

South Lakeland District Council

2019-2024

Corporate Property and Land Management Strategy

South Lakeland the best place to live, work and explore



South Lakeland District Council

Corporate Property and Land Management Strategy 2019 - 2024

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1.0 Introduction

The Corporate Property and Land Management Strategy aims to support the Council's overall vision for the District: "Making South Lakeland the best place to live, work and explore".

The Council Plan sets out the strategic approach to how the Council will shape delivery of the desired outcomes. The priorities will be delivered by ensuring we are equipped to provide the best, most cost effective services through:

- a flexible and skilled workforce
- our community leaders
- a sustainable budget
- improved customer engagement and communication.

The Council Plan details the Council's current corporate priorities, which are:

- **Economy:** "Enabling and delivering opportunities for sustainable economic growth".
- **Housing:** "Providing homes to meet need".
- **Environment:** "Protecting and enhancing our place".
- **Culture and Wellbeing:** "Improving wellbeing, reducing inequality and supporting cultural activities".

The Council has a long term ambition for "1000 jobs and 1000 affordable homes for rent". A number of major strategic reviews are currently underway including:

- Customer Connect programme to create a single view of the customer to put them at the heart of everything we do and enable them to have better access to services at times which are more convenient to them.
- Review of corporate assets including South Lakeland House.
- Implementation of housing alternative funding model;
- The Kendal Town Centre Masterplan;
- The Leisure Facilities Strategy and future of Ulverston Leisure Centre;
- The implementation of the Environment Agency's Kendal Flood Relief Scheme, a major programme which will require the engagement of the Council as owner of land, local planning authority and as accountable body for elements of external capital funding which may be applied in the Scheme;
- The Economic Development Strategy for South Lakeland, and the wider Morecambe Bay functioning economic, housing, health and travel to work area. These may require changes in current spending and funding plans. The Council is committed to working with partners and other key stakeholders to deliver services within South Lakeland. This includes
- Formal arrangements, such as Cumbria Local Economic Partnership (LEP), Cumbria Business Rate Pool;
- Agreed joint statement of intent of collaborative working with the Borough of Barrow in Furness and Lancaster City Council on economic development and other related initiatives;
- Formal contractual arrangements as a result of competitive tendering;

- Transfer of assets or management of assets between organisations;
- Sharing of premises;
- Informal collaborations.

Some shared arrangements exist for providing services within the organisation: currently South Lakeland shares IT with Eden District Council and are jointly implementing the digital element of the Customer Connect programme.

The Council's assets are a common thread through these strategic reviews and with the commitment that the Council has given these reviews above, it emphasises the need to have a new dynamic land and property management strategy to ensure that any investment in our land/ building portfolio take into account any financial and resourcing commitments that these reviews will need . It is also essential that the new strategy is in line with the Customer Connect programme. Further review of buildings will be needed following the implementation of the Customer Connect Programme.

2.0 The Purpose of a Corporate Property and Land Management Strategy

The strategy will help guide and advise the Council on land and building investment, disposals and acquisitions. The key points are:

1. Ensuring investment is prioritised in the right areas with the ever increasing financial pressure on Local Authorities.
2. Ensuring SLDC has a balanced estate looking at the medium and long term commitments of the Council and in the wider context of other assets in public ownership.
3. Ensuring that there is a sufficient governance structure in place to allow the estate to flex with ease and consistency.
4. Ensuring that the decisions achieve a balance of requirements for capital receipts, investment and revenue income generation.

3.0 The Estate

SLDC owns a varied property portfolio that supports a wide range of service delivery throughout the District. The portfolio has been broken down into a number of key categories as noted below. **Appendix 1** provides an overview of the number of properties divided into geographic area. Each asset class has a different strategic direction, summarised below;

Agricultural Land

Agricultural land holdings include a range of tenancy types from short term grazing tenancies to woodlands and leases on Agricultural Holdings Act tenancies. The strategy is to maximise the income from land holdings and where appropriate seek to invest in land holdings where additional income can be generated.

Allotments

Majority are statutory allotments. Not able to move or dispose without re-provision and grant of Secretary of State Approval. All let to local Town Councils.

