



Strategic Asset Management Plan

2022-2023





Strategic Asset Management Plan

2022-2023

Contents

Strategic Asset Management Plan 2022-2023 | 2

Executive Summary 3

1

The Corporate Picture

Vision & Values:

Priority 1: People 4

Priority 2: Place 4

Priority 3: Prosperity 4

The Corporate Landlord 5

2

The Corporate Estate

The Barrow Estate 6

• Operational Assets 6

• Non-operational Assets 7

• Community Assets 8

• Heritage Assets 8

• Infrastructure Assets 8

• Surplus Assets 8

Asset Mix & Asset Values 9

Place Shaping 10

Barrow Levelling Up Fund 11

Climate Change:

Decarbonisation 12

Barrow Town Deal 13

One Public Estate 14

3

The Strategic Picture

Strategic Property Asset Management 15

Buildings at Risk 16

Disposals Policy 18

Acquisitions Policy 18

Objectives & Goals 19

4

The Operational Picture

Service Delivery Plans 21

Structure of Corporate Asset Management 22

Stock Condition Survey 23

Policies & Procedures 23

Data Systems & Managing Information 25

5

Operational Delivery

Two-year Investment Profile 26

Two-year Maintenance Profile 27

6

Priorities & Actions

1. Manage Assets Corporately 28

2. Ensure Assets are Fit for Purpose 28

3. Ensure Assets Provide Value for Money 28

4. Ensure Assets Support Regeneration & Economic Growth 29

5. Ensure Assets are Fully Complaint with Repairs delivered on a just-in-time basis 29

6. Data retention & management 29

Appendix 1 Barrow Borough Council Disposals Policy 30

Appendix 2 Barrow Borough Council Acquisitions Policy 33

Executive Summary

Our asset portfolio is significant. The Council occupies over 300 sites with a Gross Book Value (GBV) of circa £90.6m.

The Head of Asset Management, leads the Asset team and has responsibility to plan and manage the Council's land and property as a corporate resource. The strategy and budget allocations are updated periodically to ensure identified objectives and actions are delivered on a 'just-in-time' and "worst-first" basis.

The Strategic Asset Management Plan provides a short to medium term vision for land and property management and aligns with the asset work stream review being undertaken as part of the Local Government Reorganisation in Cumbria. The document sets out a framework to ensure the Council's portfolio of land and property assets adapt to the new environment and play a greater role in regeneration and economic development within the Borough.

Our vision for strategic asset management

To create an energy efficient, safe and sustainable land and property portfolio that provides customer focused services, offers value for money and supports regeneration inclusive economic growth and communities.

One of the principal aims of the Strategic Asset Management Plan is to secure the adoption of the Corporate Landlord model's core principles as defined as good practice by the RICS and CIPFA as the proper basis for developing and managing the council estate. In practice, this means that the whole council estate will be managed in one place, rather than services across the organisation managing assets and buildings in different ways. The aim is to enable greater efficiency in terms of running costs across the estate, the potential for increasing income and identify opportunities for co-location of services.

Whilst this plan acknowledges the principles of the Corporate Landlord model, the onset of Local Government Reorganisation in April 2023 makes rolling out the complete model within a very limited timeframe very unlikely. Therefore, this plan is a sound platform for the future.

A 'golden thread' connects our Strategic Asset Management Plan to the Council Plan to ensure delivery of our short to medium-term objectives and goals. This thread connects a range of operational plans and procedures to deliver the Council's overarching vision.

Our asset management vision contains five strategic asset priorities

- Priority 1** Assets are managed corporately to support corporate objectives and priorities
- Priority 2** Assets are fit for purpose and in the right place to meet service needs
- Priority 3** Assets provide value for money
- Priority 4** Assets support regeneration and inclusive economic growth
- Priority 5** Assets are fully compliant with repairs delivered on a 'just-in-time' basis

Who is this document for?

This plan provides the framework for a coherent approach to land and property asset management and decision making across the Council and will:

- Assist Officers to understand the corporate vision and their role in achieving this
- Guide Senior Management Team and Elected Members involved in decision-making
- Assist our public sector partners to work collaboratively
- Allow interaction with key stakeholder groups and community organisations

Vision and Values

The Barrow Borough Council Plan 2020-2024 is the strategic document that will guide decision-making and how we spend public money for the period 2020-2024.

Our vision is for our Borough to be a great place to live, work and visit.

We will achieve this by being a compassionate Council, putting residents at the heart of all we do. This is underpinned by the following values and behaviours:

- To focus on our community and provide excellent service for all our customers and colleagues.
- To demonstrate honesty and integrity by doing the right thing, being open and confident to challenge and be challenged.
- To aim high, encouraging creativity and embracing change.
- To be proud and celebrate who we are and what we do.
- We will all work together to achieve our shared vision and goals.

Priority 1: People

Enabling residents to live happy, healthy productive lives

Putting people at the centre of all that we do is a key priority for the Council. We will do this by helping them to have the best start in life, enjoy healthy and active lifestyles, and have opportunities to improve their wellbeing by building strong communities. We will actively encourage people to work with us to design activities that meet their needs.

Priority 2: Place

Creating a vibrant, safe & welcoming place where people want to live

Barrow Borough is a great place where people come to live, work, and have fun. There is an abundance of natural beauty and heritage but there is also an opportunity to offer people more.

We will work with our communities so that people can enjoy good health and live in a safe environment where they can be happy and reach their full potential.

We want to build on existing strengths and encourage more people to visit the town centres in Barrow and Dalton by making them more vibrant so that residents and visitors enjoy a positive and memorable experience.

