



STRATEGIC ASSET MANAGEMENT PLAN

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FOREWORD

The past 10 years have seen unprecedented changes to service delivery in Local Government, with significant reductions in support grant. Property is the second largest cost to staffing costs, and thus, future efficiency savings must use assets as a driver for change, challenging the need for assets in modern service delivery.

The current 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. Many of our assets are an important part of our Borough's economic and social fabric however, as we move forward in identifying new collaborative ways of service delivery, it is important to challenge the concept of "working without walls", and identify where services are best placed to be delivered.

We want to use our assets as an enabler for economic growth, by adopting a more strategic approach across the whole public sector. Our property assets need to be 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. The delivery of the strategy will:

- Generate more capital receipts which will then be invested in future projects for the social economic and environmental wellbeing of our communities
- Release underused land and buildings to stimulate growth, regeneration, new housing and jobs
- Reduce running costs and improve the environmental credentials of our buildings
- Deliver more integrated and customer-focused services by encouraging services to co-locate and service providers to collaborate.

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.

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 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.



Michael Jones
Leader Of Cheshire East Council

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 moving towards delivering more integrated and customer-focused services by encouraging services to co-locate and service providers to collaborate. Collaborate asset management will be a strong focus for the strategy. The Council is to embrace this principle, engaging with our partners (both public and community sector) in a series of key cross cutting initiatives which will affect decisions about its use of land and property assets. These initiatives include:

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. **Customer Contact** – initiative to enhance ways of communicating with customers
4. **Flexible working** – reflecting a move toward more modern ways of working
5. **Community Hubs** - a flexible approach to meeting community service needs
6. **Arms-Length Companies** – wholly owned companies set up by the Council to drive forward service efficiencies.
7. **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:

- *Strengthen communication and partnering arrangements with key strategic stakeholder and public sector bodies to identify opportunities to use assets more effectively.*
- *Reviewing its property decision making structure.*
- *Working alongside the Council's wholly owned companies to ensure its assets are used effectively.*
- *Reviewing the council land assets.*
- *Reviewing surplus asset and operational assets, continuing the roll out of the Community Hub initiative and devolution of assets where appropriate.*
- *Reviewing the Council's investment portfolio for its effectiveness and return profile.*
- *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, contributing to the economic growth agenda.*
- *Improvement in its property data management in accordance with its Corporate Landlord principles of property management so that informed decision can be made.*
- *Taking steps toward a more sustainable asset portfolio carrying out feasibility studies to assess energy saving and income generating opportunities.*
- *Responding to changes in legislation, regulations and guidance which may impact on its management of property.*

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.

STRATEGIC ASSET MANAGEMENT PLAN

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 - 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. Strategic actions are firstly identified, followed by a framework for action on a category by category basis, and what outcomes are expected.
- **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

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 UK economy, government projections show continuing funding cuts for local authorities well into the next Parliament. 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.

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 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.

While the Council is considered to be financially stable, 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.

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.

The Council also owns a very extensive land holding (non-operational) estate, comprising 1,846 land holdings (January 2015). These land holdings are located throughout the Borough. The scale of this land asset base and the diverse location and nature of these interests presents considerable challenges for the Council.

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			

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 operates a Corporate Landlord model, where all assets are held corporately. Appendix A provides a comprehensive list of assets, grouped under the key Council service areas – Chief Operating Officer, Strategic Commissioning and Economic Growth and Prosperity.

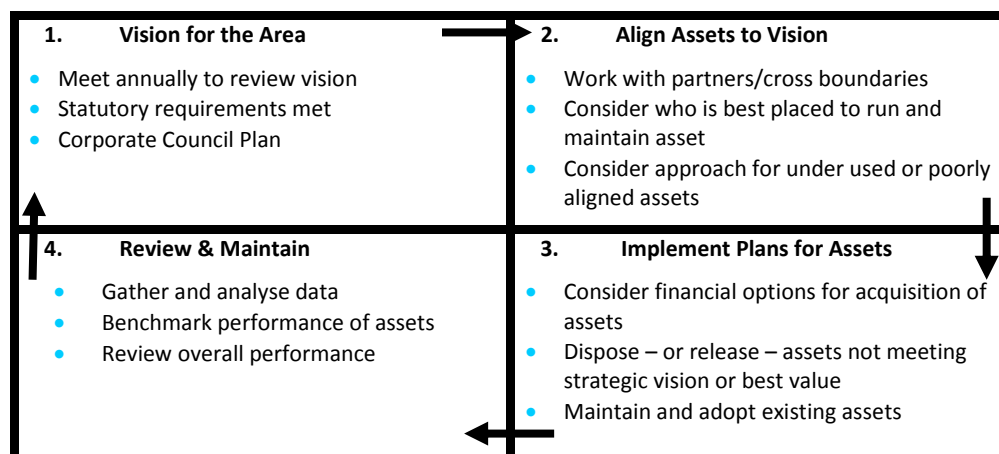
The scale of the portfolio, ambition of the Council and government policy has already resulted in significant reshaping of the Borough's land and property assets, though this has principally focused on the rationalisation of the corporate ('Back office') assets, most notably has been the very significant reduction in Council office accommodation – from 32 premises to 8. For the retained estate, 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.