Bus Shelters

Bus Shelters: Majority were passed to Town Councils in last 10 yrs. There are four remaining on SLDC's asset list, it is proposed to transfer the remaining four to Town Councils.

Car Parks

Car parks provide a strong and stable income stream for SLDC. The 2018 White Young Green car parking study will support the development of an investment strategy for this asset class. Long term investment is required for the Kendal Multi-storey car park. Other ongoing investments are recommended in the 2017 LSH car park asset review and will be reviewed in the future.

Cemeteries

Under section 214(1) of the LGA 1972 the following Authorities are permitted to be burial authorities: district councils, parish councils and parish meetings. Under previous service reviews no direct approaches regarding the transfer of the management of cemeteries were received from any parish council. Kendal Parkside Road cemetery is reaching capacity and additional land will soon be required, this is likely to require a strategy involving adjoining allotments. Other Cemetery assets provide opportunities for investment and alternative uses.

Depots

The strategy for the depots across the District is currently under review with the key option being the relocation of the Kendal Canal head depot to an alternative site. The depot strategy will require capital investment for both the primary objectives and secondary needs of infrastructure at Ulverston and alternative site use at Kendal.

Garages

The majority of garage assets were disposed of during previous years, the residual garage assets have little alternative commercial value and we will hold for now whilst other properties with the estate are dealt with.

Historic Properties

The aim is to use or to maintain these assets for community benefit, for instance the monument in Market Square Kirkby Lonsdale or the War Memorial, Ambleside. Due to their age they are often viewed as a liability, as there may be planning restrictions on them in order to ensure they are maintained correctly and preserved for future generations. Where appropriate, opportunities for community use will be sought for these assets through asset transfers.

Housing General

Limited general housing remains within the property portfolio. Town View Fields homelessness hostel is recently refurbished and supports a service need for housing. Other assets provide a present and future opportunity for disposal.

Housing Residual Land

Following the housing stock transfer the residual land left in the SLDC estate comprises mainly green verges. These assets provide nominal income from crossings, with the potential for minor increase. It is felt that there is no benefit in looking for alternate options with this type of land.

Lake Assets

This significant asset provides income from both commercial and non-commercial encroachments. The present and ongoing strategy is to support business and leisure use of the lake for residents, commercial operators and visitors, whilst providing an important income stream for the Council. The asset strategy is to develop a more sustainable and predictable income flow where both the Council and Tenants have a clear understanding concerning rental charges and development opportunities.

Land (Housing)

Housing land opportunities across the district have been included in the recent search for land sites.

Markets

The management of Ulverston Market has been transferred to a Community Enterprise on a 5 year agreement from August 2016. The management of Kendal Markets (indoor and outdoor) is due to be reviewed in 2018/19 with a view to improve and strengthen the market offer in Kendal.

Miscellaneous Commercial

These assets are held for investment purposes and the strategy is to manage them in accordance with best practice for investment assets; maintaining and growing the asset value through appropriate investment and enhancement, tenant management, rent and lease management. Where appropriate additional assets will be purchased and developed to enhance the commercial revenue to support general fund requirements.

Mowing and Grazing Land

These land assets have been reviewed to consider alternative uses. It is considered that there are longer term opportunities for future housing land supply and therefore should be held for long term future benefits.

Outdoor Centre and Leisure Centres

Ulverston Leisure Centre is currently under review for investment with capital support from both the operator, local businesses and Sports England. Kendal Leisure Centre is expected to require significant investment in the medium to long term as the asset infrastructure reaches the end of its technical and economic life.

Parks and Woods

These assets are held for recreation purposes and there is no strategy for changing the use or management arrangements. The Council will consider opportunities for local parish and town councils to take on the ownership and management of these assets where there is an appetite to do so.

Public Offices

The requirement for office accommodation is currently under review as part of the Customer Connect Programme. This is expected to result in a reduction in the traditional office accommodation as the Council moves to new ways of working and changes its means of interacting with the public in the delivery of services. The current review is expected to result in the proposal to reduce the footprint of the Council at South Lakeland House, providing opportunities for letting surplus space.

Recreational Land

This land is held for the long term recreation of the residents and visitors to the District.

Toilets

These have been transferred to Parish Councils to manage.