We want to protect our natural environment.

Priority 3: Prosperity

Supporting our economy to thrive and benefit all our residents

Barrow's manufacturing heritage and its pivotal role in the defence industry is a source of local pride and tradition. Our world-class manufacturing expertise is recognised worldwide, however, to enable inclusive growth we will seek to diversify our economy to secure opportunities for our residents by supporting other key industries including the growing renewable energy sector.

We have the opportunity to secure continued investment in the town and ensure our residents have the skills and services to allow them to benefit from the growing economy.

We will deliver our ambitions through effective joint working with public and private sector partners, by offering a clear policy framework, proactive steps to promote the role and opportunities within the town and by securing additional public and private investment.

Part 1 The Corporate Picture

Strategic Asset Management Plan 2022-2023 | 5

The Corporate Landlord

The 'Corporate Landlord' model is defined as:

The Corporate Landlord model centralises all estate-related budgets, decision-making and activities within a central team – the Corporate Landlord. Service departments become tenants of the Corporate Landlord. The service department has to make a case for the property that they wish to deliver a service from, which allows for the Corporate Landlord to offer sufficient space – and no more space than is required – for these functions.

Whilst this plan acknowledges the principles of the Corporate Landlord model, the onset of Local Government Reorganisation in April 2023 makes rolling out the model within a very limited timeframe very unlikely. It is for this reason therefore, that the plan incorporates the Corporate Landlord aims and objectives only where time and resources allow.



Where time and resources allow, we will ensure:

- Property is managed as a corporate resource to deliver the Council's objectives and goals
- Capital programmes and projects are effectively managed and delivered to fully support the Council's 'aims and objectives'
- Reactive and Planned Maintenance Services are effective across the entire Estate
- Estate and Facilities Management Services are safe places of work, compliant and support front line service delivery
- Energy is managed effectively and our carbon footprint is reduced
- Guidance is provided regarding Strategic Property Asset Management and Landlord and Tenant services
- Property Reviews and Assessments are carried out annually across the portfolio
- Opportunities for economic enhancement are identified
- Property data is managed on a central asset management database – Technology Forge
- The Strategic Asset Management Plan aligns with Operational/Service Delivery Plans and Procedures
- Ensure property is managed as a corporate resource geared to deliver the Council's objectives and goals

Part 2 The Corporate Estate

Strategic Asset Management Plan 2022-2023 | 6

The Barrow Estate numbers 332 land and property assets as listed on e-PIMS.

The estate is made up of

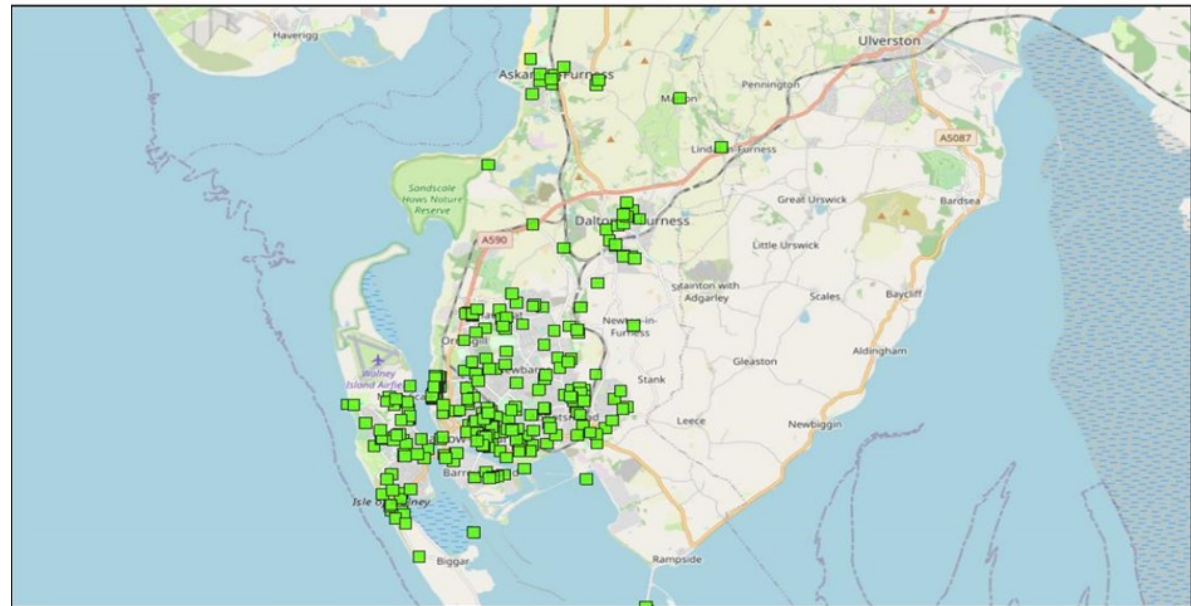
- 1 Operational Assets
- 2 Non-Operational Assets
- 3 Community Assets
- 4 Heritage Assets
- 5 Infrastructure
- 6 Surplus Assets

1 Operational Assets

£41,652,000 GBV

- The Town Hall
- The Forum
- The Dock Museum
- The Park Leisure Centre
- The Market Hall Complex and Mall
- Barrow Cemetery and Crematorium (Dalton and Ireleth)
- Car Parks

e-PIMS Map



Operational Property Strategy

The Council's portfolio of property exists to deliver services, and provides users with a good standard of efficient, accessible accommodation and facilities. This is achieved through a range of initiatives, including:

- Making buildings cleaner, greener and safer
- Providing assets in the right location and at the right cost
- Ensuring maintenance and improvements are delivered on a 'just-in-time' and 'worst-first' basis
- Ensure all assets are fully compliant and risks are identified and mitigated through effective maintenance and inspections
- All service property will be efficient and effective in supporting delivery of the Council's priorities
- The Council occupies freehold property where appropriate
- The Council retains leasehold property only when necessary to deliver accommodation required on a flexible basis, or when freehold is not available
- The Council develops partnership working with other local authorities, public sector bodies, the community and voluntary sector to co-locate services, in particular working as part of the One Public Estate programme.

