic Asset Management Plan (SAMP) is structured as follows:

- **Section 1** sets out the context for the Strategic Asset Management Plan. It outlines the scale and scope of the Council's assets, Government policy on procedures and best practice, as well as statutory responsibilities. It also explains the Council's corporate plan, vision and core values as well as describing what the Council is seeking to do.
- **Section 2** examines the Council's current property assets and how future needs and influences will shape the Council's land and property portfolio, and what gaps in the portfolio may exist. Nine core groupings are used to describe the Council's assets. They are grouped around the Council's organisational structure and property responsibilities - corporate, children's services, social care and independent living, community services, environmental services, visitor economy and culture, investment, land and farms. It provides an overview of the assets, plus the individual property categories that are linked to these groupings.
- **Section 3** sets out the strategic action plan to deliver the SAMP, in light of the previous section. Specific actions are set against timeframes, targets and milestones in order to create a balanced and effective property portfolio. It sets out a framework for action on a category by category basis, and what outcomes are expected.

It also sets out wider actions relating to organisational issues including roles and responsibilities of those involved with delivering the SAMP, arms-length companies, data management and working with other stakeholders.

- **Section 4** proposes a framework for assessing and reviewing the performance of the SAMP, and how it may be revised to meet changing needs.

1. CONTEXT FOR THE ACTION PLAN

CHESHIRE EAST COUNCIL IN CONTEXT

Cheshire East Unitary Authority was formed in 2009 from Macclesfield, Congleton, Crewe and Nantwich Borough Councils as well as the functions of Cheshire County Council. With an estimated population of around 370,000 it is the 12th largest authority in the UK. The population is forecast to increase by 6% by 2029.

It is also a large Borough, covering some 1,150 sq km (19th largest of 326). This has implications on the range and type of assets the Council holds, especially in terms of service delivery and meeting the needs of residents and businesses. While it is a large area, a substantial proportion of the Borough is designated as greenbelt. The major centres are Crewe (pop. 70,240) and Macclesfield (pop. 51,090), with other large towns including Congleton, Wilmslow, Knutsford, Nantwich, Alderley Edge and Holmes Chapel. There are also a multitude of smaller population centres and villages set within the rural hinterland.

The Borough benefits from a strong, strategic communication infrastructure. The M6 and M56 thread through the Borough. Crewe Rail Station is a major interchange for national services, and the Borough will also benefit from the delivery of a new HS2 station to the south of Crewe. The north of the Borough also lies immediately adjacent to Manchester. Cheshire is also acknowledged to be a significant growth hotspot outside of London.

There are though strong contrasts; for example rural and urban areas, as well as areas of comparative affluence and deprivation. These factors too have a bearing on how the Council organises its services and its associated land and property assets.

FINANCIAL PERSPECTIVE

Cheshire East Council is responsible for delivering more than 500 local public services across an area of over 1,000 sq km for its 370,000 residents, with a total budget of around £750m per annum. The National Audit office states that the Government will reduce its funding to local authorities by an estimated 28% in real terms between 2010-11 and 2014-15. Further planned cuts will bring the total reduction to 37% by 2015-16. Despite growth in the local economy, government projections show continuing funding cuts for local authorities well into the next Parliament. The main political parties agree that public spending will contract at least until 2018/19. On the same trajectory of cuts that have been experienced to date, over the period to 2019/20 (and excluding ring-fenced public health expenditure) spending will fall by 21% in cash terms or 33% in real terms (Local Government Association 2014). This sets a context of fiscal responsibility for Councils.

The Third Quarter Budget Review for Cheshire East (Q3, 2014) explains that the Council's financial performance has continued to improve compared to previous financial years. Improvements in financial planning, governance and stewardship are having a clear impact on the Council's ability to manage its budget and create greater confidence in the medium term plans. The Council is considered to be financially stable.

Despite this positive prognosis, the drive to reduce Local Authority expenditure will continue to place downward pressure on budgets. For Cheshire East, the total budget for the period 2013/2014 to 2015/2016 is forecast to be reduced by £22.2m. This reduction points toward the Council seeking innovative ways to deliver services, including effective use of land and property assets to meet service needs and the net budget target.

1. CONTEXT FOR THE ACTION PLAN

PORTFOLIO OVERVIEW

Cheshire East Council owns a diverse range of land and property assets. In January 2015 the Council had 512 operational assets (freehold and leasehold), excluding education assets. In 2013/2014 the total portfolio (including education) had a net book value of £492 million.

Cheshire East Council: Summary Breakdown of Operational Assets

Allotments	19	Looked after Children	3
Business Generation Centres	3	Markets	6
Business Parks, Centres & Offices	1	Museums & Galleries	2
Cemetery & Crematoria	10	Nurseries	1
Children's Centres	12	Nursing Homes & Residential	3
Closed Land Fill Site	4	Offices	8
Community Centre & Public Halls	6	Parking Services	112
Community Parks & Open Spaces	30	Public Convenience	15
Countryside Recreation & Management	22	Public Transport	4
Day Care Centres	11	Special Education	2
Depots	7	Sport and Recreational Facility Indoor	10
Family Support Services	3	Sport and Recreational Facility Outdoor	140
Farms	20	Supported Accommodation	6
Heritage	2	Theatres and Entertainment	1
Homelessness	1	Tourism & Visitor Economy	2
Household Waste Collection	11	Traveller Sites	1
Industrial Unit Blocks	10	Youth Centres	6
Libraries	18		
Total Number of Assets: 512			

A list of these assets is attached at Appendix A. They are grouped under the key Council service areas – Chief Operating Officer, Strategic Commissioning and Economic Growth and Prosperity. An overarching Corporate Landlord model is also in operation.

The Council also owns a wide range of assets used for commercial purposes (203 assets) including an investment portfolio. Other assets are surplus to requirements and awaiting disposal (as at January 2015).

Summary Breakdown of Commercial (Non Operational) Assets*

For Sale	11
Investment Agricultural Land	39
Investment Commercial Retail and Office	24
Investment Community Sport & Youth Facilities	23
Investment Garages	16
Investment Residential	29
Surplus	36

*Excludes 24 interim managed assets. 1 asset held by Engine of the North

The Council also owns an extensive land holding non-operational estate, comprising 1,846 land holdings (January 2015).

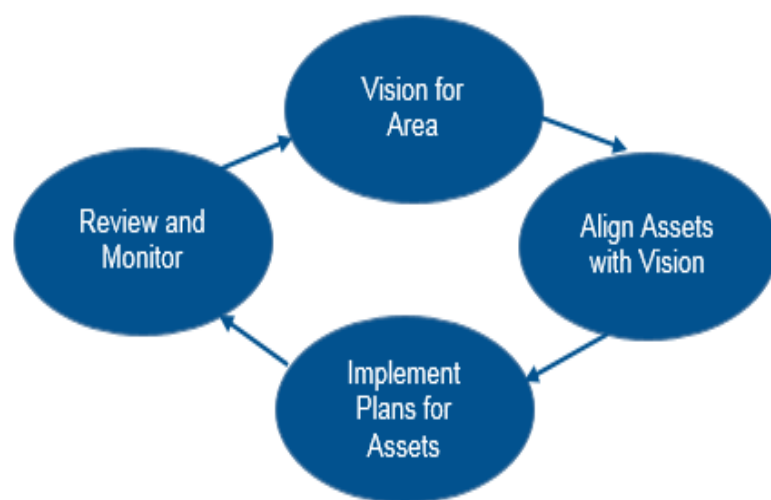
The scale of the portfolio, ambition of the Council and government policy has already resulted in significant reshaping of the Borough's land and property assets. Most notably has been the very significant reduction in Council office accommodation – from 32 premises to 8. The Council has also embarked in a series of other initiatives, including energy reduction and implementation of more efficient heating and lighting systems, resulting in savings amounting to £800,000 per annum from 25 key assets. From 2011/12 – 2013/2014 disposal of surplus assets had realised in excess of £20m for the Council.

1. CONTEXT FOR THE ACTION PLAN

COUNCIL ASSETS AND GOVERNMENT POLICY

There has been considerable published advice and guidance on how the public sector should manage its property assets more effectively. The National Audit Commission produced a report in 2000 (*Hot Property – Getting the Best from the Local Authority Assets*) and further guidance in 2009 (*Room for Improvement – Strategic Asset Management in Local Government*). CLG has also produced *Building on a Strong Foundation – a Framework for Local Authority Asset Management* (2008).

Councils have been required to take steps along the path towards better asset management since the late 1990's. One of those key requirements is the need to produce an Asset Management Plan (AMP). As a relatively newly merged authority, Cheshire East Council first prepared an Asset Management Strategy for the years 2009 – 2014 and then again for the period 2011-2014. The asset management plans should align with the Council's corporate plan. References are therefore made to Cheshire East Council's Three Year Corporate Plan.



CHESHIRE EAST COUNCIL THREE YEAR PLAN 2013 – 2016

The Three Year Plan sets out our purpose, what sort of a Council we want to be and our values. Five outcomes – or objectives – are articulated:

Outcome 1 – Our local communities are strong and supportive individuals and families are self-reliant and take personal responsibility for their quality of life. Communities are cohesive with a strong sense of neighbourliness. There is a genuine civic pride and mutual respect.

Outcome 2 – Cheshire East has a strong and resilient economy. Cheshire East is known as a good place to do business – we attract inward investment, there is access to high quality workforce and our business and visitor economy grow to create prosperity for all.

Outcome 3 – People have the life skills and education they need to thrive. Children and young people get a good start in life and are prepared for the world of work. Everyone is equipped to live independent, self-sufficient lives and to realise their particular talents and abilities.

Outcome 4 – Cheshire East is a green and sustainable place. Cheshire East's rural and urban character is protected and enhanced through sensitive development, environmental management, transport and waste disposal policies.

Outcome 5 – People live well and for longer. Local people have healthy lifestyles and access to good cultural, leisure and recreational facilities. Care services focus on prevention, early intervention and physical and mental wellbeing.

A number of priorities related to property – indirectly or directly – are included in the Three Year Plan:

- Local economic development.
- Development of affordable and sustainable local models of care for vulnerable children and adults.
- Focussing services on early intervention and prevention.
- 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.

There are therefore clear links between the use of property and achieving the Three Year Plan priorities and outcomes.

1. CONTEXT FOR THE ACTION PLAN

WHY THE COUNCIL HAS AN ASSET STRATEGY

Strategic asset management ensures that the land and buildings of the Council are structured in the best community and corporate interest. They align the asset base with the Council's corporate goals and initiatives, and examine where future influences may reshape requirements. The Council's property resources must be used to optimise the benefit to services in an efficient and effective manner, unless they are held for investment purposes (where financial return is important) or are of strategic importance – say in relation to regeneration initiatives. Importantly, this asset management plan is about having a strategic approach to assets, and sets the context for the preparation of more detailed service asset management plans.

The benefits of a Strategic Asset Management Plan for Cheshire East's land and property is that it will:

- Ensure the assets reflect the needs of its residents and businesses.
- Align to our corporate vision and organisational outcomes.
- Be holistic and co-ordinated.
- Ensure the portfolio is developed, reviewed and shaped in a sustainable way to meet future needs.
- Provide a positive impact on the regeneration of the area.
- Meets guidelines and best practice advice

It concerns itself with non-financial and financial matters and is involved with the planning and organisation for the future.

SCOPE OF THE ASSET MANAGEMENT PLAN

The SAMP covers all land and property assets, except education assets. Whilst education assets are a significant part of the Council's property ownership, they have been excluded from the SAMP, as these assets are managed in a highly devolved way by school governing bodies. There is therefore restricted scope for a strategic review of these assets.

This asset review also touches on a series of wholly owned companies, set up by Cheshire East Council. These companies have been set up to deliver Council services or in some cases – and especially the Engine of the North; the Council's property development company – to make best use of the Council's land and property portfolio.

The review of the Council's assets also highlights that in a number of areas there are limitations to the data presently available. Thus, in some cases the scope of the actions relates to completing information gaps to further improve decision making in the future.

2. COUNCIL'S ASSETS AND INFLUENCES

The Council's current property asset portfolio needs to be considered in the context of present and likely future influences on the demand for property and land. These influences will inform the shape of the Council's property portfolio, and initiatives needed to achieve this in years to come.

At a broader strategic level, the Council is engaged in a series of key cross cutting initiatives. These key initiatives are outlined in the adjacent table – they may have a direct or indirect impact on the use, operation and cost of property. This might be for example through changes to service delivery, and therefore the future use of land and property to support those services. These cross cutting initiatives are also reflected in commentary on specific asset categories.

At a more property specific level, the Council's property assets are examined by reference to a series of clusters. These groupings largely reflect the organisation of the Council in terms of the delivery of services, and the broad roles and responsibilities which fall under separate service lines. The groupings adopted are:

1. **Corporate**
2. **Children's Services**
3. **Social Care And Independent Living**
4. **Community Services**
5. **Environmental Services**
6. **Investment**
7. **Visitor Economy and Culture**
8. **Farms**
9. **Land**

Within each grouping are a number of defined asset categories. It is acknowledged that the groupings and particularly the property categories used to describe the properties do not always convey the wider characteristics of an individual property. Crewe Municipal Buildings is for example a Council office, but also possesses significant heritage value. The categories adopted are reflective of the Council's current asset categorisation method, and is embedded in the Borough's estates information management system; Atrium. As such, this approach provides a consistent basis for the Strategic Asset Management Plan.