Retail Properties

The Council holds a limited retail portfolio of four properties. The strategy is to manage the assets in line with best practice with investment in Finkle St to increase revenue streams and improve the capital value, further opportunities will be considered with these type of properties whether that be invest and hold or invest and dispose.

Trading and Industrial

The Council holds a limited trading and Industrial portfolio of two estates. The strategy is to manage the assets in line with best practice. Options are being considered which includes the expansion of accommodation where the opportunities present themselves or potential disposal if Capital receipts support investment in other key areas.

4.0 Self-Assessment

It is important as part of the new Strategy to look at how we do things and where we are now to understand what our strengths are and where we can improve.

Where are we now?

Responsibility for the management of the District Council's building's falls to the Director People and Places. The Director is supported by the Assistant Director Strategic Development and the Property Services Contract manager. The Property Services Contract manager takes the lead on all asset management related issues.

The Council awarded the contract to undertake its property services function to Lambert Smith Hampton (LSH) in October 2016 on a 5 year plus 5 year contract. In essence, LSH deal with all estate related matters such as lease renewals, lake encroachments, licences and general estate enquiries through their estate surveying department and all building services, reactive and planned maintenance works through the building surveying department. The new contract with LSH also means that we can utilise the property professionals that not only work out of LSH's Staveley office but across the UK ensuring that we have access to some of the leading property professionals in the field. LSH have recently completed the Asset review which gives oversight of each of our assets and sets out the potential (if any) for each asset.

The District Council has a good understanding of the importance and potential that property can contribute for both the Council and the people it serves. It also recognises that as a holder of public assets, it is often in a key position to influence and stimulate change and improvement. For example, this should be noted when taking into account the Kendal Town Centre Masterplan being drafted by Aecom on behalf of the Council and the role that the Council can play in the flood development works to be undertaken throughout Kendal by the Environment Agency.

SLDC has a strong track record of using its surplus assets to help deliver and facilitate the provision of affordable housing using disposal and the capital receipt programme. This is a key Council priority and further work has been undertaken to identify surplus assets that could be used and disposed of for affordable housing. In disposing of assets at an undervalue in order to achieve a policy objective, SLDC is governed by The Local Government Act 1972 section 123 and 127, and S25 of the Local Government Act 1988 with regard this matter.

Whole building life cycle asset management is understood but should be utilised further ensuring that the council's asset management software is fully utilised. It is recognised that effective asset management is not just about delivering single projects. The future life cycle of each building should be known for 25 years in the future so we are confident of its future repair, maintenance and costs in use and can be more certain with regards long term planning. Work is currently ongoing in this area.

Audits of all operational buildings are currently underway to ensure that service information from the previous property service provider is accurate and following the audit, all service contracts will be tendered and contracts renewed in this financial year. Work is ongoing with the Council asset management software provider to ensure that the software is up to date and compatible with the changes to be brought in with Customer Connect. The new software will help streamline the use of asset management information. Condition surveys will be completed of all operational buildings in the 2018/ 19 financial year ensuring that the Council has a 25 year forecast for all operational buildings. The Health and Safety department is working closely with the facilities manager and Lambert Smith Hampton to ensure that regular workplace inspections and contractor inspections are undertaken on day to day and capital projects.

The Council recognises that it must look at how it can engage more fully and openly with other public asset holders, the public through Council ward members and other organisations. We understand that the asset management needs to become more joined up and be more corporate in

its view and dealings. It will be important to work with a variety of key service areas such as economic development, finance, procurement, planning strategy and IT to ensure that a wider approach is taken to ensure that decisions are not blinkered. It is important that further work is done to ensure that we engage more with our stakeholders who include, ward councillors for the District Council, Town and Parish Councils, Kendal Futures, Kendal BID and key employers in the area. It is also important with the emergence of the economic partnership between Lancaster City Council, Barrow Borough Council and SLDC around Morecambe Bay, that the asset management departments work closely in line with the One Public Estate ethos.

The Council is currently reviewing its service delivery process through the Customer Connect programme to create a single view of the customer and enable them to have better access to services at times which are more convenient to them. This is the time to consolidate SLDC's assets and provide a clear strategic approach to asset management.