Part 2 The Corporate Estate

Strategic Asset Management Plan 2022-2023 | 7

The Strategic Asset Management Plan links to the Council's Medium-Term Financial Plan to ensure investments are made in line with the two-year Capital Programme.

Our short to medium-term investment goals include:

- Investment must enhance service delivery
- Investment must improve sustainability
- Investment must improve asset utilisation
- Investment must increase operational efficiency
- Investment must add value for money
- Investment must underpin compliance and statutory obligations

2 Non-Operational Assets

£16,768,000 GBV

- Waterfront Gateway
- Emlyn Hughes House
- Craven House
- Phoenix Business Centre
- Waterside House
- Forge Close Industrial Estate
- Andrews Way Industrial Estate
- James Freel Close Industrial Estate

Non-Operational Property Strategy

The Council's non-operational property exists to bring income and economic benefits to the borough. This is achieved through a range of initiatives, including:

- Retaining property that helps deliver corporate priorities
- Investigating short to medium-term development opportunities to support delivery of the Council's priorities
- Retaining property that provides a regular sustainable income stream, as a component of the Medium-Term Financial Plan
- Providing assets that improve the performance of its income streams through effective estate management
- Supporting local businesses to facilitate expansion, innovation or environmental benefits

Non-Operational assets will only be held where they achieve one of the following:

- Provides an acceptable financial return
- Helps deliver economic development objectives
- Contributes effectively to the delivery of other Council priorities
- Improves future sustainability of income
- Addresses legal or contractual liabilities and obligations



Part 2

The Corporate Estate

Strategic Asset Management Plan 2022-2023 | 8

3 Community Assets

£10,366,149 GBV

Community assets, as taken from the Statement of Accounts, are defined as:

'Assets that the authority intends to hold in perpetuity, that have no determinable useful life and that may have restrictions on their disposal. Examples of community assets are parks and historic buildings not used for operational purposes.'

- Allotments
- Bandstands
- Cemetery Land
- Community Land
- Open Space
- Parks
- Playgrounds
- Playing Fields
- Reservoir
- Community Property
- Piel Island and The Ship Inn

4 Heritage Assets

£113,936 GBV

Heritage assets, as taken from the Statement of Accounts 31st March 2021:

- Herbert Leigh Lifeboat – Dock Museum
- Statues
- Monuments
- War Memorials

5 Infrastructure Assets

£1,604,186 GBV

Infrastructure assets, as taken from the Statement of Accounts 31st March 2021:

- Rock Armour
- Infrastructure Buildings
- Infrastructure Land
- Footpath Lighting
- Piel Island and Roa Island Jetties

6 Surplus Assets

£3,805,000 GBV

The Council will dispose of assets that it does not require at a time and in a manner which best suits the needs of the community.

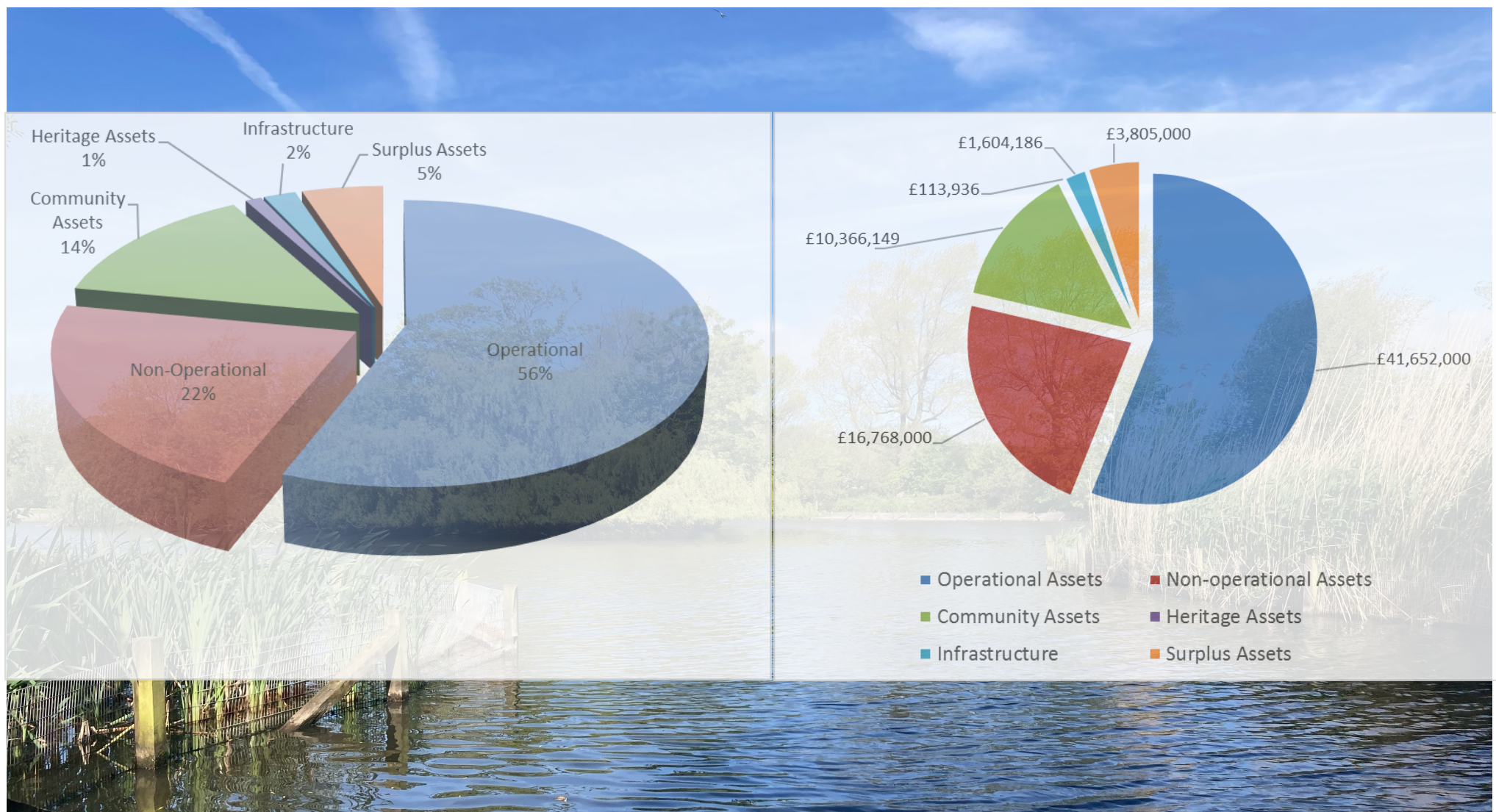
In the absence of overriding factors, the following principles are to be applied to enable delivery of the surplus property strategy:

All operational and non-operational property will be disposed of unless it meets the needs of the community and achieves one of the following:

- It is occupied efficiently and effectively for services in the right location, at the right price
- It can be used to deliver social, economic, or environmental benefits
- It is part of a long-term strategic priority

Part 2 The Corporate Estate

The Estate - Asset Mix & Asset Values



Place Shaping

Economic Development, Regeneration and Sector Development

The Strategic Asset Management Plan incorporates wider Council-led initiatives regarding economic growth, sustainability and the environmental impact development has within the Borough.

Details of current and potential place shaping schemes are outlined below:



Barrow Waterside

Planning permission to remediate Barrow's high profile Waterside site has been approved in order to allow work to get underway.

The work will involve clearing the site of contamination so it can be transformed into an area that provides quality, mixed housing alongside conservation habitats for wildlife in the heart of the town.

Barrow Waterside, is one of seven innovative projects that make up #BrilliantBarrow - a scheme which last year secured an offer of £25m in promised funding from the Government's Town's Fund.

The remediation and demolition works, across the 23 hectare site will be undertaken in phases.

As each phase is completed, proposals for high-quality, mixed homes alongside nature conservation areas will be developed and implemented by the private sector.

Periodic grounds maintenance of the site will be required throughout the early phases of the project. A provisional budget of £15k will be required annually.

Part 2

The Corporate Estate

Strategic Asset Management Plan 2022-2023 | 11

Barrow Levelling Up Fund

In Winter 2021, Barrow Borough Council secured £16m from the UK Government's Levelling Up Fund. The project includes enhancements to the indoor market, including adding a food hall, improved stall spaces, and a soft play, creating a new exterior and façade on Duke Street, creating a link between The Forum and Barrow Market Hall, public realm improvements and improving connectivity in the town.

Barrow was the only authority in Cumbria to earn a priority one status from the Government's list of applicants for the £4.8bn Levelling Up Fund.

The fund's goal is to regenerate town centres in the country, assist cultural and heritage institutions, and build up transport projects.

Projects included in the fund bid

- Market Hall redevelopment - Ground floor area remodelled to include improved stall spaces, a food hall, soft play area for children
- New look exterior offering a shared entrance with improved access to The Forum and Barrow Market Hall
- Improved connectivity through improvements to transport infrastructure and the public realm



Part 2

The Corporate Estate

Strategic Asset Management Plan 2022-2023 | 12

Climate change: Decarbonisation

The Council has made a commitment to secure zero carbon status by 2037.

One example of how the Council is seeking to achieve this is through its Low Carbon Barrow. This is a two-year scheme launched by Barrow Borough Council with funding secured from the European Regional Development Fund and Cumbria LEP.

The scheme includes a series of innovative projects aiming to reduce carbon emissions across the area while supporting economic growth.



The scheme involves installation of:

- Electric vehicle rapid charging points
- Solar panels to council-owned housing and public buildings
- LED light installations to public buildings

Part 2

The Corporate Estate

Strategic Asset Management Plan 2022-2023 | 13

Barrow Town Deal

Barrow is one of the first towns to be offered the £25 million available from the Government's Towns Fund.

Our Investment Plan represents a transformational opportunity for our town. Working collectively with our community, public, private and third sector partners, with the support of Towns Fund, we will reveal the brilliance of Barrow.

Detailed business cases have been drawn up for seven ambitious projects to secure a bright and transformative future in Barrow for generations to come. The business cases were submitted to the Government for assurance in November 2021 and the Council has been informed they have been successful.

Whilst not all of these buildings are in Council ownership, the Council acts as the accountable body.

#brilliant
BARROW
TOWN DEAL

The seven key projects are:

Barrow Learning Quarter The creation of a new university campus in the centre of Barrow to offer a range of higher education courses as well as extended further education provision at Furness College's Rating Lane site.