The next stage of Asset review will focus on how we can challenge future service delivery assets and land ownings of the Council to deliver more efficient services to our communities and to drive economic growth. We will also be concentrating on further rationalization of assets, with a challenging target of reducing Business rates by £1m for the year 2015/16. During 2011/12 – 2013/2014 disposal of surplus assets had realised in excess of £20m for the Council; however, further reviews should help accelerate this programme with a target of £25 m for 2015/16 financial year.

STRATEGIC ASSET MANAGEMENT PLANNING

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*). The RICS have also provided several excellent documents with regards strategic asset management, including guidelines for the Public Sector (*RICS Public Sector Property Asset Management Guidelines, 2nd Edition, 2012*). Central Government is also pursuing the One Public Estate Programme – designed to facilitate and enable local authorities to work successfully with central government and local agencies on public property and land issues through sharing and collaboration.

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 process should be driven by the Borough Community Strategy and Council's corporate plan. Above all, assets held by the Council - and the way in which services are delivered – can be a substantial driver of change.



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.

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:

- Promote collaborative working – both internally and with other possible partners
- Assist in shaping service review and delivery
- 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 Council's economic growth agenda
- Meets guidelines and best practice advice
- Reduce its revenue costs of holding assets
- Create capital receipts which will be invested in schemes to promote economic growth and wellbeing.

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.

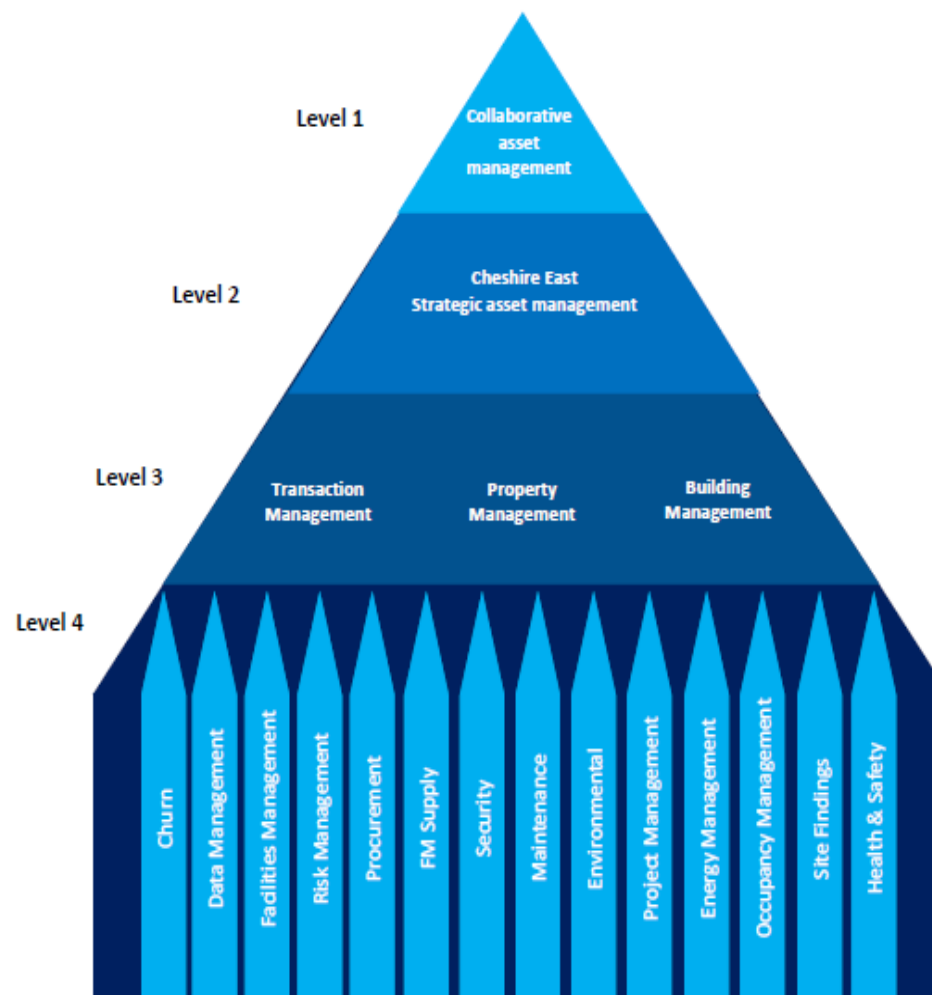
The review of the Council's assets also highlights that in a number of areas there are limitations to the data presently available. Thus, a key action relates to completing information gaps to further improve decision making in the future.