The Council's financial position as set out in the Medium Term Financial Plan is as follows: 'Overall the Council's financial position remains strong as shown by the adequate General Fund balances and reserves, robust financial management processes and an excellent track record in achieving efficiency savings.' MTFP 2018. The work on the Property and Land Management Strategy complements the MTFP and will need to focus on the key projects and prioritise the potential future capital investment in order for the Council to decide which projects are to be taken forward.

Areas for improvement

Assets are still often viewed as being held departmentally by service providers and this creates a degree of silo mentality rather than a more corporate approach that will be required much more in the future and should come easier to us with the introduction of Customer Connect and the move away from a traditional departmental structure. This in turn will lead to a more strategic approach with our assets.

Despite planned investment, and a strong capital investment programme, there is still work required to fully understand the maintenance requirements over a 25 year period of all our buildings. A full cycle of condition surveys are currently outstanding and is to be addressed in the 2018/19 financial year.

5.0 The Corporate Property and Land Management Strategy.

SLDC have moved to a position in the last 2 years where it acknowledges that there must be an ongoing review of its assets to establish whether it has the property assets it needs now and in the future to meet the requirements of itself and others. It is moving away from the more traditional position of separate department silo consideration of property assets, and in new initiatives such as Customer Connect a much more joined up approach and corporate view is taken.

With the ever present pressure on finances faced by the Council and because of the cost to run and maintain the estate, efficiencies need to be sought to ensure that property is used intensively or costs to run are reduced through a variety of methods. The challenge for this Council, and the corporate management team in conjunction with the property services contract manager, is to find

ways of working assets harder, whilst maintaining or creating an environment in which better services for the public can be delivered.

The strategy to make our assets work harder is:

- To provide greater challenge to their use based on new ways of working and new ways of delivering services, especially on the back of technological change and the new ways of working to be brought about by Customer Connect. This will lead to the building being used to maximum potential, surplus space to be leased out to other organisation/ partners.
- To explore the relationship between the District Council's assets and other public sector organisations (One Public Estate), within the same geographical area.
- To challenge services through a proposed Strategic Asset Management Plan (SAMP) board (noted below) on ways to increase efficiency through new ways of working, using alternate means to deliver services. An example of this would be the service process review being undertaken currently as part of Customer Connect.
- To ensure that the buildings are performing to the highest possible standard from an energy management viewpoint. Look at the potential for Building Management Systems to be introduced to reduce energy use and drive revenue savings. Where buildings clearly have a life span of 10 years or more and are unlikely to be declared surplus the Council shall undertake an energy management audit on the property looking at fabric improvement and renewable energy technologies.
- To create a clearer and easier governance process to dispose of assets quickly or to other social enterprises as and when the buildings are declared surplus and to acquire assets where they meet with the Council plan and provide a revenue stream for the Council.

Finance Strategy

The corporate property and land management strategy must work alongside the Council's Medium Term Financial Plan (MTFP). This is a rolling 5-year plan that takes into account:

- The external financial environment.
- The overall financial demands of services.
- The Council's existing and projected financial resources.
- The Council's priorities and stated aims in the Council Plan.
- The major service strategies and plans.

The MTFP was last approved in July 2018 and sets the context for the 2019/20 budget setting process. 'In common with all the public sector, the medium term outlook for the Council is extremely challenging and in order to protect and improve services an ambitious and on-going programme of savings is key to success. The Council has a good track record for reacting promptly to changes in the financial situation and delivering a longer term approach to savings.' MTFP 2018.

The Council's financial strategy is:

- **Balanced budgets:** Maintain a balanced budget position, and to set a medium term financial plan maintaining and strengthening that position
- **Five year budgets:** the Council sets budgets for a five year period.
- **Strong financial management:** The Council controls and monitors the actual position of the authority on a regular basis setting out actions to correct any emerging issues;
- **Understanding of key cost-drivers:** The Council analyses and reviews the key elements of the service areas including the use of benchmarking;
- **Asset maintenance:** the Capital Programme should ensure adequate programmes of maintenance to sustain values of key assets, especially income-generating assets.
- **Legal transactions:** the approval and adoption of the Council's Constitution, particularly the Budget and Policy Framework, Financial Procedure Rules and the Contract Procedure Rules set foundations for ensuring legal transactions alongside the whole system of internal control reviewed annually in the Annual Governance Statement.
- **Affordable investment;** to undertake a prudent level of capital investment to meet the Council's strategic priorities and remain within prudential borrowing limits
- **Maximise resource base;** the Council will ensure the best use of physical and other assets including staff time;
- Value for money;** Continuous review of budgets to ensure resources are targeted on key objectives and deliver value for money to local taxpayers.
- Working with others:** to ensure all services are delivered by the most appropriate body. This may require the Council to work in partnership or to facilitate provision by other bodies.
- **Minimise financial risk** including holding reserves as appropriate and sustainable levels of debt.