Community Wellbeing Hubs The development of hubs that sit at the heart of communities where families of all ages throughout their whole life can access support in a way that works for them. There will also be a new outdoor community hub and learning centre at Earnse Bay.

Place Development A project to develop locations in the town that can be used to support events, festivals and cultural activities that bring the community together and encourage people to visit Barrow.

Housing Renewal A programme of housing renewal focused on key neighbourhoods to improve homes and make them more energy efficient.

Business Support A project aimed at developing a supportive business environment to boost Barrow's enterprise overall, with a focus on helping the town become a centre of excellence and innovation for advanced manufacturing and clean growth.

Barrow Waterside A remediation scheme to prepare the key brownfield site for the private sector so that it can deliver a mix of high quality homes that sit side by side with wildlife habitats.

Cycling and Walking Infrastructure Dedicated cycling and walking routes in Barrow to make active travel an easy choice for all residents and visitors providing a long-term health and wellbeing boost.



Part 2

The Corporate Estate

Strategic Asset Management Plan 2022-2023 | 14

One Public Estate

The Council is part of the Cumbria One Public Estate programme which aims to ensure land and buildings are utilised to:

- Improve public services to residents, visitors, employees, and businesses in the Borough of Barrow
- Renew and rationalise the public estate to reduce money spent on buildings
- Free up identified areas of land for the development of housing, commercial and employment space
- Support local economic growth
- Generate capital receipts and income

The essentials

- Asset mapping
- Generating ideas; a shared vision shaping for public sector assets
- Bringing public sector and community partners together



Strategic Property Asset Management

“Strategic Property Asset Management is the process which aligns business and property asset strategies, ensuring the optimisation of an organisation’s property assets in a way which best supports its key business goals and objectives”

- RICS Public Sector Asset Management Guidelines 2nd Edition.

“To be effective at strategic asset management, appropriate attention needs to be given to the processes and procedures and how things are done. While having a written document is helpful it should not be the overriding goal. Any written document should simply express what is taking place within the authority and on the ground.”

- CIPFA 2018

The Strategic Asset Management Plan links to the 2020-2024 Council Plan allowing Members, Officers, Stakeholders and Community Partners to make informed decisions regarding efficient and effective use of Barrow Borough Council’s land and property portfolio.

The plan further supports Service Managers in the development of Operational Plans capable of responding to the needs, goals and objectives of the Council and the community it serves.

The Strategic Asset Management Plan will inform operational service delivery plans and procedures to ensure roles and responsibilities are clear, understood and accepted by officers, members and other agencies.

PROTECT DUTY

We will ensure appropriate and proportionate measures will be put in place to protect the public against terrorist attacks. A review of measures will be undertaken when the Protect Duty is introduced.

Part 3

The Strategic Picture

Strategic Asset Management Plan 2022-2023 | 16

Buildings at Risk



Barrow and the wider Furness area has a rich and interesting history, which is reflected through its built heritage.

Through bomb damage during WWII, buildings falling out of use and into disrepair, and changing fashions during the mid to late 20th Century, we have lost a number of important buildings that helped tell our history.

Our built heritage helps to define our identity; it is therefore imperative that remaining buildings are protected for future generations.

Barrow Borough Council are compiling a Buildings at Risk register to help address this. The register will address both listed and non-designated heritage assets. The Council will then work with private owners to bring buildings back into use, using appropriate enforcement powers where necessary.

The Council can also liaise with third-party not-for-profit organisations who will be better placed to access grant funding to regenerate sites, should this be the best course of action.

The Buildings at Risk register will not be limited to privately owned buildings. The Council have

an aspiration to manage their own buildings to conserve, enhance and restore local heritage, raise awareness and set an example to building owners and tenants.

Councils across Cumbria have also been awarded funding by HM Government to develop a local list of non-designated heritage assets. Once established, this list will be used to inform their decision-making and planning.

The local list information will be made publicly available in digital form and will be added to the local Historic Environment Record (HER).

The creation of a Local List is set out in Barrow Borough's Local Plan which recognises that along with the wealth of designated heritage assets, there are many undesignated assets that may be worthy of protection and/or enhancement and that any building, structure or space of virtually any age has the potential to be a heritage asset either valued now or by future generations because of its heritage interest.

Part 3

The Strategic Picture

Strategic Asset Management Plan 2022-2023 | 17

Buildings at Risk continued

These assets are important reminders of the past and are part of the character, image and identity of the Borough. Enshrining the details on a Local List will serve as a record of heritage and provide opportunity for information to be documented in relation to that asset.

It is therefore important that the Council takes responsibility as custodian of these assets by managing buildings under its control to conserve, enhance and restore local heritage, protect the condition of the property through planned maintenance, improve environmental sustainability and recognise their importance to the community.

Historic buildings are at their most vulnerable when they are neglected, left empty and start to deteriorate. The visual evidence of disuse can itself begin the downward spiral because it advertises the building as an easy target for vandals and thieves.

The local authority should make contact with owners as early as possible to draw their attention to the risks to their property, to suggest appropriate measures and find out their own plans for maintenance and reuse. Prompt action will prevent repair costs escalating and avoid the loss of historic fabric.