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.

In developing the asset management plan and having regard to the influences, the Council will progress through several levels:

- Level 1** Public sector organisations in Cheshire East – strategic alignment and direction and managing assets collaboratively.
- Level 2** Cheshire East Council doing strategic asset management across its own asset base
- Level 3** Portfolio management – delivery critical
- Level 4** Day to day management



Broadly, the Council's portfolio can be described as containing assets in the groupings of:

- Land
- Investment
- Operational

These groupings provide an overall structure for the Council's portfolio. Further segmentation of the Operational grouping allows for a finer grained examination of the influences affecting assets through the following categories:

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

At a 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.

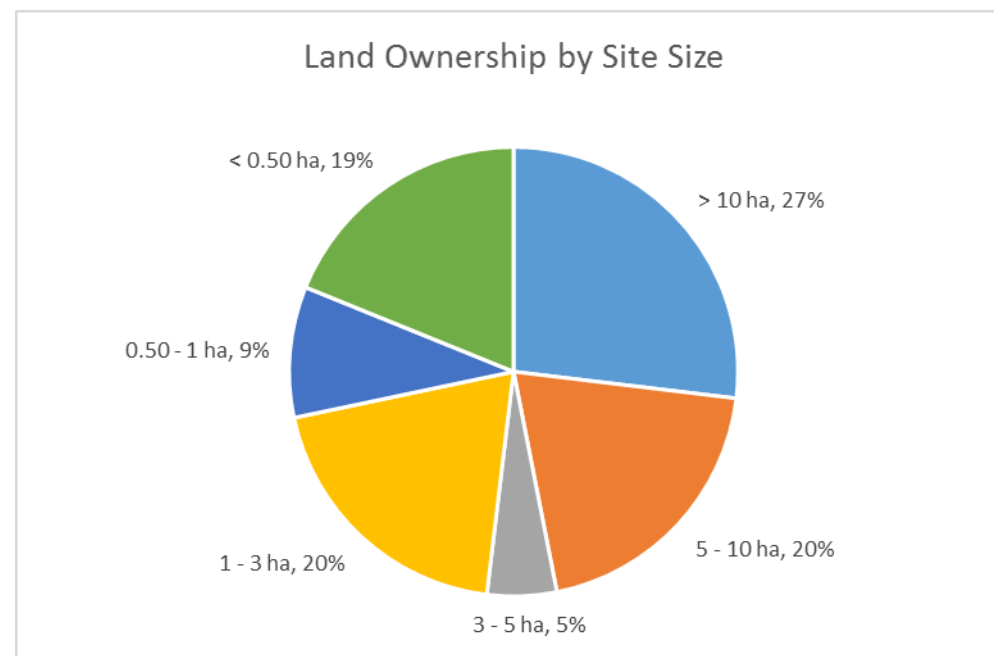
Cross Cutting Theme	Initiative	Expected Outcomes
The Council as a Commissioning Authority	<ul style="list-style-type: none"> ▪ Continue to investigate ways in which services may be provided more effectively and efficiently through third parties and commercial market. 	<p>More effective delivery of services.</p> <p>Cost savings/ reduction of business rates</p> <p>Use of external expertise.</p>
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. 	<p>Income from projects.</p> <p>Reduced energy costs.</p>
Corporate Landlord	<ul style="list-style-type: none"> ▪ Continue to develop Corporate Landlord approach and property knowledge through improved data management relating to assets. 	<p>Better data collection and analysis leading to clearer decision making on property matters and asset rationalisation</p>
Customer Contact Operation	<ul style="list-style-type: none"> ▪ Early review of how Council engages with its customers. ▪ Complete review and effect agreed initiatives. 	<p>Enhanced modes of customer liaison.</p> <p>Possible reduction in need for building space to deliver services</p> <p>Reduced operational estate / rates savings .</p>
Flexible Working	<ul style="list-style-type: none"> ▪ Drive to implement a greater degree of flexible working for Council staff, where appropriate 	<p>More efficient working practices and reduction in the need for Council office space/ less space / reduction of rates</p>
Community Hubs	<ul style="list-style-type: none"> ▪ Partnership working to deliver flexible approach to community services delivery 	<p>More effective delivery of services and use of assets.</p>
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. 	<p>Increased opportunities to expand operations beyond Council's geographical boundaries.</p> <p>Greater autonomy to run Council services.</p>
Regeneration	<ul style="list-style-type: none"> ▪ Focus on delivering town centre regeneration, in Crewe and elsewhere in the area. 	<p>Stronger town centres</p> <p>Possible use of Council assets to support scheme delivery</p>