The Council's MTFP sets out the approach to setting out the Capital Programme which this asset strategy will adopt:

1. A longer-term view will be taken of spending needs to balance priorities and resources more evenly over the life of the capital programme. The Council's property advisors will be consulted as to the on-going maintenance programme with the aim being to develop a 10 year programme for recurring capital costs.
2. Bids for new initiatives which recover the investment in a 5 year period will be prioritised. Capital Bid documents will be required prior to a scheme being accepted as part of the Capital Programme. These are to be signed-off by the relevant Portfolio Holder and will be prioritised by Members as part of developing the 2020/21 to 2023/24 Capital Programme. Bids will be considered alongside future expected spend on major projects, as indicated in the capital programme.
3. Schemes which attract external funding should be considered in the light of capacity to deliver these and need to be prioritised with reference to the Council Plan.
4. Existing schemes within the programme will also be reviewed with reference to their progress and any external funding restrictions.
5. Capital receipts will only be committed once they have been received. Although there are known sources of capital receipts (e.g. South Lakes Housing VAT Shelter/Right to Buy receipts), future aspirations will take into account the resources required to support unavoidable recurring costs.

This is a strategic approach to capital investment, and a long term approach is essential to help manage the Council's assets and finances. **Appendix 2** sets out how any Capital Investment is prioritised and scored. This prioritisation and scoring relates to all Capital investment bids and is used to determine where Capital investment will be directed. It is essential that there is joint collaboration between the property services team and finance.

Capital Strategy

The recently revised Prudential Code for Capital Finance in Local Authorities 2017 requires local authorities to produce a Capital Strategy that gives a clear and concise view of how a local authority determines its priorities for capital investment, decides how much it can afford to borrow and sets its risk appetite. The Capital Strategy will encompass all forms of capital investment, not just land and property, but the Property and Land Management Strategy will contribute significantly to the overall Capital Strategy. The Capital Strategy is a new requirement and will be brought to Members for approval as part of the budget setting process.

Procurement Strategy

The Strategy provides a framework for a strategic approach to procurement throughout the Council. It emphasises the importance of procurement decisions. It is designed to ensure compliance with existing procurement legislation, predominantly the EU Procurement Directives, and reflects all related legislation and national policy drivers including the Social Value Act, Localism Act, advances in Equalities legislation, National Procurement Strategy, Transformational Government Agenda, the 'Roots' Review and the Sustainable Task Force's Report '*Procuring the Future*'.

The importance of sustainable procurement is emphasised; using procurement to support wider social, economic and environmental objectives in a way that offers real long term benefits. The Strategy is constructed to highlight our commitment to a more sustainable district, and to enable us to demonstrate improvement in delivering sustainable outcomes through effective procurement practices.

Ultimately the Strategy paves the way for the Council's contribution to the broader public procurement landscape – one which promotes the needs of the South Lakeland community, fosters innovation and efficiency, and uses procurement to develop and shape the local economy.

Intelligent procurement is vital not only in improving the quality and cost effectiveness of services across the district, but in demonstrating the type of authority the Council wants to be and shaping how we are perceived by our stakeholders. Any decisions on the asset portfolio needs to involve procurement from an early stage, for instance, through the procurement schedule for capital programme delivery. It is essential that there is joint collaboration between the property services team and the procurement team to ensure a successful delivery plan/ programme that can be achieved with adequate resources in place.