The Strategic Asset Management Plan sets out a simple framework to manage historic buildings effectively by ensuring:

1. Historic buildings at risk of falling into neglect are identified and assessed
2. Ownership of historic buildings at risk of falling into neglect is fully investigated
3. Steps are taken to gain access to historic buildings at risk of falling into neglect
4. Undertaking a detailed inspection of the historic buildings at risk of falling into neglect
5. Take appropriate enforcement action to prevent further neglect occurring

Disposals Policy

The Disposal Policy is a key enabler as part of the Council's Strategic Asset Management Plan; ensuring property assets held by the council are appraised and considered for disposal and potentially surplus to requirements. The disposal policy includes the following guiding principles.

- The asset no longer makes a positive contribution to delivery of council services
- The revenue and capital demands to maintain far outweigh any income, financial or policy benefits
- Has no potential for future strategic regeneration and/or redevelopment purposes
- An alternative site can provide a more cost effective and efficient service
- No adopted and resourced Council plan/policy/strategy, that could bring the asset into use in foreseeable future
- The property or land is surplus to operational requirements and if sold would therefore contribute to the Council's financial sustainability
- No potential advantageous shared use with partners (One Public estate/CAT)
- The asset does not contribute towards the Council's commitment to delivering and maintaining a zero-carbon, energy efficient estate

The disposals policy is set in the context of Local Government Reorganisation and the directions outlined by the Secretary of State under Section 24 of the Local Government and Public Involvement in Health Act 2007.

A full copy of the Council's Disposals Policy is shown at Appendix 1.

Acquisitions Policy

The Acquisitions Policy provides guiding principles and a consistent approach to any land or property transaction, ensuring that any transactions deliver value for money and meets the Council's strategic objectives.

Land and property interests should only be considered for acquisition if the following circumstances apply:

- The acquisition will make a positive contribution to the current or future delivery of council services
- The acquisition has economic benefits in reducing occupational costs (revenue and capital)
- An option appraisal has been undertaken which highlights acquisition as the most economic and efficient means of service delivery, for council and wider public services
- The acquisition of the interest has potential for future strategic regeneration and or redevelopment or contributes to wider corporate objectives and appropriate

A full copy of the Council's Acquisitions Policy is shown at Appendix 2.



Objectives & Goals

Where time and resources allow, the Council will provide corporate understanding of property assets that fully support the Council's goals and objectives. These aims and objectives include:

- Holding and managing the Council's land and property assets as a corporate resource - a resource designed to deliver corporate aims, goals and aspirations
- Providing the right property, fit for purpose, for Service Managers to deliver their Service Plans efficiently and effectively
- Appraise, review and adapt land and property assets to service needs and change
- To introduce a dynamic Strategic Asset Management Plan adopted by Members and Senior Management Team
- Providing a Strategic Asset Management Plan with achievable budgets and implementation plans
- Providing a Strategic Asset Management Plan with a defined organisational framework and structure geared to enable efficient and effective delivery of services and investments
- Providing a Strategic Asset Management Plan which is adopted and understood by all Operational Managers, Service Managers and all building occupiers
- Providing a Strategic Asset Management Plan that aligns with service plans, service aspirations and service change



Part 3

The Strategic Picture

Strategic Asset Management Plan 2022-2023 | 20

This plan sets out robust estate management protocols to ensure

- Corporate awareness and understanding of asset value
- Assets are suitable, accessible, compliant and fit for purpose
- Occupancy and use are assessed, monitored and periodically reviewed
- Multi-organisation occupation is considered
- Costs and expenditure are understood and budgets reflect maintenance needs
- Stock condition is monitored and managed effectively
- Maintenance is planned rather than reactive where possible
- Asset performance is monitored and periodically reviewed
- Change is managed and embraced
- Energy is managed and reviewed with challenging targets set for improvement
- Staff wellbeing/service user satisfaction is measured
- Property Key Performance Indicators are measured and monitored
- Surplus assets are identified and disposed of accordingly



Part 4 The Operational Picture

Service Delivery Plans

“To be effective at strategic asset management, appropriate attention needs to be given to the processes and procedures and how things are done. While having a written (strategic) document is helpful it should not be the overriding goal. Any written document should simply express what is taking place within the authority and on the ground.”

CIPFA 2018

For corporate aims and goals to be achieved and for effective asset management to succeed, there must be in place:

- A clear, defined, and structured operational framework
- There must be a full understanding of the Corporate Landlord
- There must be a full adoption and acceptance of the Corporate Landlord
- There must be **Service Managers** who fully comprehend and communicate their ‘Operational and Service Delivery Plans’ to ensure aligned corporate management of all land and property assets
- Perhaps above all there must be **communication** and **understanding** – from top to bottom and from bottom to top

Blue Print

Each service delivery manager is required to produce an annual Service Delivery Plan.

Service Delivery Plans shall be unique to each service and form a ‘blue print’ that enables service delivery managers to act as a Corporate Tenant and, where time and resources allow, adopt the Corporate Landlord model.

This role requires service delivery managers to have regard to the land and property assets they occupy and utilise. Service delivery managers will co-operate with the Head of Asset Management to ensure efficient and effective use of all corporate assets.

It is the role of service delivery to ensure service delivery plans are reviewed annually and inform the Council’s Operational Asset Management Plan. All plans shall be reported to Senior Management Team for approval. Where major service changes are proposed, regarding land and property matters, they shall be formally reported to Senior Management Team and, if required, Executive Committee.