Cross Cutting Theme	Initiative	Expected Outcomes
The Council as a Commissioning Authority	<ul style="list-style-type: none"> Continue to investigate ways in which services may be provided more effectively and efficiently through third parties and commercial market. 	More effective delivery of services. Cost savings. Use of external expertise.
Energy Framework	<ul style="list-style-type: none"> Finalise and endorse Energy Framework. Confirm preferred properties for energy strategy. Implement projects based on deliverability and financial benefits. 	Income from projects. Reduced energy costs.
Corporate Landlord	<ul style="list-style-type: none"> Continue to develop Corporate Landlord approach and property knowledge through improved data management relating to assets. 	Better data collection and analysis leading to clearer decision making on property matters
Customer Contact Operation	<ul style="list-style-type: none"> Early review of how Council engages with its customers. Complete review and effect agreed initiatives. 	Enhanced modes of customer liaison. Possible reduction in need for building space to deliver services.
Flexible Working	<ul style="list-style-type: none"> Drive to implement a greater degree of flexible working for Council staff, where appropriate 	More efficient working practices and reduction in the need for Council office space
Community Hubs	<ul style="list-style-type: none"> Partnership working to deliver flexible approach to community services delivery 	More effective delivery of services and use of assets.
Arms' Length Companies	<ul style="list-style-type: none"> Continued roll out of Council owned arms' length companies to manage services where proven case to do so. 	Increased opportunities to expand operations beyond Council's geographical boundaries. Greater autonomy to run Council services.
Regeneration	<ul style="list-style-type: none"> Focus on delivering town centre regeneration, in Crewe and elsewhere in the area. 	Stronger town centres Possible use of Council assets to support scheme delivery

2. COUNCIL'S ASSETS AND INFLUENCES

1. CORPORATE

The Council's corporate estate comprises offices used to accommodate Council staff required to deliver Council services. The Council's primary offices are:

- Westfields, Crewe Municipal Buildings, Cledford House, Delamere House, Macclesfield Town Hall, and Sandbach House, with the Council currently in the process of vacating Dalton House and Riverside.

The four principal offices are Crewe Municipal Buildings, Delamere House, Macclesfield Town Hall and Westfields. A total of 2,145 staff operate from these premises, and a 10:8 desking model has been put in place at these four principal corporate buildings. The total operating cost of the 8 offices for 2013/14 was £2.01m, accounting for energy use, cleaning, maintenance, rent and service charges. Over recent years the Council has reduced its corporate office footprint from 32 buildings to 8.

Cheshire East Council: Corporate Buildings: Summary Information

Property	Gross Internal Area (sq m)	Total Operating Cost (£)	Assigned Staff (number)	Workstations (Number)
<i>Dalton House, Middlewich</i>	1,375	250,529	122	129
<i>Delamere House, Crewe</i>	6,138	340,345	747	599
<i>Cledford House, Middlewich</i>	1,358	72,646	108	83
<i>Macclesfield Town Hall</i>	10,109	540,543	535	432
<i>Municipal Buildings Crewe</i>	4,234	206,285	190	148
<i>Sandbach House, Sandbach</i>	341	24,269	31	4
<i>Suite 2A Riverside, Congleton</i>	775	206,414	49	66
<i>Westfields, Sandbach</i>	4,067	372,154	363	295

- Total operating cost based on 2013/14 information
- Assigned staff based on figures as at Sept 2014: not full time equivalents
- Number of staff at Sandbach House is assumed

Relevant Asset Influences

- A continued need to reduce costs associated with managing the corporate estate. This includes ensuring that where contracts are secured from suppliers they provide value for money.
- Two offices – Dalton House (Middlewich) and Riverside (Congleton) – are leased by the Council. These represent significant liabilities given the rent that is paid. The intention is to reduce overall accommodation costs through decanting from these buildings by summer 2015. As a result of workforce reorganisation, Sandbach House may also become surplus to needs in the midterm.
- The Council is currently investigating ways to embed flexible working practices. These practices will look to further reduce the work space to employee ratio. In turn, this will reduce the amount of floorspace needed to meet operational requirements, though accepting that some flexibility in workspace needs may be appropriate given that employee numbers may vary in future years.
- A customer contact review is being undertaken which will lead to modernised customer contact systems and frontline delivery models (including a digital delivery strategy). The intention is to make Council services more readily accessible and direct customers to the right service sector. Modernising ICT systems – including their capacity to manage the needs of new systems – will be an important support function if the agile working strategy is to be successful and a digital led customer contact and front line delivery model is to be adopted.
- The Council's emerging Energy Framework will look to use Council properties to generate an income and / or savings. All possible energy options will be considered. Westfields and Macclesfield Town Hall buildings have been identified as potentially suitable for feasibility studies as they fall within Council's highest five energy consumption assets.
- Continued energy efficiency and consumption savings. The Council has already put in place a number of energy efficiency saving initiatives which have reduced overall running costs.
- The energy performance of buildings directive continues to place a requirement for public building to display energy certificates for buildings over 1,000 sq m. Those deemed to have a poor energy performance will require a range of measures to improve their performance.
- The Council's objective will also be to operate from more sustainable buildings – particularly where there are identifiable savings and positive outcomes.
- The Council's corporate offices also perform a wider role in supporting town centre activity and footfall. Some of these assets might also play a physical part in regenerating town centre locations.

2. COUNCIL'S ASSETS AND INFLUENCES

2. CHILDREN'S SERVICES

Children's Services rely in part on property to provide services. These assets include:

- Children's Centres
- Family Support Services
- Looked After Children Centres
- Nurseries
- Youth Centres

The assets are spread widely across the Borough. There are possible links between individual services provided in this grouping and the need for property to support those services. In recent years there has been a reduction in the number of assets supporting this sector – for example, the closure of Youth Justice Centres.

Relevant Asset Influences

- There is a key move towards service delivery in the community and promotion of self-sufficiency. This strategy would be to provide more services in the community and reduce building need and therefore costs related to the existing asset base. Core 'hub services' will be retained in the most deprived areas, for example, Crewe.
- In redefining the property need to meet service requirements, an opportunistic approach may be best suited, say for example sharing space with other service providers. The broad based Community Hubs Initiative may also provide avenues which align with Children's Services' property needs. The Community Hub model is intended to be flexible, to reflect specific needs of an area and service requirements and has potential to result in a reduction in the need for property to deliver Children's Services through the introduction of flexible service approaches. Six Community Hubs pilots – Wilmslow, Knutsford, Macclesfield, Congleton, Nantwich, and Crewe – are being progressed by the Council to date. The initiative will continue to be developed through participation with key community stakeholders and other service providers.

- Any future changes to the composition of the assets supporting the provision of services in this grouping will need to be cognisant of the large geographical scale of the Borough and the ability of the community to access such services.
- Cheshire East is moving to a Commissioning Council model. This may provide for further commercial input to managing services and estates – for example, a privately run nursery service.

2. COUNCIL'S ASSETS AND INFLUENCES

3. SOCIAL CARE AND INDEPENDENT LIVING

These services provided by the Council mainly draw on property use in relation to accommodation (day, temporary, permanent). Categories which fall under this heading including:

- Day Care Services
- Supported Accommodation
- Nursing and Residential Homes

There are 20 assets contained in this grouping. The majority are Day Care Centres. Assets in this grouping are located across the Borough.

Relevant Asset Influences

- There is a significant sharp rise in residents aged 65+ forecast by 2029. This will increase demand for support and care throughout Cheshire East. To prepare for this rising demand and to enable targeting of resources where there is the greatest need, Adult Social Care and Independent Living services are continuing the personalisation agenda. Integration with health partners will be key to this and programmes such as Pioneer, Caring Together and Connecting Care will have a significant impact on how and where health and social care staff work, which will in turn have implications for asset management.
- The Care Act which comes into effect in April 2015 emphasises choice and control in care and support. Greater personal choice and independence for service users, carers and their families will impact on the services we commission which may be very different in the future and have a very different geographical footprint. Community based care could operate on a micro-economy scale, using initiatives such as shared lives or casserole clubs where communities open their homes and their lives to people who need help and support.

- The growing number of older people in Cheshire will also require a more accessible public infrastructure to support their needs. The availability of public conveniences, accessible transport such as railway platforms and reductions in barriers to mobility such as kerbs and busy roads all play a part in helping people live well and for longer. So even though the traditional requirement for assets from which to run services may be declining, the need to invest in the whole built environment may increase.
- Where possible opportunities for co-location of services are being considered. For example, the Crewe Lifestyle centre will include day care services. Conversely mobile assets may also play their part in reaching the more rural areas such as an independent living bus. Again this will have an impact on the strategic asset management plan as fleet management requires a depot.
- Cheshire East is moving to a Commissioning Council model. This may provide for further commercial input to managing services and reduction in the Council's property needs. Ultimately the Council's progression toward a Commissioning Council will determine the extent to which assets will be needed to support services.
- Future changes to the provision of services in this grouping will need to be cognisant of the large geographical scale of the Borough and the ability of the community to access such services, albeit that these services may not necessarily be property based.
- The Council has a statutory responsibility for the Homeless, and has recently prepared and published a Homelessness Strategy. This strategy identifies over 50 actions which are intended to reduce and prevent homelessness. The strategy includes addressing affordability, setting out protocols and pathways for people leaving institutions, as well as those with complex needs and health problems. In terms of property, the strategy will ensure there are a range of home choices available to those affected (or potentially affected) by homelessness, including by working with private sector partners and using the Council's hostel facility at Roe Street, Macclesfield.
- The Strategic Housing Service are currently undertaking a review of Temporary Accommodation across Cheshire East to ensure that the provision is fit for purpose and meets the diverse needs of the authority.

2. COUNCIL'S ASSETS AND INFLUENCES

4. COMMUNITY SERVICES

Community Services cover a broad spectrum of services with a range of land and property assets used to support this service offer. The property categories include:

- Allotments
- Community Centres and Public Halls
- Libraries
- Parking
- Public Conveniences
- Markets
- Traveller Sites
- Cemeteries and Crematoria - services delivered by Orbitas; a wholly owned company
- Sport and Recreational Services (Indoor/Outdoor) - services delivered by ESAR; a Leisure Trust

A large and diverse range of assets, totalling some 341 assets. The vast majority of these assets are Sport and Recreational services (150 sites) and Parking Services (car parks – 112).

Relevant Asset Influences

- Since 2011 there has been a Transfer and Devolution strategy in place for a number of community based assets. This transfer strategy has seen libraries, allotments, community centres, markets and other community based assets being transferred to Town Councils and appropriate community stakeholder groups. Six allotments (of 19) have for example been transferred in this way. This transfer programme will continue where it is deemed suitable.
- The Community Hubs Initiative may dovetail with the future use of community centres and public halls. This would see, where appropriate, shared use of accommodation to deliver a range of Council and community services. Though not a designated Community Hub, the delivery of the Crewe Lifestyle Centre will be a strong example of how co-located services can be provided; the Lifestyle Centre includes sports facilities, a new library as well as space for other Council services.
- There are sixteen public conveniences located throughout the Borough (one of which has been transferred to a parish/town council). In some places there is a very high concentration – in others no public conveniences at all.
- The Library Strategy was updated in 2014. This provides a commitment to retain libraries, but also to deliver savings (£1m by 2015/2016). Space saving initiatives may be one way to contribute to the goal. This strategy also recognises there is a changing education and learning environment and that there is a need to broaden the role and appeal of libraries.
- The emerging Energy Framework highlights the leisure buildings in Wilmslow, Macclesfield and Nantwich as suitable for feasibility studies to examine its potential for implementation.
- Parking services provide a significant community service alongside generating a large income for the Council. Future outcomes for this category will need to ensure there is a balance between providing car parking, an income stream to the Council, enabling regeneration (where appropriate) as well as other factors such as accessibility and supporting town centre retailing activity.
- Providing sites for travellers is a statutory requirement. A recent assessment – Cheshire Gypsy Traveller and Travelling Show People Accommodation Assessment (2014) – points towards the requirement to provide an additional transit site in Cheshire East to meet their needs.
- Sport and recreation services have been transferred to a Leisure Trust (ESAR). Managing costs of providing services and maintaining buildings will continue to be a key issue, particularly given the high cost of providing indoor facilities. Equally important will be how cost apportionment is managed and agreed between the Council and ESAR.
- Sport and recreational facilities account for a significant amount of the Council's budget - £3.81m in 2013/14. The need, where appropriate, to improve sport and recreational facilities may present opportunities to rationalise the estates in order to provide modern, attractive services – such as the Crewe Lifestyle Centre - while delivering longer term cost savings.
- The draft Parks Strategy (2015) looks toward ensuring that investment is made where appropriate. Continuing to secure external funding contributions will be important if investment programmes for improvement of Sport and Recreational facilities are to be met. This includes public open space; spaces which often fall under the outdoor recreation category. There may be opportunities for the re-use of some land in order for receipts to be channelled toward improving parks and open spaces.

2. COUNCIL'S ASSETS AND INFLUENCES

5. ENVIRONMENTAL SERVICES

Assets falling under Environmental Services include:

- Closed Landfill Sites
- Household Waste Collection
- Depots
- Community Parks and Open Spaces
- Public Transport

There are 56 assets in this grouping; the majority (30) are Community Parks and Open Spaces.

Relevant Asset Influences

- ANSA, a Council owned arms' length company, has been set up to manage Environmental Services. ANSA are, for example, responsible for managing the maintenance of community parks and open spaces and household waste collection.
- There has been a Council strategy to move away from disposing of its own waste within authority area. This will lead to the closure of all landfill sites, with a target date of 2016 to achieve this. Macclesfield land fill site closed in 2014.
- There is potential for sustainable waste management solutions to be secured through local authority partners, where they have capacity for managing waste. For example, an interim contract is in place with Staffordshire Council for use of a land fill site in their area.

- As part of delivering the Council's waste strategy to 2030 there is a need for a new hub depot facility that will provide better environmental performance and allow the Council to cease the landfilling of wastes through transfer to existing energy-from-waste plants outside the Borough.
- Community parks and open spaces enable people to live well. A draft Parks Strategy has been progressed with a key thrust to 'invest to maintain'. It is acknowledged though that improvements to these assets might be facilitated by release of some open space for development. Where new community or open space is provided it will need to be appropriately managed and properly funded in order to be well maintained.
- The Council owns 2 bus stations (Macclesfield and Knutsford) together with 2 shopmobility sites in Crewe and Macclesfield.

2. COUNCIL'S ASSETS AND INFLUENCES

6. INVESTMENT

The Council owns a number of properties which are geared toward investment (both business generation and financial). Properties which fall into this category include:

- Business Generation Centres
- Business Park Centres and Offices
- Industrial Units
- Investment Properties
- Surplus / For Sale

Investment properties account for 132 properties. Separate to this the Council also owns 10 industrial unit assets. As at January 2015, a further 47 of Cheshire East's land and property assets were either for sale or declared surplus to use.

Cheshire East: Summary of Investment Properties

'Investment' Type	No. of Assets
Residential	29
Garage	16
Sport and Youth	23
Retail and Office	24
Agriculture	39

Relevant Asset Influences

- Business generation centres provide a small operating profit (Overview and Scrutiny review - March 2011). They are though perhaps unlikely to appeal to high growth/high value businesses, and may not be meeting business fostering objectives laid out by the Council. There may also be cases where the service could be provided by specialist private commercial enterprises.