Energy Saving Strategy

With the ever growing concern around global warming and the very real threat this brings, the Council, as well as all Councils, businesses and individuals, has a big part to play to in trying to make a difference. The Council promises to reduce the Council's carbon emissions by reducing our energy use, through the efficient management of our land and buildings and be an exemplar to others. The

potential impacts of climate change need to be understood for the entire life cycles of all of SLDC's property and land assets. Opportunities for each asset should be understood where the asset has a greater service life of 10 years plus. For each asset, the new strategy will include:

1. Undertaking a comprehensive energy audit which includes:
 - Assessing energy usage over a series of years and where data exists, analyse energy usage by facility and by site management activities / staffing / public use, broken down into heating/hot water, electricity and lighting. This will enable an understanding of which activities/facilities are high/low energy users and on a per capita basis for staff / members of the public.
 - Assessing performance of building envelopes (thermal insulation, building tightness, surface and orientation of the glazed surfaces etc.);
 - Assessing behaviour (how the buildings are used and how visitors and staff interact with the building on a day-to-day basis);
 - Assessing efficiency of the existing technical installations and evaluating any existing or potential energy management systems; quality of the regulation and maintenance of the technical installations (are the technical installations managed and maintained in such a way as to maximise their efficiency and minimise their overall usage?);
 - Assessing ability to benefit from heat gains in the winter and limit them in the summer.
 - Assessing ability to benefit from natural lighting;
 - Determine efficiency of electrical appliances and lighting.
 - Determine potential for installing automating systems for smart energy management

2. Undertake a renewable energy audit which includes:

Using the findings from the energy audit on energy usage, advising on appropriate renewable energy system deployment and locations across the SLDC estate. Any work on SLDC's estate should be in conjunction with the Council's upcoming carbon reduction strategy and works being undertaken by the newly formed Green team.

Whilst any Capital investment is considered on our property and land, energy management must be a key consideration.

The current asset review and future governance

A thorough property review has been completed in December 2017 to get a good understanding of the land and building portfolio with suggestions to be considered/ taken forward. It is imperative to have a full understanding of the estate and the role each asset plays within the Council. It is important to note that historically any reviews completed have stood still in time. The asset review completed in December 2017 will be reviewed annually and updated as needed to ensure that the review is ever in the present and not stagnant. This will allow decisions to be made with real time information.

The asset review is:

- A summary of each asset and what options there might be for future change.

- A mechanism whereby future plans and programmes of work/investment can be informed and viewed collectively across the portfolio.
- Meant to work alongside the asset data base, not replace it.
- It helps to identify and avoid conflicts between budget expenditure.

It is not:

- It is not meant to replace or replicate data stored in the asset management database.
- It is not a full business case for each property, but rather a headline summary of what could be.
- In some cases this review has gone beyond the headline, and looked in more depth at options & possibilities.

A more strategic approach to management of the Council's assets requires governance arrangements that reflects the corporate nature of this work. It is proposed that a new Strategic Assessment Management Plan (SAMP) board is set up to deal with any decisions to take forward to Senior Management Team and Cabinet and to work alongside the forthcoming Capital Investment Strategy and MTFP.

Strategic Asset Management Plan (SAMP) board.

As part of the new strategy, the Council following approval of the strategy will establish a Strategic Asset Management Plan board with the initial membership of the following members and officers:

- Portfolio Holder for Economy and Assets
- Portfolio Holder for Housing, People and Innovation
- Portfolio Holder for Finance
- Assistant Director Strategic Development
- Community and Leisure Manager
- Property Services Contract Manager
- Financial Services Manager
- Procurement and Contracts Manager
- Lambert Smith Hampton (Director Level).

The following sets out how the SAMP board fits into the overall governance structure of the Council and the role the board will play in property and land management **Appendix 3**. It is important to note that if the Council does approve the strategy and therefore SAMP board, the Council is confirming its intention to take a more strategic approach to the management of its property estate and that this cannot be undertaken in isolation by the property services department. This will allow a more holistic approach to asset management.

- **Step 1.** Council Policy is set by Cabinet on utilisation of the Property assets and service requirements.
- **Step 2.** Council Policy translated into business strategy by Senior Management team.