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 a general view that management of the Council's land holding is time consuming and costly, alongside there being no particularly clear strategy on which decisions about its retention (or otherwise) are made against. With pressure on the Council's budget a suitable strategy could reduce management and maintenance costs while any land disposals could financially benefit the Council.
- In some cases, the reason – or reasons - for holding the land may require clarification - for example, whether it contributes to public open space needs.
- 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 may be opportunities for some land holdings to be devolved to other parties – again reducing both management implications and costs for the Council.
- 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

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.

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

1. Total operating cost based on 2013/14 information
2. Assigned staff based on figures as at Sept 2014: not full time equivalents
3. 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.

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.
- To reshape assets used to deliver Children's services will require a stronger service review in order that opportunities such as the Community Hub initiative can be developed and act as the foundation to deliver change.

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. An example of this is already present in Knutsford where collaborative working with the NHS has taken place and is now linked to a joint land and property deal.
- 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.

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.

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.

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.

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. The Council categorises Farms as part of its operational portfolio.

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.

3. STRATEGIC ACTION PLAN

The prescribed actions contained in this section are split into two areas:

- **A – Key strategic actions** – linked to wider land and property management and operational activities, reflecting higher level activities.
- **B – 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:

STRATEGIC ACTIONS

There Council considers it essential that the Asset Management plan have key actions which concentrate on economic growth and prosperity , creating capital receipts and reducing revenue costs. The key priority areas of the plan are therefore :

- Disposing of Surplus Assets
- Reducing Business rate
- Implementing continuous review of assets through the Strategic Asset Management Planning process – Organisation, Roles and Responsibilities
- Collaborative working with Other Stakeholders
- Improving Data Management
- Ensuring Statutory compliance with Legal Requirements, Regulation and Guidance on all retained assets
- Sustainability

DISPOSING OF SURPLUS ASSETS

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.

For the SAMP to be effective, key delivery responsibilities need to be defined. The Action Plan already

- 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. The Council will seek to achieve a Capital receipts target of £25m for 2015/16 .

REDUCING BUSINESS RATES

Through Strategic review of all land and asset, the council will seek to significantly reduce its Business rates liability.

Action/outcome : the Council will carry out a strategic review creating a rationalisation programme which will seek to save £1m business rates in 2015/16

IMPLEMENTING STRATEGIC ASSET MANAGEMENT PLANNING - 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

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, creating a Corporate Property Board which will challenge and test the need to retain assets .

COLLABORATIVE 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. It will create a Public Sector Property Board which will assist in strategic discussions regarding future service delivery .

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.

IMPROVING 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, and ensuring that these are up to date and cover all relevant parts of the Council’s portfolio .
- 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.

ENSURING STATUTORY COMPLIANCE.

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

SUSTAINABILITY

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.***

KEY STRATEGIC ACTIONS

DELIVERING A SIGNIFICANT CAPITAL RECEIPTS PROGRAMME (£25m 2015/16) TO ASSIST FUTURE INVESTMENT IN SERVICES

Action: the Council will develop a high level in house protocol for assets which are considered surplus. The Council will seek to achieve a Capital receipts target of £25m for 2015/16.

INCREASING INWARD INVESTMENT OPPORTUNITIES - REDUCES EXISTING RATES LIABILITIES AND INCREASES BUSINESS RATES INTO BOROUGH

Action/outcome: the Council will carry out a strategic review creating a rationalisation programme which will seek to save £1m business rates in 2015/16.