- The Council retains the freehold of Crewe Business Park and management of the landscaping of common footpaths and marketing suites. Service charge arrangements will be an important consideration in light of this arrangement, and the Council is currently retendering its management service arrangements.
- The Council has a significant holding of industrial units. These are of varying quality, and it is not clear that they are suited to meet high growth/high value business needs and may be more suited as an investment asset. The overall categorisation and performance of this property use - financial and otherwise – needs to be evaluated.
- The Council owns a considerable number of properties that are categorised as investment assets. There is a very broad mix of assets contained in this portfolio – including retail, office, garages, and agriculture. Increasing pressure on Council budgets means that a well managed and financially positive investment portfolio needs to be in place for the Council, and this requires a detailed review of the assets held in this category and their contribution to an investment portfolio. For example, the Council owns around 220 single garage units, but the income received compared to management costs may not make this a very profitable asset. Other assets in this category may be used more for community purposes rather than investment needs.
- Where assets held no longer meet operational, investment or strategic needs, then the ability to dispose of such assets and reuse receipts for other purposes is important, and demonstrates effective and efficient use of assets by the Council.

2. COUNCIL'S ASSETS AND INFLUENCES

7. VISITOR ECONOMY AND CULTURE

The Council holds a number of assets which are principally related to the visitor economy and culture. These include:

- Heritage
- Theatres and Entertainment
- Tourism and Visitor Economy
- Museums and Galleries
- Countryside Recreation and Management

29 assets fall into this grouping, with the vast majority (22) being Countryside Recreation and Management.

Relevant Asset Influences

- While a number of buildings are not described specifically as Heritage assets, they may still perform a dual function – for example, Macclesfield Town Hall. Equally, the Macclesfield Town Centre Strategy and Silk Quarter Initiative recognise the importance of heritage to supporting a diversified town centre.
- Tatton Park is a key tourist attraction. The Council lease Tatton Park from the National Trust. Tatton Park Enterprises – a Council owned arms' length company – has been set up to manage catering services relating to the Council's lease for Tatton Park. The Tatton Park Business Plan 2014-2018 is in place and sets out a series of initiatives to shape and grow the business in future years, while reducing the Council's revenue cost.
- The Lyceum Theatre in Crewe is let, on a fifteen year lease, to HQ who manage the venue. The theatre is set within Crewe Town Centre Regeneration Area, but provides a significant cultural asset for the town.
- The museums and galleries held by the Council are considered to be important community and cultural facilities. The Council also looks to support other museum based initiatives, though this may not be directly through the use of land or property.

- Although there are no immediate plans to expand the Tourist Information Centre facilities in the Borough, those at Macclesfield and Congleton Town Halls are important components in supporting Cheshire East's visitor economy strategy, town centres and cultural diversity.
- The rural agenda is an increasingly important aspect of Council policy and decision making. The countryside enables people to live well. There is also continued promotion of access to the countryside. The countryside is also an important facet of the visitor economy strategy for the area and promoting Cheshire East's 'Quality of Place'.
- There may be opportunities to work with local stakeholders and community groups to enhance the quality and offer available at museums and galleries.

2. COUNCIL'S ASSETS AND INFLUENCES

8. FARMS

The Council owns 20 farm estates, accounting for 66 tenanted farms and some 5,104 acres encompassing a mixed portfolio of rural property that has been developed to provide opportunities to farming at an entry level. The farms estate property portfolio management and service delivery are provided by Cheshire Farms Shared Service, which operates across both Cheshire East and Cheshire West's farms estates and other rural properties.

Relevant Asset Influences

- A business plan has been in place since 2012. The key principle of the plan is to improve the quality of the service offer by reorganising the estate structure to create more economically sustainable business opportunities, investing in a smaller number of farms and retaining a similar overall total area of land. As an outcome the plan identified capital receipts, initially valued at £13.53 million, fully funding the £3.38 million associated investment and delivery costs. -
- Farmland held by the Council is a very significant holding, and the ownership could possibly have benefits for other Council objectives. This might for example involve:
 - Housing Delivery
 - Infrastructure delivery
 - Waste Management
 - Energy Strategy
 - Skills and education.

Beyond ensuring the core farm business is profitable and viable there is the opportunity for co-ordinated cross Council working with Cheshire East's farm manager to identify what wider land and property synergies might exist and how these can be exploited.

- Farmland is an important landscape characteristic and helps support a strong sense and quality of place for East Cheshire.
- Given that farmland can provide a range of purposes, there might be opportunities to invest further in the Council's Farm Estate, with the initial basis being as an operational asset.

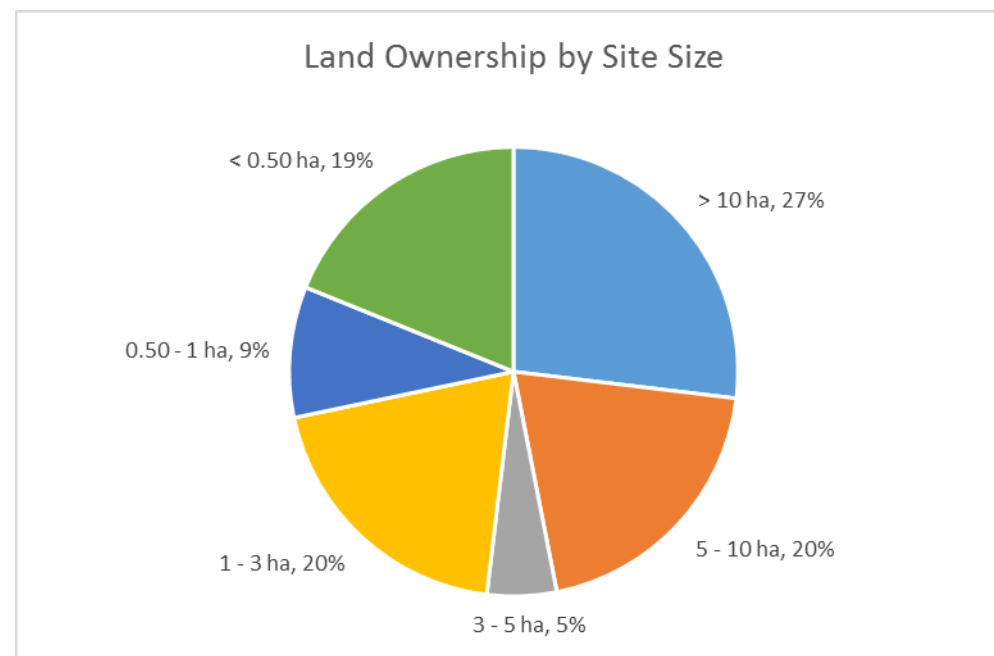
2. COUNCIL'S ASSETS AND INFLUENCES

9. LAND

There are 1,846 pieces of land held by Cheshire East Council. The land is held for a wide variety of purposes, including highway strips and public open space. Overall, they vary in size from a few square metres to larger plots.

Relevant Asset Influences

- There is considerable pressure for housing land in East Cheshire, which could potentially be met through the possible release of land, if deemed suitable for residential development.
- There remains pressure on the Council's budget and land disposal could mitigate this, alongside reducing management and maintenance costs.
- In some cases, the reason – or reasons - for holding the land may require clarification - for example, whether it contributes to public open space needs.
- Land is a valuable and scarce commodity. Effective cross department working in the Council may help identify if any land ownerships could have benefits for supporting other Council objectives – for example, land might be held in a town centre for future regeneration purposes.



Based on known site areas for land assets

3. STRATEGIC ACTION PLAN

The Strategic Actions contained in this section are split into two broad areas:

- **A – Specific actions for individual property categories.** These are a response to the property influences identified. In some cases – and as would be expected – more detailed actions will be drawn out of individual service and property category reviews. Actions are also linked to Council directorates responsible for undertaking the actions – Strategic Commissioning, Economic Growth and Prosperity or Chief Operating Officer. Cross reference is also made in each action heading to the relevant section in Council Assets and Influences. This information is displayed in the heading of each action as follows:

[Property Category [No. of Assets: asset list page no.]

[Relevant Influence, Section Cross Reference – Directorate Responsible]

- **B – Key strategic actions** – linked to wider land and property management and operational activities.

The actions set out must also be set in the context of wider Council objectives and form part of a suite of decision making and policy proposals.

3. STRATEGIC ACTION PLAN

A – SPECIFIC PROPERTY ACTIONS

The following actions related to specific property categories.

Corporate – Desk Utilisation (8: p 32) [Ref 2.1 - Chief Operating Officer]	
Desk utilisation and rationalisation will be taken forward by;	
<ul style="list-style-type: none"> Ensuring optimum use of corporate office buildings, increasing desk ratios to 7:10 and, in the fullness of time, floorspace to 8 sq m per FTE, not headcount. Continuing to invest in and further disseminate flexible working systems and technologies to enable staff to work from any location. 	
Outcome:	Reduced number of desks required. Benchmark of desk/staff ratio of 7:10 (possibly further on a departmental level)
Timeframe:	9 months
Corporate – Energy/Utility Consumption/Alternative Solutions (8: p 32) [Ref 2.1 - Chief Operating Officer]	
Implementation of Energy Strategy, subject to feasibility on various operational buildings (including Wilmslow and Macclesfield Leisure Centres and Nantwich Pool), to reduce energy and utility consumption.	
Outcome:	Potential savings / income generated through implementation of Energy Strategy, resulting in lower costs of operational buildings.
Timeframe:	Energy Feasibility Studies – 3 months Energy Strategy (Framework) – to be approved Feb 2015
Corporate – Relocations and Workspace Planning (8: p 32) [Ref 2.1 - Chief Operating Officer]	
Space planning exercises and, where appropriate, refurbishment of remaining office locations focusing on the Municipal Buildings and Macclesfield Town Hall.	
Outcome:	Move staff out of Dalton and Riverside by summer 2015 reducing size and operational costs of corporate portfolio. Expected budgetary saving compared to the current £450,000 annual costs for these properties. Benchmarking for future space planning at area per workstation < 10m ² .
Timeframe:	Relocation from Dalton and Riverside offices: 6 months

Corporate – Facilities Management (8: p 32) [Ref 2.1 - Chief Operating Officer]	
Where compliance, maintenance, security and waste contracts are being re-tendered, carry out contract reviews of the remaining FM services and, where appropriate, re-procure these to a standardised scopes and specifications.	
Outcome:	Identify and secure further efficiencies reducing the operational costs of the corporate portfolio. Benchmark to achieve of between £6 and £8 per m ² per annum for cleaning depending on final specification required by the Council (and whether any 'caretaking' responsibilities included).
Timeframe:	12 months
Corporate – Management Tools (8: p 32) [Ref 2.1 - Chief Operating Officer]	
Implementation of management tools will be taken forward by:	
A system of annual property management KPIs to report performance and identify continuous improvement on an ongoing basis through an annual (or perhaps more frequent) property report. Anticipated to cover:	
<ul style="list-style-type: none"> a. Utilisation – sq m headcount per occupant per building (based on FTEs rather than headcount) b. Energy - £ per sq m c. Maintenance - £ per sq m d. Assessment of condition (exact metric to be considered – potential assessment of backlog) 	
Outcome:	<ul style="list-style-type: none"> Preparation of a framework for reducing floor area per person Preparation of a framework for reducing cost £ per sq m.
Timeframe:	6 months

3. STRATEGIC ACTION PLAN

Libraries (18: p 32) [Ref 2.4 - Strategic Commissioning]
Actions in accordance with the Library strategy, with evaluation of the scale, quality, management and maintenance costs for individual libraries to ensure that the present portfolio of libraries is fit for purpose, provides value for money and identifies savings –including space sharing.
Outcomes: Budgeting savings of £1m by 2015/2016.
Timeframe: Implementation of Library Strategy – 2015/2016
Community Centres and Public Halls (6: p 32) [Ref 2.4 - Strategic Commissioning]
The Community Hub Initiative will be developed and fully implemented for the six pilot schemes. Dependent on the success of these pilots other localities will be assessed for their compatibility with the programme, and this may involve community centres and public halls.
Where community centres and public halls do not fit with the Community Hub model, the Council will investigate whether devolution and transfer of assets to appropriate groups is possible, and on acceptable terms.
Outcomes: The Community Hubs are intended to provide stronger community clusters of service provisions. The impact on Council owned assets will be determined as the individual pilots evolve, with cost savings envisaged.
Timeframe: 0-3 years.
Parking (112: pp 33-34) [Ref 2.4 - Strategic Commissioning]
A review of parking assets will be undertaken. The review will be holistic in nature and examine parking demand, spatial and regeneration matters and well as financial issues. In interim, any subsequent disposal of car park asset would be subject to clear rationale.
Outcomes: Dependent on recommendations of Car Parks review.
Timeframe: Car Parks Review: 0-1 years.

Note: Reference is made to the Community Hub initiative and devolution of assets in the context of Community Halls and Public Halls. These initiatives may also apply to other assets within the portfolio; this would be determined on a case by case basis.

Public Conveniences (15: p34) [Ref 2.4 - Strategic Commissioning]
The Council will examine whether the Council should provide public conveniences as a core service. If retained, then action will be a service review, with potential rationalisation (potentially linked to a 'Spend a Penny' campaign). This will be in the form of a detailed assessment of location, cost and service use for individual premises.
Outcome: Disposal of public convenience assets or a public convenience service which is fit for purpose and matched to community needs.
Timeframe: Public Convenience Review – 0-1 year.
Travellers' Sites (1: p 34) [Ref 2.4 - Strategic Commissioning]
The Gypsy and Traveller Needs Assessment (GTAA) undertaken in 2014 highlighted a need for permanent (69) transit (5-10) and travelling show people (13) pitch provision. A Site Identification study was also commissioned in order to identify potential suitable sites to meet the need. Work is underway to develop a suitable transit site and further work is required through the Local Plan site allocation process to ensure a five year land supply.
Outcome: Development of transit provision and the identification and securing sufficient travellers sites to meet needs.
Timeframe: 0-2 years.
Allotments (19: p 32) [Ref 2.4 - Strategic Commissioning]
Continued deployment of the Transfer of Asset strategy to suitable groups with appropriate governance in place and the capability to manage assets -on a case by case basis.
Outcome: Increased community involvement and decision making and reduced direct management for Council.
Timeframe: Ongoing.