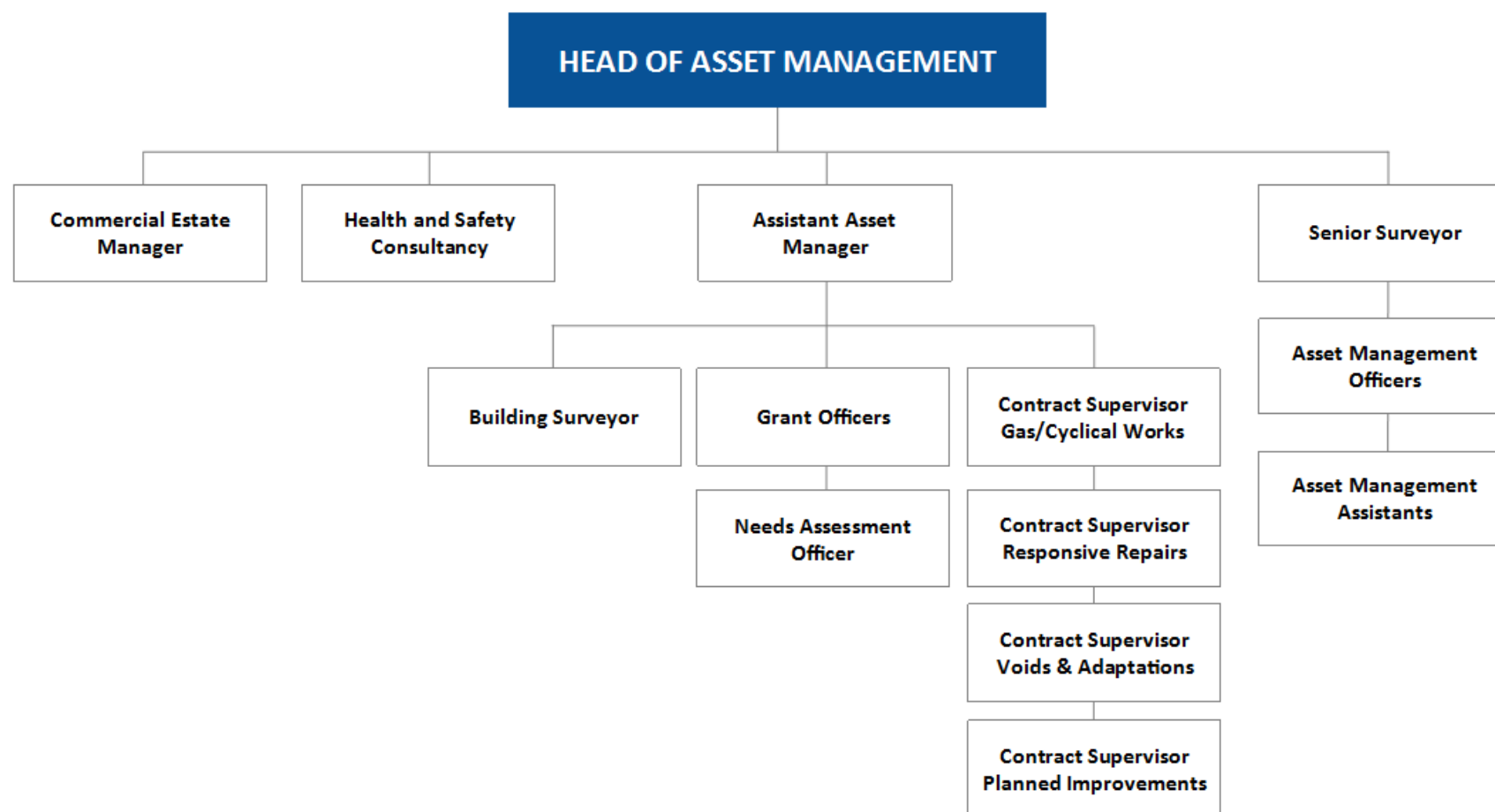


Part 4

The Operational Picture

Strategic Asset Management Plan 2022-2023 | 22

Structure of Corporate Asset Management



2017/2018 Stock Condition Survey

The 2017/2018 Stock Condition Survey results form the basis of our Planned Preventative Maintenance model and provides underlying data for our short and medium-term investment plans.

Our overarching maintenance and investment priorities are to:

- Ensure operational and non-operational assets are “safe, energy efficient and weatherproof”
- Ensure community, heritage and infrastructure assets are safe and in a good state of repair
- Carry out improvements and planned preventative maintenance to all assets on a ‘just-in-time’ and ‘worst-first’ basis

Policies & Procedures

Based on the findings of the 2017/18 Stock Condition Surveys, we assess and deliver planned preventative maintenance and asset improvements on the basis of unexpired component life. This approach is supported by the use of advanced information reporting systems. Our ‘just-in-time’ strategy aims to prioritise investment on a ‘worst- first’ basis.

Our maintenance aim is to work together to deliver high quality improvements, planned preventative maintenance and responsive repair services completed on time, by prior appointment, within budget and by multi-skilled operatives working in a safe and efficient manner.

To achieve our aim we have reviewed the Council’s strategic policies relating to purchasing, procurement, building maintenance and safety management and, in doing so, have established a range of operational procedures which contain the following elements:

- The named Duty Holder.
- The named Responsible Person.
- The policy aims and objectives.
- The named Officers responsible for compliance.
- The named Officers responsible for implementation.
- The roles and responsibilities of other team members.
- Guidance and procedural notes.

Gas Servicing Procedure

Our policy is to: Ensure gas appliances, gas fittings, gas flues and gas service pipes comply with our legal duties as landlord under “The Gas Safety (Installation and Use) Regulations 1998”.

To ensure any gas appliance, gas fittings, gas flues and gas service pipes that constitute an immediate risk to health and safety are isolated from the mains gas supply in accordance with the Gas Industry Unsafe Situations Procedure, IGEN/G/11(1) (Communication 1840).