IMPLEMENTING STRATEGIC ASSET MANAGEMENT PLANNING - ORGANISATION, ROLES AND RESPONSIBILITIES

Action: The Council will review its property decision making structure, creating a Corporate Property Board which will challenge and test the need to retain assets.

COLLABORATIVE WORKING WITH OTHER STAKEHOLDERS

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. It will create a Public Sector Property Board which will assist in strategic discussions regarding future service delivery.

IMPROVING DATA MANAGEMENT

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.

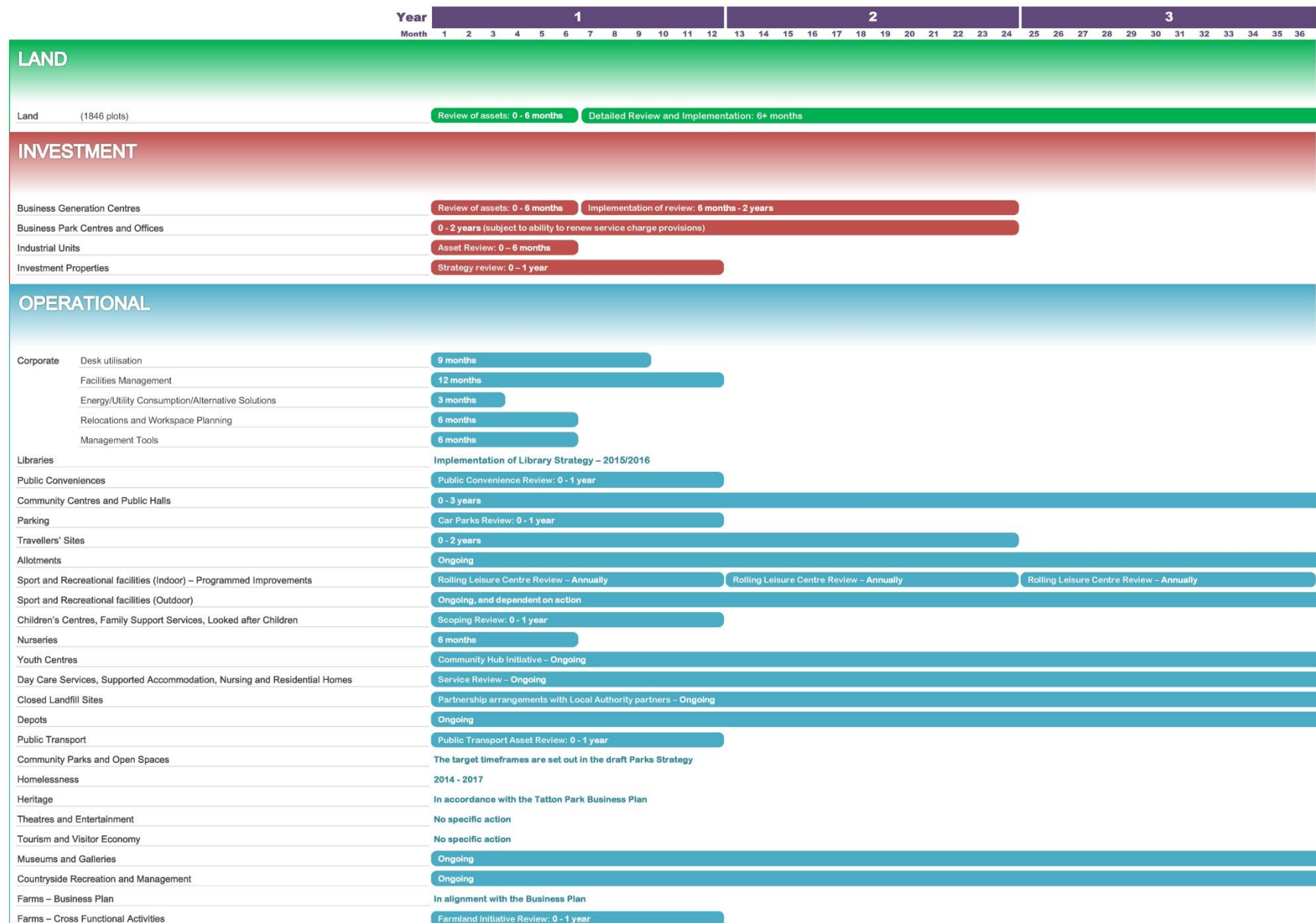
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- Prepares and adopts a sustainable design and specification code where the Council is delivering its own new assets.



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)
- Value of capital receipts
- Value of reduced Business rates

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 framework described in Section 2 above provide the foundation for how this review process operates.