3. STRATEGIC ACTION PLAN

Sport and Recreational facilities (Indoor) – Programmed Improvements (10: p37) [Ref 2.4 - Strategic Commissioning]

An ongoing rolling programme of assessing improvements and potential rationalisation to create service improvements and cost savings, including via lease arrangements with ESAR and planned capital maintenance costs.

Outcomes: Service improvements and cost savings.

Timeframe: Rolling Leisure Centre Review – Annually

Sport and Recreational facilities (Outdoor) - (140: pp 38-41) [Ref 2.4 - Strategic Commissioning]

A continued approach to improve assets via:

- 1) Invest where appropriate.
- 2) Transfer assets to community groups, as appropriate
- 3) Adopt flexible transfer model depending on circumstances.
- 4) Where new space provided, ensure cost and management mechanisms are fit for purpose and relevant to the specific characteristics of the space.
- 5) Continue to seek external funding contributions.

Outcomes: Improved sport and recreational facilities and enhanced well-being for communities

Timeframe: Ongoing, and dependent on action

3. STRATEGIC ACTION PLAN

Children's Centres, Family Support Services, Looked after Children (18: p 35) [Ref 2.2 - Strategic Commissioning]	
A Scoping Review of Children's Centres, Family Support Services and Looked After Centres will be undertaken. The key aim will be to move toward service delivery in the community, with fixed presence retained where need is greatest, accepting that implementation of the plan may be flexible and opportunistic, say through linking with the Community Hub initiatives or sharing space in buildings.	
Outcomes:	A suite of assets which match community requirements for children's services in light of need and geographical spread. A reduction in building requirements and costs, with those identified through the Scoping Review. Potential disposal of surplus assets.
Timeframe:	Scoping Review – 0-1 yrs
Nurseries (1: p 35) [Ref 2.2 - Strategic Commissioning]	
The Council will secure a commercial operator for the single nursery the Council operates.	
Outcomes:	Disposal of Westminster nursery business, with either lease or sale of related building.
Timeframe:	0-6 months.
Youth Centres (6: p 35) [Ref 2.2 - Strategic Commissioning]	
Investigate the ability to link services to Community Hub Initiatives.	
Outcomes:	The outcome will be dependent on the ability to identify opportunities to use space more efficiently to deliver youth services.
Timeframe:	Community Hub Initiative – Ongoing.

Day Care Services, Supported Accommodation, Nursing and Residential Homes – (20: p 35) [Ref 2.3 - Strategic Commissioning]	
Day Care Services, Supported Accommodation, Nursing and Residential Homes will be influenced by national policy and imminent legislative change under the Care Act 2015.	
Outcome:	Outcomes are subject to review.
Timeframe:	Service Review – Ongoing

3. STRATEGIC ACTION PLAN

Closed Landfill Sites (4: p 36) [Ref 2.5 - Strategic Commissioning]	
Co-ordinated actions to be progressed in relation to:	
<ul style="list-style-type: none"> • Identification of waste transfer site. • Partnership arrangements with other neighbouring Local Authorities (Chester and Cheshire West) for waste management purposes. 	
Outcome:	By 2016 no operational land fill sites in Cheshire East. New waste transfer site.
Timeframe:	Secure waste transfer site: 0-6 months. Partnership arrangements with Local Authority partners – Ongoing.
Depots (7: p 37) [Ref 2.5 - Strategic Commissioning]	
Principal aim is to provide a hub depot facility that will allow the delivery of the waste strategy to 2030 and cease the landfilling of waste by the authority through transfer to existing energy-from-waste facilities outside the borough.	
Outcome:	Rationalisation of depots, with sites better equipped to meet future community needs. Disposal or reuse of surplus sites.
Timeframe:	Ongoing

Public Transport (4: p 41) [Ref 2.5 - Strategic Commissioning]	
The Council will assess the longer term use of public transport assets. In particular, the future of Crewe Bus Station will need consideration given the Arriva lease of this asset will expire in 2016. A replacement facility is required to:	
<ul style="list-style-type: none"> • Enable existing and potential new bus users to access town centre facilities by bus • Provide a safe, accessible, managed environment for bus departures • Support the stability of the bus network and viability of commercial and supported services • Enable at least 15% level of interchange between different bus services • Enable the continuation of the existing bus route corridors • Review the facilities for driver and passenger welfare (e.g. public conveniences and refreshments facilities). 	
Outcome:	To provide an appropriate bus interchange facility in Crewe town centre to provide accessibility to residents (particularly older people and young people), support the town centre economy and the viability of the local bus network.
Timeframe:	Public Transport Asset Review: 0-1 years
Community Parks and Open Spaces (30: p 36) [Ref 2.5 - Strategic Commissioning]	
A continued approach to improve assets via the principals of the draft Parks Strategy:	
<ol style="list-style-type: none"> 1. Invest where appropriate. 2. Opportunity to transfer assets to community groups, as appropriate, plus use of “Friends Groups”. 3. Adopt flexible transfer model depending on circumstances. 4. Where new space provided, new assets secured through appropriate planning agreements with commuted sums to cover management costs for 25 years in light of the preferred management mechanism 5. To facilitate housing development: secure a planning mechanism which entices Public Open Space to come forward where appropriate for redevelopment: The Council policy will be to make sure that where new housing developments are approved that they provide appropriate new public open space for residents or that an appropriate contribution is made to enhancing other local public open space. 6. Continue to seek external funding contributions 	
Outcome:	Improved community parks and open spaces and enhanced well-being for communities
Timeframe:	The target timeframes are set out in the draft Parks Strategy.

3. STRATEGIC ACTION PLAN

Business Generation Centres (3: p 42) [Ref 2.6 - Growth and Prosperity]	
A review of the Business Generation Centres will be undertaken to assess their compatibility with meeting with the Council's strategic economic growth objectives and the prospect of involving commercial enterprises in operating the centres. The review will consider in which locations commercial services could manage facilities more effectively. Longer term, the Council may intervene to provide services in specific locations if there is a proven case to do so.	
Outcome:	A portfolio of business generation centres which align well with market needs and fostering high value/high growth businesses.
Timeframe:	0-6 months: review of assets. 6 months -2 years: implementation of review.
Business Park Centres and Offices (1: p 42) [Ref 2.6 - Growth and Prosperity]	
The service charge regime will be re-examined and better aligned to ensure that cost apportionment for managing the business park is reflected in occupant's service charge provisions.	
Outcome:	A reduction in Council involvement in the management of the Business Park and subsequent cost savings.
Timeframe:	0-2 years (subject to ability to renew service charge provisions).
Industrial Units (10: p 46) [Ref 2.6 - Growth and Prosperity]	
A review of the industrial units will be undertaken in conjunction with a wider holistic investment asset review. The assets will be considered in terms of both their financial characteristics (income and expenditure) and the function they are looking to fulfil, such as market need or economic growth. The review will determine future actions for the industrial unit portfolio.	
Outcome:	An effective investment portfolio that produces a solid return for the Council while reducing resource implications.
Timeframe:	Asset Review: 0 – 6 months

Investment Properties (131: pp 43-46) [Ref 2.6 - Growth and Prosperity]	
A detailed review of the investment properties held by the Council will be undertaken to examine their ability to generate an acceptable return (particularly income) to the Council. This review will have regard to both gross and net return, and the overall effectiveness of the portfolio as an investment proposition. The review should also cover other income generating facilities, especially Industrial Units.	
Outcome:	Subject to the review, a reshaped property investment portfolio that generates a return commensurate with industry benchmarks (IPD) for the Council yet minimises management costs and resource implications.
Timeframe:	0– 1 year strategy review 1-3 years reshaping of portfolio
Homelessness (1: p 42) [Ref 2.6 - Growth and Prosperity]	
The Council undertake the actions set out in its Homelessness Strategy, 2014-2017 and the Vulnerable and Older Persons Housing Strategy 2014. These strategies will use a combination of private sector partnering arrangements and public sector resources, including Roe Street Hostel, Macclesfield.	
Outcome:	Retention of Roe Street Hostel alongside wider private sector and community initiatives to reduce and prevent homelessness. Ensure there is suitable accommodation for those with complex needs.
Timeframe:	2014 - 2017

3. STRATEGIC ACTION PLAN

Heritage (2: p 42) [Ref 2.7 - Growth and Prosperity]	
Specific actions to be taken are detailed through the Tatton Park Business Plan which will build on Tatton Park's status as a premier heritage location in the north west.	
Outcome:	Improved heritage assets and greater quality of place.
Timeframe:	In accordance with the Tatton Park Business Plan.
A longer term ongoing strategic approach will be the reuse of historic buildings under the Council's ownership if they can provide or improve heritage value and return to the Council. Other heritage actions will be undertaken by the Council which may feed into wider heritage initiatives, possibly using other Council assets in shared space arrangements – for example an archive facility.	
Theatres and Entertainment (1: p 42) [Ref 2.7 - Growth and Prosperity]	
No specific action, unless Crewe's Lyceum Theatre is part of a wider regeneration initiative for the town centre. Were that the case then re-provision of the Theatre will be paramount.	
Tourism and Visitor Economy (2: p 42) [Ref 2.7 - Growth and Prosperity]	
No specific actions, though the retention of these assets is noted as aiding and promoting Cheshire East in terms of 'Quality of Place' and support for town centres and heritage/tourism role.	

Museums and Galleries (2: p 42) [Ref 2.7 - Growth and Prosperity]	
The Council will retain its existing facilities and support other organisations which manage, own or operate museums and galleries throughout the Borough. For specific assets owned by the Council, then the strategy should be to work with community and heritage groups to further develop the offer in line with town centre plans.	
Outcome:	Improved cultural facilities.
Timeframe:	Ongoing
Countryside Recreation and Management (30: pp 42-43) [Ref 2.7 - Growth and Prosperity]	
A continued approach to improve assets via:	
<ol style="list-style-type: none"> 1) Invest where appropriate. 2) Opportunity to transfer assets to community groups, as appropriate, plus use of "Friends Groups" 3) Adopt flexible transfer model depending on circumstances 4) Where new space provided, new assets secured through appropriate planning agreements with commuted sums to cover management costs for 25 years in light of preferred management mechanism 5) Continue to seek external funding contributions 	
The Council will also look to identify opportunities to improve access to countryside through farm and land in its ownership.	
Outcome:	Improved community parks and open spaces and enhanced well-being for communities
Timeframe:	Ongoing.

3. STRATEGIC ACTION PLAN

Farms – Business Plan (20) [Ref 2.8 - Growth and Prosperity]

The Council will progress the Farms Business Plan, and particularly looking to restructure the estate and increase average farm size to become more viable and consequently underpin the financial performance of the assets. Where redundant properties become available, they will be reconsidered for alternative uses or disposal. The Council too may consider investment in additional farms as part of a wider investment strategy or linked to other strategic Council objectives.

Outcome: A modernised farm estate which continues to provide an income to the Council, supports the development of the agricultural economy and in some cases relates to other strategic objectives of the Council.

Timeframe: In alignment with the Business Plan

Farms – Cross Functional Activities (20) [Ref 2.8 - Growth and Prosperity]

There are possible cross related activities between Cheshire East's farms and other Council initiatives:

- Improving access to the Countryside
- Housing Delivery
- Renewable Energy Strategy

The Council will undertake a strategic review to identify future opportunities to maximise the benefit of the farm estate

Outcome: Subject to review

Timeframe: Farmland Initiative Review: 0-1 year

Land (1,846 plots) [Ref 2.9 - Growth and Prosperity]

Examine land assets for development potential, through a structured land review. Initial scoping exercise undertaken for larger sites to determine focus of later, more detailed, review of shortlisted land.

Outcome: Subject to land review, identify development opportunities and steps to realise these.

Timeframe: Site Scoping review: 0-6 months
Detailed Review and Implementation: 6+ months

3. STRATEGIC ACTION PLAN

B – STRATEGIC ACTIONS

There are a number of broader management and operational matters which as part of the SAMP the Council will review and improve where necessary. These relate to:

- Delivering the Strategic Asset Management Plan – Organisation, Roles and Responsibilities
- Wholly Owned Companies
- Working with Other Stakeholders
- Data Management
- Compliance with Legal Requirements, Regulation and Guidance
- Surplus Assets

DELIVERING THE SAMP - ORGANISATION, ROLES AND RESPONSIBILITIES

The organisation of the Council in its relation to dealing with land and property assets is important. The issues of organisation relate to:

- How the Council reaches decisions on property matters
- Effective decision making
- The need for cross department working on property matters

This will be important where the reshaping of the property portfolio – and services linked to the use of those properties – may result in changing internal service connections. This might perhaps lead to current internal property decision making processes being modified, say perhaps through setting up a specific Council board to deal with property matters and confirming lead departments in delivering the SAMPs objectives where they are cross departmental.

For the SAMP to be effective, key delivery responsibilities need to be defined. The Action Plan already identifies the key Council directorates responsible for driving forward the actions. Any future property actions too will also need to be linked to clear roles and responsibilities.

Action: The Council will review its property decision making structure on a regular basis to test whether the Council is well placed to lead in effective and efficient decision making.

WHOLLY OWNED COMPANIES

A number of wholly owned, arms' length companies and a Leisure Trust have been set up by Cheshire East Council. In some cases, implementing actions may require working alongside one of these organisations who are delivering services. While these companies do not have specific ownership of assets, they are important as they provide services to the Council which relate to land and property in their ownership or where there is a significant leasehold interest.

Cheshire East Council: Wholly Owned Companies and the Leisure Trust

Company	Main Services Provided
Tatton Park Enterprises Limited	Catering and business development at Tatton Park
East Cheshire Engine of the North	Property Development Services
Ansa Environmental Services Limited	Grounds Maintenance and Waste Management Services
Orbitas Bereavement Services Limited	Bereavement Services
CoSocius Limited (jointly owned with Cheshire West and Chester Borough Council)	Human Resources Support, Finance, and ICT.
Everybody Sports & Recreational Trust Limited (trading as Everybody Ltd)	Operation and Management of Leisure Centres
Transport Service Solutions Ltd	Transport services
Building and Planning Support Services (forthcoming)	Local Authority development control and planning support services

Action: the Council will work alongside its wholly owned companies and the Leisure Trust as appropriate to ensure its assets are used effectively.