- **Step3.** The business strategy is converted into implementation plans with options commissioned and reviewed by the SAMP board. This step is key to ensuring that the right projects are reviewed at the right times. It is important that the SAMP board has a 10 year plus view of the property and land assets and knows what the significant spend profiles are likely to be so that the SAMP board can plan adequately and utilise staff resources wisely. Any request for Capital Investment outside of the normal planned and reactive maintenance fund should be fed into the SAMP board for review and prioritisation.
- **Step 4.** Options appraisal set by the SAMP board to be undertaken through the Property Services Contract manager and LSH in conjunction with the service area affected. This means that a corporate view is taken on what feasibility to undertake and when, and the feasibility is a joint study with the service area so that it's clear and transparent to all.
- **Step 5.** Options appraisal considered and reviewed by the SAMP panel and decision to be taken as to whether to recommend to SMT and Cabinet for approval. Early involvement from finance and procurement colleagues will provide greater clarity on what can be taken forward based on existing commitments and financial pressures. Resourcing will also be major consideration.
- **Step 6.** Options appraisal closed down if not taken forward or report produced for SMT and taken forward to Cabinet for authorisation and sign off. New governance arrangements put forward by the new SAMP board to simplify this process to allow for acquisitions where the acquisition meets with the Council plan and MTFP or disposals where the building / land has been declared surplus and will unlock capital for investment elsewhere.

The SAMP board will meet every 6 months and will be responsible for:

- Prioritising any building/ service review following the asset review and commissioning an options appraisal. This will be from an officer and member viewpoint ensuring the reviews are prioritised as needed from an operational and political level. Ensuring that resources are not stretched and that any review is focused and agreed by all members of the SAMP board.
- Ensuring that the area and service reviews of accommodation are completed following the prioritisation of the assets to challenge the retention of underperforming assets. This is to ensure that we maximise efficiency.
- Forward planning of overall accommodation needs, space planning and move management to ensure that we are planning and not reacting to any changes.
- Provide recommendation to Senior Management team on Capital Growth Bids received annually and to determine if the Growth bid fits in with the asset strategy and future use of the site following the prioritisation scoring matrix noted in the previous section. Growth bids to be ranked by the SAMP and in line with capital funding available. Ensure that time is spent on bids that meet with the Council priorities.
- Continuous review of how the asset and its future operation fits in with the Council's MTFP and procurement strategy.
- To work with Legal and Section 151 officer to prepare a new governance arrangement so that the Council can acquire/ dispose and lease our portfolio easier, quicker and simpler to

reduce unnecessary processes. This is to ensure that assets do not stagnate, that we are able to seize the moment and make the right decisions at the right time.

- Improve communication between the SAMP board and relevant stakeholders such as Ward members. To provide relevant members with a toolkit for liaising with the community, whether that be through a short briefing note, creation of survey that the ward member can undertake with constituents to allow the SAMP board to understand a range of views from the public, or a formal briefing session for ward members where the work will affect their area. This will allow key issues to be dealt with and reviewed as needed.
- Ensuring the property portfolio can assist where possible to enable SLDC to meet the Localism agenda as the community requires.
- Work with the Morecambe Bay Partnership and other authorities, services to ensure that SLDC work within the One Public estate ethos ensuring that buildings are used efficiently.

6.0 Conclusions and Way Forward

1. With the new approach proposed above, the Council will link its Council priorities into the property and land strategy such as housing delivery, carbon reduction, economic development, health and well-being.
2. The new way of working will lead to a more informed and corporate view of SLDC's property and land portfolio and we will move away from a silo approach.
3. The new way of working proposed will encourage collaborative working and importantly close links through the SAMP board maintained with finance and other stakeholders to ensure consideration given to MTFP on any future decision on assets. This will allow resources to be used effectively and time spent in the right areas at the right time.
4. The time is right, following the asset review in December 2017 and with the increased intensity of the Customer Connect programme, to move to a more strategic approach to asset management, which will be achieved through preparation and implementation of the plan.
5. The governance arrangements will provide a more streamline process to speed up processes and to remove unnecessary bureaucracy and allow the Council to work in a more responsive, agile and effective way.