3. STRATEGIC ACTION PLAN

WORKING WITH OTHER STAKEHOLDERS

Other community stakeholders have property requirements. Shared resources and facilities can result in significant savings. Shared facilities also benefit the community, minimising the need to travel through creating active and vibrant multi-service hubs. The development of Community Hubs is a core example of working proactively with community stakeholders to bring about better outcomes. The Council will continue to pursue other co-partner strategies by identifying:

- Ways to better align service delivery, including from property
- Opportunities to share space or buildings where appropriate
- Benefits for the community where such initiatives present themselves

The Council already has a number of 'partners' it closely works alongside. They include:

- Town and Parish Councils in the Cheshire East boundary
- Local Health providers and commissioners
- Fire & Rescue Service
- North West Ambulance Service
- Transport operating companies and commissioners
- Cheshire Police
- Developers, landowners and investors
- Neighbouring authorities

Action: The Council will look to strengthen communication channels and forums with key strategic stakeholder and public sector bodies so as to better assist in identifying opportunities to work together with resultant property efficiencies one of the key aims.

DATA MANAGEMENT

Good data management is a vital tool in managing the Council's portfolio, assessing its performance and creating the evidence base to support effective decision making. In preparing this asset management plan it is acknowledged that there are limitations in the property data available: in some parts it is incomplete and challenging to assimilate. The Council already has a substantial platform to enable better property data management through its Atrium property management system. The Council also adheres to the Corporate Landlord model and CIPFA data management standards.

Further steps will be put in place to improve property data management. This will be through:

- Reviewing the categorisation of assets to ensure appropriate classification of use and function. Certain assets may not sit comfortably within the current definition of the prime use – for example investment assets which are principally supporting a community use.
- Maintaining up to date and co-ordinated information on properties: expenditure, income, planned capital, net returns. At present property information is held by different departments, and there is no single, universal point or place of up to date knowledge.
- Ensuring key information gaps are filled. The more complete the key data held, the better property decisions can be made and performance more accurately measured on a property by property basis.
- Standardising property identification – using the Atrium Unique Reference Numbers (URN) as a way of coding expenditure and income information across the Council.
- Consistent and meaningful approaches to surveys and valuations.
- Reviewing rates, transactions charges and management fees on a regular basis.

Action: the Council will continue to improve its property data management and ensure that a more consistent approach to its collation and recording is undertaken through a central point. This will continue to accord with its Corporate Landlord principles of property management.

3. STRATEGIC ACTION PLAN

DESIGN CODES AND SUSTAINABILITY STANDARDS

The Council places a high emphasis on sustainable outcomes, including for its own assets. The Council will continue to examine and investigate ways in which its land and property can be made more sustainable.

Action: The Council will take steps toward a more sustainable asset portfolio by pursuing an ongoing strategy which:

- **Considers opportunities to deliver more sustainable building outcomes where there are identifiable savings and positive outcomes can be achieved generally.**
- **Prepares and adopts a sustainable design and specification code where the Council is delivering its own new assets.**

COMPLIANCE WITH LEGAL REQUIREMENTS, REGULATIONS AND GUIDANCE

Through regular reviews the Council will continue to ensure that it meets its legal and regulatory requirements in respect of the assets it holds, and draws on guidance and best practice in its use and management as appropriate.

An immediate consideration for the Council will be to examine the scope to meet The Code of Recommended Practice for Local Authorities on Data Transparency Dec 2013, and particularly Part 3 which details the extent and scope of property information that ideally should be made publicly available.

Action: The Council will continue to respond to changes in legislation, regulations and guidance which may impact on its management of property. This will include examining how it may make property information more readily available to the public.

SURPLUS ASSET PROTOCOL AND ACCELERATED SALES DISPOSALS

The Council recognises that actions undertaken in respect of the outcome of this SAMP will result in further surplus assets. While though some assets may be deemed surplus to their original needs, they may fulfil other requirements and corporate objectives. This might be for example in relation to holding assets for strategic purposes as they have the potential to provide the Council with ownership and influence in the delivery of town centre regeneration schemes. Thus surplus assets should, prior to disposal, be considered as to whether they might serve other strategic, operational or investment needs.

Where it is determined that an asset no longer contributes to the Council's objectives and is surplus to all requirements, the Council will dispose of it. Appropriate marketing strategies will be used; these will depend on the nature, size and value of the asset and the market interest it is likely to receive.

Property sales of surplus assets may be accelerated by:

- Advertising available properties on its own web site
- Use web based marketing tools such as Co Star and Site Match
- Using auction houses.
- Where appropriate, packaging up assets together as a single lot.

Capital receipts and revenue savings could be maximised through development of surplus assets for alternative use via the Council's wholly owned property development company – East Cheshire Engine of the North.

The Council also needs to ensure the full costs of holding surplus assets – or decanting from existing buildings is properly factored into budgets.

Action: the Council will develop a high level in house protocol for assets which are considered surplus. This protocol will test if other in-house opportunities exist for the asset, including in some cases use by arms' length companies.

Where assets are deemed to be surplus to all Council requirements, then the Council will dispose of them in an efficient and effective manner. This may include the use of a range of marketing strategies which are intended to speed up the disposal process.

The Council will also put in place more rigorous cost planning procedures for budgeting purposes reflecting holding, decanting and decommissioning costs for surplus assets.

4. PERFORMANCE AND REVIEW

ASSESSING THE PERFORMANCE OF THE PLAN

An important aspect of creating an effective property portfolio – and the decisions to achieve that - rest upon the use of performance measures (or Key Performance Indicators - KPIs) and potential benchmarks. For some key actions performance measures have already been introduced, such as for staff desk ratios. For others, the Council will develop appropriate performance measures based on the outcome of reviews. The Council will develop benchmarks which reflect the purpose the asset is held – for example, this might relate to operational, economic development or property investment:

Economic Development:

- Potential for additional new commercial floorspace
- Number of potential new jobs to be created
- Number of potential new housing units
- Value for money (i.e. jobs or homes created per £ spent)

Operational:

- Space planning benchmarks
- Customer Satisfaction
- Value for money: evidence of savings
- Cost of building accommodation per sq ft
- Cost of building accommodation per visit
- Cost of cleaning, maintenance and energy use

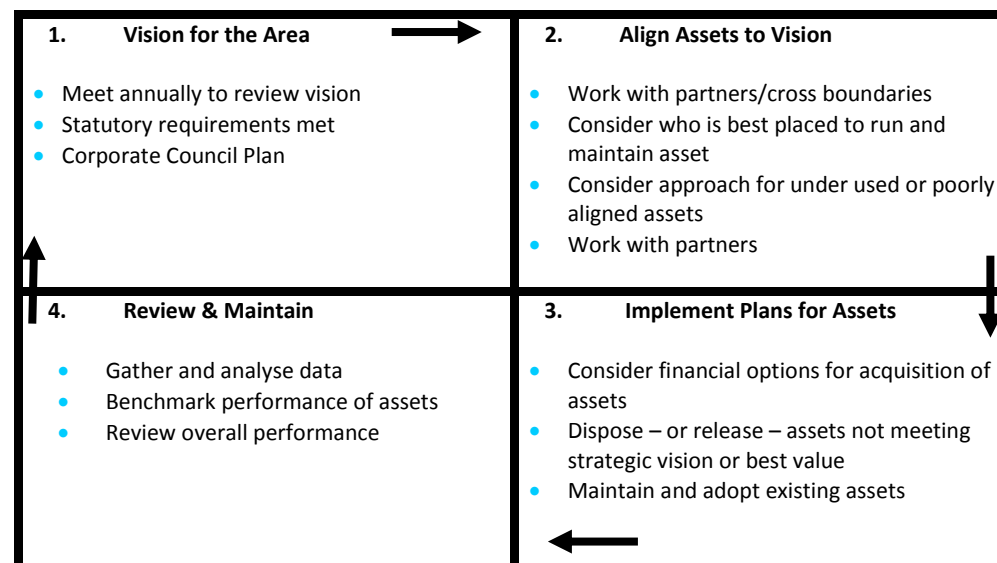
Investment:

Industry standard KPIs can be used to evaluate the performance of the investment portfolio. IPD (International Property Databank) for example, provide monthly and annual datasets for most mainstream property sectors and provide a benchmark for acceptable investment returns.

REVIEWING THE STRATEGIC ASSET MANAGEMENT PLAN

Best practice advocates that Strategic Asset Management Plans should be reviewed regularly. The below framework will provide the foundation for how this review process will operate.

A Strategic Asset Management Framework – Key Components



APPENDIX A – ASSET LIST

ASSET LIST (STRATEGIC COMMISSIONING)

Block Ref	Site Name	Type
85149	Beech Close Allotments Alderley Edge	Allotments
85040	Birtles Road Allotments Macclesfield	Allotments
85226	Brookfield Lane Allotments Macclesfield	Allotments
85043	Byron Street And Maple Avenue Allotments Macclesfield	Allotments
88033	Cedar Avenue Allotments Alsager	Allotments
85143	Cliff Road Allotments Wilmslow	Allotments
88034	Coronation Avenue Allotments Alsager	Allotments
85038	Dingle Avenue Allotments Alderley Edge	Allotments
85263	Gorsey Bank Allotments	Allotments
85152	Heyes Lane Allotments Alderley Edge	Allotments
85230	Laburnum Road Allotments Macclesfield	Allotments
85041	Land Lane Allotments Wilmslow	Allotments
88036	Lawton Road Allotments Alsager	Allotments
85045	Lincoln Road Allotments	Allotments
85039	Lyme View Allotments Lyme Green	Allotments
85133	Ovenhouse Lane Allotments Bollington	Allotments
85044	Springhill Allotments Hurdsfield	Allotments
85042	Stamford Road Allotments Macclesfield	Allotments
88035	Talke Road Allotments Alsager	Allotments

Block Ref	Site Name	Type
88840	Bromley Farm Community Hall Site	Community Centre & Public Hall
85857	Dean Row Community Centre Site	Community Centre & Public Hall
85828	Duke Street Senior Citizens Hall Site	Community Centre & Public Hall
85811	Honford Hall Community Centre Site	Community Centre & Public Hall
87819	The Dutton Institute Community Centre Site	Community Centre & Public Hall
85834	Weston Community Centre Site	Community Centre & Public Hall

Block Ref	Site Name	Type
85575	Alderley Edge Library Site (leased)	Libraries
88550	Alsager Library Site	Libraries
85552	Bollington Library Site (leased)	Libraries
88554	Congleton Library Site	Libraries
87550	Crewe Library Site	Libraries
85553	Disley Library (leased)	Libraries
85554	Handforth Library Wilmslow Road Site	Libraries
88553	Holmes Chapel Library Site	Libraries
85555	Hurdsfield Library Site (transferred to Peaks & Plains Housing Trust)	Libraries
85573	Knutsford Library (New) Site (leased)	Libraries
85564	Macclesfield Library Site	Libraries
88551	Middlewich Library Site	Libraries
87552	Nantwich Library Site	Libraries
85558	Poynton Library Site	Libraries
85560	Prestbury Library Site (leased)	Libraries
88552	Sandbach Library Site	Libraries
85563	Weston Library Macclesfield Site (closed)	Libraries
85550	Wilmslow Library Site	Libraries

Block Ref	Site Name	Type
88188	Cledford House Site	Offices
87600	Delamere House Site	Offices
88803	Westfields Office Accommodation Site	Offices
88027	Sandbach House Site	Offices
88607	Suite 2a Riverside Congleton Site	Offices
88608	Dalton House Contact Centre Site	Offices
87801	Municipal Buildings Crewe Site	Offices
85825	Macclesfield Town Hall	Offices

Note: Offices fall under Chief Operating Officer Directorate.

ASSET LIST (STRATEGIC COMMISSIONING)

Ref No	Site Name	Type
88871	Antrobus Street Car Park Congleton	Parking Services
88872	Back Park Street Car Park Congleton	Parking Services
87828	Beam Street Car Park Nantwich	Parking Services
88873	Blake Street And Egerton Street Car Park Congleton	Parking Services
85899	Booths Car Park Knutsford	Parking Services
87871	Bowers Row Car Park Nantwich	Parking Services
87872	Bowling Green Car Park Nantwich	Parking Services
85895	Broadway Meadow Car Park Wilmslow	Parking Services
85893	Broken Cross Club Parking Fallibroome Road	Parking Services
88888	Brookhouse Road Car Park Sandbach	Parking Services
87877	Browning Street Car Park Crewe	Parking Services
88068	Canal Street Car Park Congleton	Parking Services
85254	Carrs Car Park By Wilmslow Parish Hall	Parking Services
88874	Chapel Street Car Park Congleton	Parking Services
88048	Chapel Street Car Park Mount Pleasant	Parking Services
88865	Chapel Street Car Park Sandbach	Parking Services
85253	Chatham Street Disabled Parking Macclesfield	Parking Services
87836	Cheshire Street Car Park Audlem	Parking Services
87878	Chester Street Car Park Crewe	Parking Services
85881	Christ Church Car Park Macclesfield	Parking Services
87873	Church Lane Car Park Nantwich	Parking Services
85894	Churchill Way Car Park Macclesfield	Parking Services
85086	Civic Hall Car Park Poynton	Parking Services
88826	Civic Way Car Park Middlewich	Parking Services
85882	Commercial Road Car Park Macclesfield	Parking Services
87213	Cotterill Street East Car Park Crewe	Parking Services
87010	Cotterill Street West Car Park Crewe	Parking Services
87881	Delamere Street Car Park Crewe	Parking Services
85809	Disley Community Centre Car Park	Parking Services
85883	Duke Street Car Park Macclesfield	Parking Services
87882	Edleston Road Car Park Crewe	Parking Services
87883	Edward Street Car Park Crewe	Parking Services
85884	Exchange Street Car Park Macclesfield	Parking Services
88875	Fairground Car Park Congleton	Parking Services
88867	Fairview Car Park Alsager	Parking Services
88868	Fannys Croft Car Park Off Audley Road Alsager	Parking Services

Ref No	Site Name	Type
85801	Festival Hall Car Park Alderley Edge	Parking Services
87874	First Wood Street Car Park Nantwich	Parking Services
85885	Gas Road Car Park Macclesfield	Parking Services
87858	Gatefield Car Park	Parking Services
85902	Grosvenor Multi-storey Car Park	Parking Services
85886	Hibel Road Car Park Macclesfield	Parking Services
87859	Holly Bank Car Park Crewe	Parking Services
88884	Holmes Chapel Library Car Park London Road	Parking Services
85896	Hoopers Car Park Wilmslow	Parking Services
87860	Hope Street Car Park Crewe	Parking Services
85106	Jackson Street Parking Macclesfield	Parking Services
85255	John Street Parking Macclesfield	Parking Services
85829	Jordangate Multi Storey Car Park Macclesfield	Parking Services
85891	Kennedy Avenue Car Park Macclesfield	Parking Services
85075	King Street Car Park Knutsford	Parking Services
87013	Lincoln Street Car Park	Parking Services
87861	Lord Street Car Park Crewe	Parking Services
87875	Love Lane Car Park Nantwich	Parking Services
85021	Lowe Street Parking Macclesfield	Parking Services
85256	Lyme Road Car Park Poynton	Parking Services
87818	Nantwich Market	Parking Services
87862	Oak Street Car Park Crewe	Parking Services
85887	Old Library And Parsonage Street Car Park Macclesfield	Parking Services
85076	Old Market Place Car Park Knutsford	Parking Services
85141	Parade Car Park Alderley Edge	Parking Services
88876	Park Street Car Park Congleton	Parking Services
88885	Parkway Car Park Holmes Chapel	Parking Services
87863	Pedley Street Car Park Crewe	Parking Services
85145	Pickford Street Car Park	Parking Services
85083	Pool Bank Car Park And Garages Bollington	Parking Services
85892	Princes Way Car Park Macclesfield	Parking Services
88049	Princess Street And Mountbatten Way Car Park Congleton	Parking Services
88877	Princess Street Car Park Congleton	Parking Services
85077	Princess Street Car Park Knutsford	Parking Services
88050	Prospect Street Parking Congleton	Parking Services
87876	Queen Street Car Park Shavington	Parking Services

ASSET LIST (STRATEGIC COMMISSIONING)

Ref No	Site Name	Type
87864	Railway Station Long Stay Car Park	Parking Services
85897	Rex Car Park Wilmslow	Parking Services
88878	Roe Street Car Park Congleton	Parking Services
88879	Rood Hill Car Park Congleton	Parking Services
88880	Rope Walk Car Park Congleton	Parking Services
88881	Royle Street Car Park Congleton	Parking Services
85084	School Road Car Park Handforth	Parking Services
88886	Seabank Car Park Middlewich	Parking Services
85081	Shirleys Car Park Prestbury	Parking Services
85033	Silk Mill Street South Car Park Knutsford	Parking Services
85898	South Drive Car Park Wilmslow	Parking Services
85082	South Street Car Park Alderley Edge	Parking Services
87865	South Street Car Park Crewe	Parking Services
87014	Spring Gardens Car Park Nantwich	Parking Services
85866	Spring Street Multi Storey Car Park Wilmslow	Parking Services
87015	St Annes Car Park Nantwich	Parking Services
85087	Station Approach Car Park Disley	Parking Services
85871	Station Car Park Macclesfield	Parking Services
88869	Station Road Car Park Alsager	Parking Services
85863	Styal Road Car Park Wilmslow	Parking Services
85888	Sunderland Street Car Park Macclesfield	Parking Services
85018	Sutton Close Parking Macclesfield	Parking Services
85078	Tatton Street Car Park Knutsford	Parking Services
88882	Thomas Street Car Park Congleton	Parking Services
87900	Thomas Street Car Park East Crewe	Parking Services
87020	Thomas Street Car Park West Crewe	Parking Services
87866	Union Street Car Park Crewe	Parking Services
87867	Victoria Centre Car Park Crewe	Parking Services
87833	Waterloo Road Car Park	Parking Services
85889	Waters Green Car Park Macclesfield	Parking Services
88870	Well Lane Car Park Alsager	Parking Services
87868	Wellington Square Car Park Crewe	Parking Services
88883	West Street Car Park Congleton	Parking Services
87869	West Street Car Park Crewe	Parking Services
85890	Whalley Hayes Car Park Macclesfield	Parking Services
85085	Wilmslow Road Car Park Handforth	Parking Services

Ref No	Site Name	Type
87042	Windycote Car Park	Parking Services
87012	Wood Street East Car Park	Parking Services
87011	Wood Street West Car Park	Parking Services
87870	Wrexham Terrace Car Park	Parking Services

Ref No	Site Name	Type
85875	Bank Square Public Convenience Wilmslow	Public Convenience
85873	Buxton Old Road West Road Public Convenience Disley	Public Convenience
85877	Chester Road Public Convenience Poynton	Public Convenience
85876	Church Road Public Convenience Handforth	Public Convenience
85831	Churchill Way Public Convenience Macclesfield Site	Public Convenience
85257	Lyme Road Public Convenience Poynton	Public Convenience
88832	Market Street Public Convenience Congleton	Public Convenience
85830	Park Green Car Park And Public Convenience Macclesfield	Public Convenience
87841	Pedley Street Public Convenience	Public Convenience
85878	Pool Bank Public Convenience Bollington	Public Convenience
85035	Shrigley Road Public Convenience Bollington	Public Convenience
85856	South Drive Public Convenience	Public Convenience
85868	Styal Road Public Convenience Wilmslow	Public Convenience
85874	Waters Green Public Convenience Macclesfield	Public Convenience
85802	West Street Car Park Public Convenience Alderley Edge	Public Convenience

Ref No	Site Name	Type
88833	Congleton Market Site	Markets
87816	Crewe Market Hall Site	Markets
87817	Crewe Outdoor Market Site	Markets
85279	Grosvenor Market Hall	Markets
85880	Land At Bank Square Wilmslow	Markets
85159	Market Place High Street Bollington	Markets

Ref No	Site Name	Type
88858	Astbury Marsh Caravan Park Congleton	Traveller Sites

ASSET LIST (STRATEGIC COMMISSIONING)

Ref No	Site Name	Type
85404	Ash Grove Children's Centre Site	Children's Centre
85403	Broken Cross Children's Centre Site	Children's Centre
88401	Congleton Children's Centre Site	Children's Centre
85405	Hurdsfield Children's Centre Hulley Road Macclesfield Site	Children's Centre
85406	Knutsford Children's Centre Site	Children's Centre
87411	Monks Coppenhall Children's Centre Site	Children's Centre
87418	Nantwich And Rural Children's Centre Site	Children's Centre
87417	Oak Tree Children's Centre	Children's Centre
85197	Oakencrough Children's Centre Site	Children's Centre
88417	Sandbach Children's Centre Crewe Road	Children's Centre
87416	The Brooks Children's Centre	Children's Centre
87420	The Brooks Children's Centre Shavington	Children's Centre

Ref No	Site Name	Type
88032	Greenleaves Day Services Base Site	Family Support Services
87006	The Ethel Elks Family Centre	Family Support Services
85004	The Hurdsfield Centre Nicholson Close Macclesfield Site	Family Support Services

Ref No	Site Name	Type
87007	113 Broad Street Crewe Site	Looked After Children
85870	28 Ivy Lane Macclesfield	Looked After Children
87008	Claremont House Crewe	Looked After Children

Ref No	Site Name	Type
87101	Westminster Nursery School Site	Nurseries

Ref No	Site Name	Type
87415	Crewe Youth Hub Site	Youth Centre
85411	Handforth County Youth Centre Site	Youth Centre
85413	Knutsford County Youth Centre Site	Youth Centre
85602	Macclesfield Youth Hub Site	Youth Centre
88412	Middlewich Youth Centre	Youth Centre
87414	Shavington Area Youth Office Site	Youth Centre

Ref No	Site Name	Type
88026	Carter House Day Centre Lawton Street Congleton Site	Day Care Services
87063	Cheyne Hall Day Centre Site	Day Care Services
87048	Macon House Day Centre Site	Day Care Services
88058	Salinae Elderly Persons Centre Site	Day Care Services
85051	Stanley Centre Site	Day Care Services
85074	The Brocklehurst Centre Macclesfield	Day Care Services
85060	The Dean Row Centre Site	Day Care Services
87036	The Hilary Day Centre Site	Day Care Services
85036	The Mayfield Centre For Physical Disabilities Site	Day Care Services
85046	The Peatfield Centre	Day Care Services
85057	The Redesmere Centre Site	Day Care Services

Ref No	Site Name	Type
85052	(Cha) 3 East Terrace Knutsford Site	Supported Accommodation
88002	(Cha) Heather Brae Residential Community Site	Supported Accommodation
87354	Beechmere Extra Care Development PFI	Supported Accommodation
85191	Oakmere Extra Care Development PFI Site	Supported Accommodation
85160	Warwick Mews Site	Supported Accommodation
88861	Willowmere Extra Care Development PFI	Supported Accommodation

Ref No	Site Name	Type
85034	Hollins View Community Support Centre Site	Nursing & Residential Homes
87025	Lincoln House Community Support Centre Site	Nursing & Residential Homes
88022	Mountview Community Support Centre Site	Nursing & Residential Homes

ASSET LIST (STRATEGIC COMMISSIONING)

Ref No	Site Name	Type
88900	Brownlow Waste Disposal Site	Closed Landfill Sites
85945	Danes Moss Landfill Site	Closed Landfill Sites
85008	Lindow Moss Open Land And Tip Newgate Road Wilmslow	Closed Landfill Sites
85965	Lower House Household Waste Disposal Centre Bollington	Closed Landfill Sites

Ref No	Site Name	Type
85800	Alderley Park Site	Community Parks & Open Spaces
87810	Barony Park Nantwich Site	Community Parks & Open Spaces
85062	Bollin Valley Riverside Park Macclesfield	Community Parks & Open Spaces
88854	Brereton Green Play Area	Community Parks & Open Spaces
87814	Brookfield Park Site	Community Parks & Open Spaces
88014	Community Garden High Street And Lawton Street Congleton	Community Parks & Open Spaces
88820	Congleton Park Site	Community Parks & Open Spaces
88012	Coronation Gardens Sandbach Road North Alsager	Community Parks & Open Spaces
88841	Coronation Playground Palmerston Street	Community Parks & Open Spaces
88016	Elworth Gardens & Playground London Road Sandbach	Community Parks & Open Spaces
85055	Garden & War Memorial Palmerston Street Bollington	Community Parks & Open Spaces
87026	Jubilee Gardens Site	Community Parks & Open Spaces
85088	Lindow Common Racecourse Road Wilmslow	Community Parks & Open Spaces
85063	Macclesfield Riverside Park Melford Drive & Farmfield Drive	Community Parks & Open Spaces
88821	Milton Park Site	Community Parks & Open Spaces

Ref No	Site Name	Type
88011	Northolme Gardens Alsager Site	Community Parks & Open Spaces
85053	Park & War Memorial On Island Park Green Macclesfield	Community Parks & Open Spaces
85054	Park Great King Street By Christ Church Macclesfield	Community Parks & Open Spaces
85852	Poynton Park	Community Parks & Open Spaces
87813	Queens Park West Street Crewe Site	Community Parks & Open Spaces
88825	Sandbach Park Site	Community Parks & Open Spaces
88015	Saxon Place Gardens	Community Parks & Open Spaces
85823	South Park Macclesfield	Community Parks & Open Spaces
85855	The Carrs Recreation Area Wilmslow	Community Parks & Open Spaces
85824	Victoria Park Site	Community Parks & Open Spaces
85056	War Memorial & Garden Remembrance Chancel Lane Wilmslow	Community Parks & Open Spaces
88017	War Memorial St Michaels Way Middlewich	Community Parks & Open Spaces
85822	West Park Site	Community Parks & Open Spaces
85006	Wilmslow Park	Community Parks & Open Spaces
87038	Wyche Garden	Community Parks & Open Spaces

ASSET LIST (STRATEGIC COMMISSIONING)

Ref No	Site Name	Type
85837	Commercial Road Depot And Recycling Centre Macclesfield	Household Waste Collection
88961	Croxton Lane Tip Site & Recycling Centre Site	Household Waste Collection
85961	Danes Moss Household Recycling Centre Congleton Road	Household Waste Collection
88946	Hassall Road Waste Disposal Centre Alsager	Household Waste Collection
88945	Household Waste Recycle Centre Barn Road Congleton	Household Waste Collection
85962	Knutsford Household Waste Recycling Centre Site	Household Waste Collection
87901	Maw Green Waste Disposal Centre Coppenhall	Household Waste Collection
85964	Poynton Household Waste Recycling Centre Site	Household Waste Collection
88983	Proposed Waste Hub Site	Household Waste Collection
87826	Pyms Lane Waste Disposal Site Crewe	Household Waste Collection
87948	Tweedale Farm Waste Disposal Centre Wardle	Household Waste Collection

Ref No	Site Name	Type
88806	Brunswick Wharf Depot Brook Street	Depots
85240	Ditchfields Covert Grit Depot High Legh	Depots
85819	Longridge Depot Site	Depots
85079	Lorry Park At Waste Disposal Site Mobberley Road Knutsford	Depots
85948	Lyme Green Highways Depot Site	Depots
87809	Pyms Lane Depot Site	Depots
87825	Wardle Highways Depot	Depots

Ref No	Site Name	Type
85803	Alderley Edge Cemetery Site	Cemetery & Crematoria
88827	Congleton Cemetery Site	Cemetery & Crematoria
87802	Crewe Cemetery Badger Avenue Site	Cemetery & Crematoria
87824	Crewe Cemetery Minshull New Road	Cemetery & Crematoria
85860	Macclesfield Cemetery Site	Cemetery & Crematoria
87812	Nantwich Cemetery Site	Cemetery & Crematoria
88823	Sandbach Cemetery Site	Cemetery & Crematoria
85009	St Helens Church Site & Graveyard Off Boothfields Knutsford	Cemetery & Crematoria
87811	Weston Cemetery Site	Cemetery & Crematoria
85854	Wilmslow Cemetery Site	Cemetery & Crematoria

Ref No	Site Name	Type
85014	Army Cadet & Air Training Corps Dean Drive Wilmslow	Sports & Recreational Facility Indoor
88810	Congleton Leisure Centre Site	Sports & Recreational Facility Indoor
87879	Crewe Lifestyle Centre	Sports & Recreational Facility Indoor
87806	Crewe Swimming Pool Site	Sports & Recreational Facility Indoor
87351	Former Springfield Specialist School	Sports & Recreational Facility Indoor
87724	Girl Guides Pyms Lane	Sports & Recreational Facility Indoor
85835	Macclesfield Leisure Centre Site	Sports & Recreational Facility Indoor
87807	Nantwich Swimming Baths Snowhill Site	Sports & Recreational Facility Indoor
87307	Victoria Community Centre And Leisure Centre Site	Sports & Recreational Facility Indoor
85853	Wilmslow Leisure Centre Site	Sports & Recreational Facility Indoor