Appendix 1

| | Central Lakes LAP | | Grange & Cartmel LAP | | | High Furness LAP | | Kendal LAP | Low Furness & Ulverston LAP | Sedbergh & Kirkby Lonsdale LAP | | South Westmorland LAP | | Upper Kent LAP | |
|--------------------|-----------------------|----------------------|----------------------|------------|--------|------------------|-----------|------------|-----------------------------|--------------------------------|-----------------|-----------------------|------------|----------------|----|
| Categories | Ambleside & Grasmerre | Bowness & Windermere | Cartholme | Flookburgh | Grange | Broughton | Conistone | Kendal | Ulverston | Sedbergh | Kirkby Lonsdale | Arnscliffe | Milnthorpe | Staveland | |
| Historic | 3 | 1 | | | 1 | | | 7 | 1 | | 3 | | | | 16 |
| Public Hall | | | | | | | | 1 | 1 | | | | | | 2 |
| Offices | | 2 | | | | | | 2 | 1 | | | | | | 5 |
| Housing | | 1 | | | | | | 2 | | | | | | | 3 |
| Depots | | 2 | | | 2 | | | 2 | 2 | | | | | | 7 |
| Industrial Estates | | | | | | 1 | | | 1 | 1 | | | | | 3 |
| Market | 1 | | | | | | | 2 | 1 | 1 | | | | | 5 |
| Store | | | | | | | | 2 | 1 | | | 1 | | | 4 |
| TIC | | 1 | | | | | | | | | | | | | 1 |
| Misc Commercial | 1 | 4 | | | 2 | | | 15 | 6 | | 2 | | | | 30 |
| Cemetery | 2 | 3 | | | | | 1 | 4 | 2 | 1 | 1 | | | | 14 |
| Public Convenience | 1 | | | 1 | 1 | | | | 2 | | | 1 | 1 | | 7 |
| Leisure & Sports | 4 | 9 | 1 | | 8 | | | 8 | 6 | 1 | | | | | 37 |
| Car Parks | 7 | 8 | | | 5 | | | 12 | 7 | 1 | 3 | | 2 | 1 | 46 |
| Affordable Housing | 1 | | | | | | | 2 | 2 | | | | | | 5 |
| Lake | 1 | 5 | | | | | | | | | | | | | 6 |

Appendix 2

| Ref: | Weighting | Criteria | | Score |
|--------------|------------|--|--|-------|
| | 30 | STRATEGIC | | |
| A | 9 | Policy outcome dependency for Economic Council priority - Enabling and delivering opportunities for sustainable economic growth. | No (0), Yes (8), Essential to delivery (9) | |
| B | 9 | Policy outcome dependency for Housing Council priority - Providing homes to meet need. | No (0), Yes (8), Essential to delivery (9) | |
| C | 6 | Policy outcome dependency for Environment Council priority - Protecting and enhancing our place' | No (0), Yes (5), Essential to delivery (6) | |
| D | 6 | Policy outcome dependency for Culture and Wellbeing - Improving wellbeing, reducing inequality and supporting cultural activities. | No (0), Yes (5), Essential to delivery (6) | |
| | 0 | Does the scheme impact on rurality, age, disability, race, religion or belief, sex, sexual orientation, gender reassignment, pregnancy, maternity, marriage or civil partnership | Positive impact (+5), negative impact (-5), no impact (0) | |
| | 25 | RISK MANAGEMENT / CONTINUITY OF SERVICE | | |
| E | 5 | Is the scheme consistent with the Property Asset Review? | No (0), Yes (5) | |
| F | 10 | Urgency of investment in order to meet statutory obligations (e.g Disability Discrimination Act, Health & Safety, Security) | Urgent : Year 1 (10), Year 2 (7), Year 3 (5), 4-5 Years (4), 6-10 Years (3), 11 + Years (2), Later Years (0) | |
| G | 10 | Addressing future business continuity | Yes (10); no (0) | |
| | 5 | PROMOTES PARTNERSHIP / LOCALISM | | |
| H | 5 | External 'partnership' and Localism benefits with public, private or voluntary sector | No (0), Yes (5) | |
| | 40 | FINANCIAL | | |
| I | 20 | Spend to Save Initiative - produces revenue savings / additional income | Annual net savings per year as % of cost; 1 mark for every 1% to a max of 20 marks for 20% and above. | |
| J | 10 | Is part funded from externally generated resources (e.g. grants). | 0-19% 5 points, greater than this 10 points. | |
| K | 10 | Maximises external funding eg NHB and Retained Business Rates? | No (0), Yes (10) | |
| Total | 100 | | | |

Proposed Governance Structure SAMP