ASSET LIST (STRATEGIC COMMISSIONING)

Ref No	Site Name	Type
85241	Access Cycleway Holly Bank Farm & Ta Centre Macclesfield	Sports & Recreational Facility Outdoor
NULL	Alderley Road Park	Sports & Recreational Facility Outdoor
88013	Alsager Football Club Ground	Sports & Recreational Facility Outdoor
NULL	Alveston Drive Playground Wilmslow	Sports & Recreational Facility Outdoor
NULL	Ash Grove Playground Macclesfield	Sports & Recreational Facility Outdoor
87835	Audlem Tennis Club	Sports & Recreational Facility Outdoor
88816	Back Lane Playing Fields & Changing Facilities Site	Sports & Recreational Facility Outdoor
85260	Banbury Close Playground Macclesfield	Sports & Recreational Facility Outdoor
85139	Barlow Road Recreation Ground Wilmslow	Sports & Recreational Facility Outdoor
NULL	Barnaby Road Playground Poynton	Sports & Recreational Facility Outdoor
NULL	Beech Road Playing Field Alderley Edge	Sports & Recreational Facility Outdoor
NULL	Bernisdale Road Playground Mobberley	Sports & Recreational Facility Outdoor
NULL	Boddington Playing Fields Cliff Road Wilmslow	Sports & Recreational Facility Outdoor
NULL	Bollin Grove Recreation Ground Prestbury	Sports & Recreational Facility Outdoor
85804	Bollington Recreation Ground Site	Sports & Recreational Facility Outdoor
NULL	Booth Bed Lane Playing Field	Sports & Recreational Facility Outdoor
NULL	Booth Lane Play Area	Sports & Recreational Facility Outdoor
NULL	Booth Road Playground	Sports & Recreational Facility Outdoor

Ref No	Site Name	Type
NULL	Branden Drive Playground Knutsford	Sports & Recreational Facility Outdoor
NULL	Brecon Close Playing Field Poynton	Sports & Recreational Facility Outdoor
NULL	Brookhouse Drive Play Area	Sports & Recreational Facility Outdoor
NULL	Browns Lane Recreation And Play Ground Wilmslow	Sports & Recreational Facility Outdoor
NULL	Brynmore Drive Playground Macclesfield	Sports & Recreational Facility Outdoor
NULL	Budworth Walk Play Area	Sports & Recreational Facility Outdoor
85023	Carnival Field Playing Field	Sports & Recreational Facility Outdoor
NULL	Chapel Close Playing Fields Cholmondeston Site	Sports & Recreational Facility Outdoor
88052	Charles Square Playing Field Hassall Green	Sports & Recreational Facility Outdoor
85862	Chorley Hall Lane Playing Fields	Sports & Recreational Facility Outdoor
NULL	Chorley Village Hall Playing Field Beswick Lane	Sports & Recreational Facility Outdoor
NULL	Church Street Playground	Sports & Recreational Facility Outdoor
NULL	Clay Lane Playing Field Haslington	Sports & Recreational Facility Outdoor
NULL	Cloud View Tennis Courts And Bowling Green Congleton	Sports & Recreational Facility Outdoor
85836	Congleton Road Playing Fields Site	Sports & Recreational Facility Outdoor
85968	Cop Meadow Playing Field	Sports & Recreational Facility Outdoor
88828	Cranage Park	Sports & Recreational Facility Outdoor
NULL	Crescent Road Tennis Courts Congleton	Sports & Recreational Facility Outdoor

ASSET LIST (STRATEGIC COMMISSIONING)

Ref No	Site Name	Type
NULL	Dane Hill Close Playground Disley	Sports & Recreational Facility Outdoor
NULL	Derby Docks Play Area	Sports & Recreational Facility Outdoor
85849	Deva Changing Rooms & Playing Field End Of Spinners Lane	Sports & Recreational Facility Outdoor
NULL	Distaff Road Playground Poynton	Sports & Recreational Facility Outdoor
NULL	Dorchester Way Playing Field Tytherington	Sports & Recreational Facility Outdoor
NULL	Festival Drive Playground	Sports & Recreational Facility Outdoor
NULL	Fleetbank Farm Recreation Ground	Sports & Recreational Facility Outdoor
87033	Frank Webb Avenue Open Space	Sports & Recreational Facility Outdoor
NULL	Franklin Close Rotherhead Drive Recreation Ground	Sports & Recreational Facility Outdoor
88053	Gibson Crescent Playing Field	Sports & Recreational Facility Outdoor
NULL	Glastonbury Drive Playing Field Poynton	Sports & Recreational Facility Outdoor
NULL	Gravel Lane Recreation Ground Wilmslow	Sports & Recreational Facility Outdoor
NULL	Greendale Gardens	Sports & Recreational Facility Outdoor
NULL	Hall Grove Playground Tytherington	Sports & Recreational Facility Outdoor
NULL	Hassall Road Play Area	Sports & Recreational Facility Outdoor
NULL	Hassall Road Playground Alsager	Sports & Recreational Facility Outdoor
NULL	Hassall Road Recreation Ground	Sports & Recreational Facility Outdoor
NULL	Hawthorn Street Little Lindow Playground Wilmslow	Sports & Recreational Facility Outdoor

Ref No	Site Name	Type
NULL	Heath Avenue Play Area	Sports & Recreational Facility Outdoor
87211	Henry Street The Razzer Recreation Ground Crewe	Sports & Recreational Facility Outdoor
85261	Hield Grove Playground	Sports & Recreational Facility Outdoor
NULL	Holcombe Drive Play Area Macclesfield	Sports & Recreational Facility Outdoor
NULL	Howty Close Playground	Sports & Recreational Facility Outdoor
85858	Jim Evison Playing Field Site	Sports & Recreational Facility Outdoor
NULL	Juniper Rise Play Area	Sports & Recreational Facility Outdoor
87815	King George V Playing Fields Site	Sports & Recreational Facility Outdoor
NULL	King Georges Playing Field Windmill Street Macclesfield	Sports & Recreational Facility Outdoor
NULL	Kingsley Fields Recreation Ground	Sports & Recreational Facility Outdoor
85859	Lacey Green Pavilion Site	Sports & Recreational Facility Outdoor
NULL	Land & Path Between 10 & 12 Juniper Rise Broken Cross	Sports & Recreational Facility Outdoor
NULL	Land And Play Area Off Bodmin Avenue Broken Cross	Sports & Recreational Facility Outdoor
NULL	Land East Of Wayside Alsager	Sports & Recreational Facility Outdoor
88051	Land Hind Heath Road Sandbach Site	Sports & Recreational Facility Outdoor
NULL	Land Off Dickinson Way Cranberry Moss Alsager	Sports & Recreational Facility Outdoor
NULL	Land Off Lower Heath Avenue & Tidnock Avenue Congleton	Sports & Recreational Facility Outdoor
NULL	Land Off Sandbach Road South And Cedar Avenue Alsager	Sports & Recreational Facility Outdoor

ASSET LIST (STRATEGIC COMMISSIONING)

Ref No	Site Name	Type
NULL	Land Part Of The Moor & Lake Near Pumping Station Knutsford	Sports & Recreational Facility Outdoor
NULL	Land Rear Of 73 To 85 Bradfield Road Crewe Site	Sports & Recreational Facility Outdoor
88196	Land Recreation Harbutts Field By121 King Street Middlewich	Sports & Recreational Facility Outdoor
NULL	Land Track Opposite 153 Talke Road Alsager To Mere Lake Road	Sports & Recreational Facility Outdoor
NULL	Land With Playground At End Orwell Close By River Wilmslow	Sports & Recreational Facility Outdoor
NULL	Land With Playground By 34 Rostherne Way Sandbach	Sports & Recreational Facility Outdoor
NULL	Langley Drive Playground	Sports & Recreational Facility Outdoor
NULL	Lansdowne Road Playground	Sports & Recreational Facility Outdoor
NULL	Lightley Close Playground	Sports & Recreational Facility Outdoor
NULL	Lower Park Crescent Playground Poynton	Sports & Recreational Facility Outdoor
NULL	Lyme Green Playing Field Macclesfield	Sports & Recreational Facility Outdoor
87034	Mablins Lane Playing Fields Site	Sports & Recreational Facility Outdoor
NULL	Macon Meadows	Sports & Recreational Facility Outdoor
NULL	Main Road Playing Field Langley	Sports & Recreational Facility Outdoor
NULL	Main Road Recreation Ground	Sports & Recreational Facility Outdoor
85810	Mary Dendy Playing Fields Site	Sports & Recreational Facility Outdoor
NULL	Mere Court Playing Field Chelford	Sports & Recreational Facility Outdoor
85812	Meriton Road Playing Fields Site	Sports & Recreational Facility Outdoor

Ref No	Site Name	Type
NULL	Middlewich Road Play Area	Sports & Recreational Facility Outdoor
87831	Middlewich Street Playing Fields Site	Sports & Recreational Facility Outdoor
NULL	Mill Bridge Play Area	Sports & Recreational Facility Outdoor
NULL	Moorcroft Playground	Sports & Recreational Facility Outdoor
NULL	Morley Green Playing Fields	Sports & Recreational Facility Outdoor
NULL	Moss Drive Playground	Sports & Recreational Facility Outdoor
85005	Moss Rose Football Ground	Sports & Recreational Facility Outdoor
85015	Mount Vernon Playing Field	Sports & Recreational Facility Outdoor
NULL	New King Street Play Area Middlewich	Sports & Recreational Facility Outdoor
NULL	North Downs Playing Field Knutsford	Sports & Recreational Facility Outdoor
NULL	Oaklands Road Playing Field	Sports & Recreational Facility Outdoor
NULL	Old Barn Playing Field	Sports & Recreational Facility Outdoor
NULL	Old School Playing Field Hassall Green	Sports & Recreational Facility Outdoor
NULL	Paddock Lane Recreation Ground Kettleshulme	Sports & Recreational Facility Outdoor
85238	Pavilion And Sports Ground Off Whirley Road Henbury	Sports & Recreational Facility Outdoor
88054	Pennymoor Drive Playground	Sports & Recreational Facility Outdoor
NULL	Perry Fields Play Area	Sports & Recreational Facility Outdoor
NULL	Pheasant Walk Recreation Ground	Sports & Recreational Facility Outdoor

ASSET LIST (STRATEGIC COMMISSIONING)

Ref No	Site Name	Type
NULL	Playground Off Hermitage Drive Holmes Chapel	Sports & Recreational Facility Outdoor
85013	Playground Off Southfields	Sports & Recreational Facility Outdoor
NULL	Portland Drive Playing Field	Sports & Recreational Facility Outdoor
NULL	Prestbury Road Playing Field Wilmslow	Sports & Recreational Facility Outdoor
NULL	Queen Street Recreation Ground Site	Sports & Recreational Facility Outdoor
NULL	Quinta Park And Play Area	Sports & Recreational Facility Outdoor
NULL	Rainow Road Playground Macclesfield	Sports & Recreational Facility Outdoor
85027	Regency Park Recreation Ground Wilmslow	Sports & Recreational Facility Outdoor
NULL	Rookery Close Playground	Sports & Recreational Facility Outdoor
NULL	Samuel Street Recreation Ground	Sports & Recreational Facility Outdoor
NULL	Sandbach Heath Playground	Sports & Recreational Facility Outdoor
NULL	School Crescent Recreation Ground	Sports & Recreational Facility Outdoor
NULL	St Georges Play Area High Street Macclesfield	Sports & Recreational Facility Outdoor
NULL	St Johns Road Playing Fields Congleton	Sports & Recreational Facility Outdoor
NULL	Stallard Way Playground	Sports & Recreational Facility Outdoor
85869	Stanley Hall Playing Field	Sports & Recreational Facility Outdoor
88817	Sutton Lane Sports Ground Site	Sports & Recreational Facility Outdoor
NULL	Sycamore Drive Playground	Sports & Recreational Facility Outdoor

Ref No	Site Name	Type
85117	The Moor Moorside Recreation Ground Knutsford	Sports & Recreational Facility Outdoor
NULL	The Parsonage Dean Road Playground Handforth	Sports & Recreational Facility Outdoor
NULL	Thorn Tree Drive Play Area	Sports & Recreational Facility Outdoor
87041	Thorn Tree Drive Recreation Ground By Moss Lane Crewe Site	Sports & Recreational Facility Outdoor
NULL	Thornbrook Way Play Area	Sports & Recreational Facility Outdoor
NULL	Thorngrove Play Area Wilmslow	Sports & Recreational Facility Outdoor
NULL	Tytherington Golf Course	Sports & Recreational Facility Outdoor
88895	Webbs Lane Play Area	Sports & Recreational Facility Outdoor
NULL	Welton Drive Recreation Ground	Sports & Recreational Facility Outdoor
NULL	Wessex Close Playground	Sports & Recreational Facility Outdoor
NULL	West Road Play Area	Sports & Recreational Facility Outdoor
NULL	Westminster Street Recreation Centre Site	Sports & Recreational Facility Outdoor
88819	Wheelock Playing Fields	Sports & Recreational Facility Outdoor
NULL	Wilmslow Phoenix Sports Club Site Styal Road Styal	Sports & Recreational Facility Outdoor

Ref No	Site Name	Type
85258	Bus Station Knutsford	Public Transport
85612	Macclesfield Bus Station Site	Public Transport
87842	Shopmobility Centre Crewe	Public Transport
85827	Shopmobility Centre Site	Public Transport

ASSET LIST (GROWTH AND PROSPERITY)

Ref No	Site Name	Type
87961	Brierley Street Business Generation Centre Site	Business Generation Centre
87960	Scope House Site	Business Generation Centre
88804	Sandbach Enterprise Centre	Business Generation Centre

Ref No	Site Name	Type
87965	Crewe Business Park Site	Business Parks Centres & Offices

Ref No	Site Name	Type
85840	Macclesfield Homeless Hostel Site	Homelessness

Ref No	Site Name	Type
87029	Crewe Municipal Square Site	Heritage
85561	Tatton Park Site	Heritage

Ref No	Site Name	Type
87808	Lyceum Theatre Heath Street Crewe Site	Theatres & Public Entertainment

Ref No	Site Name	Type
88829	Congleton Town Hall Site	Tourism & Visitor Economy
85847	Park Lane Information Centre	Tourism & Visitor Economy

Ref No	Site Name	Type
87970	Crewe Heritage Centre Site	Museums & Galleries
87554	Nantwich Museum	Museums & Galleries

Ref No	Site Name	Type
85808	Adlington Road Ranger Base Site	Countryside Recreation & Management
88018	Biddulph Valley Way	Countryside Recreation & Management
85611	Bollin Valley Workshop	Countryside Recreation & Management
88824	Brereton Heath Park	Countryside Recreation & Management
88021	Dane In Shaw Pastures	Countryside Recreation & Management
85064	Jackson Brickworks	Countryside Recreation & Management
85832	Macclesfield Ranger Base And Public Toilets Site	Countryside Recreation & Management
85068	Macclesfield Riverside Park With Bollin Way	Countryside Recreation & Management
85872	Middlewood Track Old Railway Poynton To Bollington	Countryside Recreation & Management
85003	Millennium Wood	Countryside Recreation & Management
85848	Nelson Pit Ranger Base Poynton Site	Countryside Recreation & Management
85861	Peckforton Field	Countryside Recreation & Management
85065	Poynton Coppice	Countryside Recreation & Management
87028	Riverside Park Nantwich	Countryside Recreation & Management
88023	Rode Heath Rise Rode Heath	Countryside Recreation & Management
88029	Salt Line Borrow Pit Meadows	Countryside Recreation & Management
88982	Salt Line Ranger Station Office Site	Countryside Recreation & Management
85562	Teggs Nose Country Park Site	Countryside Recreation & Management

ASSET LIST (GROWTH AND PROSPERITY)

Ref No	Site Name	Type
88835	Timbersbrook Country Park Site	Countryside Recreation & Management
87978	Tipkinder Park Site	Countryside Recreation & Management
88019	Town Wood	Countryside Recreation & Management
88009	Wheelock Rail Trail	Countryside Recreation & Management

Ref No	Site Name	Type
85113	Bridge Farm Manchester Road Handforth	Investment Agricultural Land & Grazing
85120	Land & Road Manor Crescent & Woodlands Drive Knutsford	Investment Agricultural Land & Grazing
85136	Land & Road Part Meriton Road & Hampson Crescent Handforth	Investment Agricultural Land & Grazing
85109	Land Adjacent To 17 Mill Road Macclesfield	Investment Agricultural Land & Grazing
85118	Land Adjacent To 53 Walker Lane Sutton Garages	Investment Agricultural Land & Grazing
85122	Land At Barnaby Road Copperfield Road & Roads Off Poynton	Investment Agricultural Land & Grazing
85131	Land At Fitton Farm	Investment Agricultural

Ref No	Site Name	Type
85103	Land At Somerton Road Macclesfield R/O 29 Pembroke Road	Investment Agricultural Land & Grazing
85095	Land At The Crescent & Crescent Road Bucklow Hill	Investment Agricultural Land & Grazing
85128	Land Behind 13 To 33 Greenbank Drive Bollington	Investment Agricultural Land & Grazing
85124	Land Beside 1 The Avenue & Road Way To Number 7	Investment Agricultural Land & Grazing
85107	Land Beside 100 Pickmere Lane Pickmere	Investment Agricultural Land & Grazing
85112	Land Brocklehurst Avenue Hawthorn Way & Off Macclesfield	Investment Agricultural Land & Grazing
85125	Land By 10 River Street Backing On River Wilmslow	Investment Agricultural Land & Grazing
85100	Land By 30 & 32 Withyfold Drive To Depot Macclesfield	Investment Agricultural Land & Grazing
85096	Land Church & Eaglais Way Donagh Close Macclesfield	Investment Agricultural Land & Grazing
87886	Land Corner Of Kents Lane & Warmingham Road Crewe Site	Investment Agricultural Land & Grazing
85102	Land East Of Somerton Road Macclesfield	Investment Agricultural Land & Grazing
85130	Land From Bishopton Drive To Pavilion Way Macclesfield	Investment Agricultural Land & Grazing

		Land & Grazing
85097	Land At High Field & Stamford Road Little Bollington	Investment Agricultural Land & Grazing
85094	Land At Hough Green Off Cow Lane Ashley	Investment Agricultural Land & Grazing
85127	Land At Oakwood Farm	Investment Agricultural Land & Grazing
85194	Land At Rear Of 87-89 Gawsworth Road	Investment Agricultural Land & Grazing
85119	Land At Rensherds Place Adjacent 42	Investment Agricultural Land & Grazing

85115	Land Holly Bank Farm East Of Westbury Drive Macclesfield	Investment Agricultural Land & Grazing
87885	Land Off Beam Street & The Crescent Nantwich Site	Investment Agricultural Land & Grazing
85137	Land Off Canal Street & Green Street Macclesfield	Investment Agricultural Land & Grazing
85126	Land Off Candelan Way & A50 High Legh	Investment Agricultural Land & Grazing
87884	Land Off Cross Lane Church Minshall Site	Investment Agricultural Land & Grazing
88898	Land Off Moorhouse Avenue To Lawton Road	Investment Agricultural Land & Grazing

ASSET LIST (GROWTH AND PROSPERITY)

Ref No	Site Name	Type
88896	Land Off Windsor Place Congleton	Investment Agricultural Land & Grazing
88891	Land Off Woodland Court Alsager	Investment Agricultural Land & Grazing
85111	Land On South Side Of Springfield Road Macclesfield	Investment Agricultural Land & Grazing
88897	Land Path 5 Chapel Close To 9 Wilmer Crescent Mount Pleasant	Investment Agricultural Land & Grazing
88899	Land Road And Verge Beside 34 Chestnut Avenue Rode Heath	Investment Agricultural Land & Grazing
85123	Land Road At St James Avenue & Part Longbutts Lane Gawsworth	Investment Agricultural Land & Grazing
85105	Land Roadway Behind 94 To 130 Crewe Road Alsager	Investment Agricultural Land & Grazing
85104	Land Situate Off Ivy Road Macclesfield	Investment Agricultural Land & Grazing
85134	Land Tunncliffe Road Morton Drive Bell Avenue Macclesfield	Investment Agricultural Land & Grazing

Ref No	Site Name	Type
85012	Acorn Garage Wellington Road Bollington	Investment Commercial Retail & Offices
85816	Bexton Road Taxi Office	Investment Commercial

Ref No	Site Name	Type
85029	Commercial Property Roe & Exchange Street Macclesfield	Investment Commercial Retail & Offices
88044	Commercial Site & Building Spindle & Thomas Street Congleton	Investment Commercial Retail & Offices
87030	Fourth Avenue Industrial Site (Pro Logis) Crewe Site	Investment Commercial Retail & Offices
85280	Grosvenor Shopping Centre	Investment Commercial Retail & Offices
85212	Land & Building Southeast End Calamine Street Macclesfield	Investment Commercial Retail & Offices
85089	Land Kennedy Avenue Avon Court Severn Close Macclesfield	Investment Commercial Retail & Offices
88047	Part Commercial Site By End Building Queen Street Congleton	Investment Commercial Retail & Offices
88041	Part Garage Site Canal Street To Colehill Bank Congleton	Investment Commercial Retail & Offices
88046	Part Of Commercial Site Near Garage Canal Street Congleton	Investment Commercial Retail & Offices
87979	The Raven Public House Site	Investment Commercial Retail & Offices
85813	Toft Road Offices Site	Investment Commercial Retail & Offices
88043	Victoria Mill Parking Area Foundry Bank Congleton	Investment Commercial Retail & Offices

		Retail & Offices
85242	Birkett House Wellington Road Bollington	Investment Commercial Retail & Offices
85016	Booths Superstore Knutsford	Investment Commercial Retail & Offices
85110	Cattle Market Car And Trailer Park Chelford	Investment Commercial Retail & Offices
85244	Centre Part Commercial Building Calamine Street Macclesfield	Investment Commercial Retail & Offices
88045	Commercial Building Spragg Street & Thomas Street Congleton	Investment Commercial Retail & Offices
88042	Commercial Parking Off Canal Street Silver Street Congleton	Investment Commercial Retail & Offices

87964	Victoria Shopping Centre Site	Investment Commercial Retail & Offices
87097	Waverley Court Crewe	Investment Commercial Retail & Offices
87962	Wellington House Site	Investment Commercial Retail & Offices
85138	Weston Square Retail Macclesfield	Investment Commercial Retail & Offices

ASSET LIST (GROWTH AND PROSPERITY)

Ref No	Site Name	Type
88857	Alsager Cadet Hut Sandbach Road North	Investment Community Sport & Youth Facilities
85864	Bollington Community Centre	Investment Community Sport & Youth Facilities
85867	Bollington Leisure Centre Heath Road	Investment Community Sport & Youth Facilities
88024	Chadwick Fields Day Centre Site	Investment Community Sport & Youth Facilities
87804	Citizens Advice Bureau Crewe Site	Investment Community Sport & Youth Facilities
88025	Congleton Fellowship House Day Centre Site	Investment Community Sport & Youth Facilities
88862	Congleton Scout Hut	Investment Community Sport & Youth Facilities
87832	Crewe Air Cadet Centre Lime Tree Avenue	Investment Community Sport & Youth Facilities
87976	Crewe Gun Club Site	Investment Community Sport & Youth Facilities
87834	Crewe Scout Hut Lime Tree Avenue	Investment Community Sport & Youth Facilities
88067	Football Ground Ivy Gardens Congleton	Investment Community Sport & Youth Facilities
85282	Former Scout Hall Off Park Drive Wilmslow	Investment Community Sport & Youth Facilities

Ref No	Site Name	Type
87902	Mclaren Street Recreation Ground Site	Investment Community Sport & Youth Facilities
85412	Morton Hall Youth Centre Site	Investment Community Sport & Youth Facilities
87975	Queens Park Golf Course Site	Investment Community Sport & Youth Facilities
88859	Scout Hut Off Cedar Avenue Alsager	Investment Community Sport & Youth Facilities
85129	Sports Centre Total Fitness Site Wilmslow Way Handforth	Investment Community Sport & Youth Facilities

Ref No	Site Name	Type
87838	Adelaide Street Garage Site	Investment Garages
85092	Behind 2 To 6 Townfield Road Mobberley Garages	Investment Garages
85091	Beside 8 Tatton Stile Off Townfield Road Mobberley Garages	Investment Garages
85099	By 11 Oldfield Drive Mobberley Land And Garages	Investment Garages
88894	By 31 And 38 Tall Ash Avenue Congleton Garages Access	Investment Garages
88849	Cresswellshawe Road Garages Site	Investment Garages
88847	Dane Street Garages Site	Investment Garages
85093	Facing Rear Of 37 & 39 Kingsway Bollington Garages	Investment Garages
85098	Land With Access & Garages By 10 Hall Bank Mobberley	Investment Garages
88848	Long Lane Garages Middlewich Site	Investment Garages
87973	Newdigate Garage Site	Investment Garages
85090	Oaklands Road Marthall Lane Ollerton Garages Site	Investment Garages

88860	Girl Guides Cedar Avenue Alsager	Investment Community Sport & Youth Facilities
87023	Jubilee House Day Centre Site	Investment Community Sport & Youth Facilities
85574	Knutsford Community Club Site	Investment Community Sport & Youth Facilities
85108	Land & Scout Hut Calder Close To London Road South Poynton	Investment Community Sport & Youth Facilities
85037	Macclesfield Disability Bureau Site	Investment Community Sport & Youth Facilities
88815	Malkins Bank Golf Course Site	Investment Community Sport & Youth Facilities

88892	Prospect Street & Astbury Street Congleton Land And Garages	Investment Garages
87974	Queen Street Garage Site	Investment Garages
88850	Station Road Garage Scholar Green Site	Investment Garages
88851	West Street Garage Site Congleton Site	Investment Garages

ASSET LIST (GROWTH AND PROSPERITY)

Ref No	Site Name	Type
88005	(Cha) 31 Palmer Road Sandbach Site	Investment Residential
85058	(Cha) Arbour Close Group Home Site	Investment Residential
85049	(Cha) Cheam House Site	Investment Residential
85059	(Cha) Handforth Residential Centre Site	Investment Residential
87083	(Muir) 113 Crewe Road Site	Investment Residential
88007	1 Bank Street Congleton	Investment Residential
85221	1 To 3 Bridge Drive	Investment Residential
85245	141 Hurdsfield Road	Investment Residential
85246	143 Hurdsfield Road	Investment Residential
85248	16 To 30 Park Road	Investment Residential
88028	1b Heath Road Congleton	Investment Residential
85116	2 Albert Road Bollington	Investment Residential
85247	2 To 14 Park Road	Investment Residential
85249	20 Elm Crescent	Investment Residential
88059	29 Belgrave Avenue Congleton	Investment Residential
88004	3 Bank Street Congleton	Investment Residential
88057	31 Belgrave Avenue Congleton	Investment Residential
85252	44-52 Lansdowne Street	Investment Residential
88008	5 Bank Street Congleton Site	Investment Residential
85251	7 Lansdowne Street	Investment Residential
85250	9 Lansdowne Street	Investment Residential
85243	97 To 107 Wellington Road Bollington	Investment Residential
87607	999(Muir) 119 London Road	Investment Residential
87609	999(Muir) 128 London Road 87609 Site	Investment Residential

Ref No	Site Name	Type
87821	Crewe Gates Farm Industrial Estate Site	Industrial Unit
88846	Enterprise Court Industrial Units Site	Industrial Unit
88066	Industrial Unit Off Brooks Lane Middlewich	Industrial Unit
87966	Marshfield Bank Industrial Estate Site	Industrial Unit
88844	Moss Lane Business Centre Site	Industrial Unit
87967	Plot 6 Gateway Industrial Units Site	Industrial Unit
85613	Prosperity Court	Industrial Unit
88960	Thomas Street Industrial Units Congleton Site	Industrial Unit
87820	Thomas Street Industrial Units Crewe Site	Industrial Unit
87968	Units 1 To 3 Gateway Site	Industrial Unit

87612	999(Muir) 128c London Road 87612	Investment Residential
87613	999(Muir) 130 London Road Site	Investment Residential
87845	Cemetery Lodge Crewe	Investment Residential
87021	Millhouse Nantwich Site	Investment Residential
87822	Nantwich Almshouses Site	Investment Residential