To ensure the Council complies with its wider responsibilities under the Health and Safety at Work etc Act 1974 and the Management of Health and Safety at Work Regulations 1999.

Part 4

The Operational Picture

Strategic Asset Management Plan 2022-2023 | 24

Electrical Testing Procedure

Our policy is to: Ensure the Council manages all electrical systems and electrical equipment falling under its control in such a manner as to minimise the risk of “danger or injury” to any person using such systems in line with its legal duties set out in the Health and Safety at Work Act 1974, the Management of Health and Safety at Work Regulations 1999 and the Electricity at Work Regulations 1989.

The Council will ensure electrical “systems” comply with the standards for fixed electrical installations set out in BS7671, 2018 Requirements for Electrical Installations IET Wiring Regulations.

Fire Risk Assessment Procedure

Our policy is to: Keep residents, tenants and building users safe, ensuring compliance with our statutory duties under the Regulatory Reform (Fire Safety) Order 2005 (FSO).

Radon Gas Procedure

Our policy is to: Ensure so far as is reasonably practicable, the health and safety of employees and others attending Council

assets are, in accordance with the Health and Safety at Work etc Act 1974 and the Management of Health and Safety at Work Regulations 1999, not exposed to health and safety risks associated with radon gas.

Water Testing Procedure

Our policy is to: Ensure the Council complies with its legal duties as landlord under the Health and Safety at Work etc Act 1974 to manage risks from legionella bacteria, which may arise from occupation of domestic and commercial premises, construction work or vacant property activities.

To appoint a suitably qualified legionella specialist to inspect the existing water supply and water storage installation and equipment installed in dwellings, shops and other operational buildings to ensure it complies with BS8580:2010 (Quality – Risk Assessments for Legionella Control – Code of Practice) and ACoP L8 (The Control of Legionella Bacteria in Water Systems): 2013.

To ensure the Council complies with the Management of Health and Safety at Work Regulations and the Control of Substances Hazardous to Health Regulations 2002 to protect people from hazardous substances.

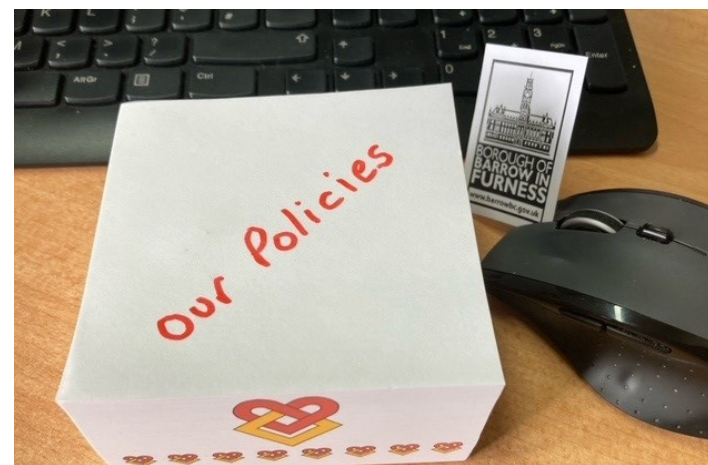
Solid Fuel Appliance Procedure

Our policy is to: Ensure solid fuel appliances installed in Council assets are adequately and regularly serviced and maintained. This includes an annual safety inspection to ensure that the appliance and its flue and/or chimney arrangements are operating safely and swept in accordance with the recommendations in the installation checklist.

To ensure there is a fully operational carbon monoxide detector installed near to solid-fuel appliance(s).

Equality and Diversity Procedure

Our policy is to: Investigate all incidents of unlawful discrimination and report findings to the Council’s corporate Equality and Diversity Group.



Part 4

The Operational Picture

Data Systems & Managing Information

The Council's asset management data is held mainly in the Council's TF cloud-based system or the Council's Cx (Housing) system. Whilst both systems hold core property data, the TF system holds additional details regarding acquisitions and disposals, ownership, interests including leases and licences and their associated rents.

Additional property asset management data including condition survey data, asbestos survey data, and the existence of other surveys (e.g. legionella surveys, fire risk assessments and general risk assessments) is held in the Council's 'Shared' data storage area.

The 'Shared' storage area has no direct linkage to the Council's TF cloud or Cx systems.

Some of the current issues associated with data retention and management are:

1. Data is often collected but not actioned
2. The data is held in a non-user-friendly format (ie Microsoft Word)
3. There exists a need to obtain data not currently collected
4. There exists a need to update data where necessary
5. Data sharing agreements with contractors/suppliers need reviewing

Data Collection

Barrow Borough Council holds data on its assets but, in some cases, this requires updating.

Additional data regarding stock condition surveys, asset valuations and compliance need to be collected as part of the asset management planning process. This piece of work will need to be specified and resourced as we move forward.

Data sharing agreements need to be in place to ensure compliance with the General Data Protection Regulation (GDPR) and with the Data Protection Act 2018.

A summary of the data management requirements for the period 2022-2023 is shown opposite.

Data Type	Status	Action required
General Information: Location, type, service user, tenure, site area, lease info	Incomplete	Provide additional resource to deal with backlog of TF data input
Cost Information: Capital expenditure, repairs and maintenance, annual running costs	Incomplete	Identify capital expenditure, repairs and maintenance, annual running costs for period 2022-2023 and update TF system with budget information
Condition Information: Current condition, required maintenance, projected spend requirements	Incomplete	Review 2017/18 Stock Condition Survey details and update repair estimates to reflect 2022/2023 requirements and newly arising repair needs and update TF system with budget information
Valuation Information: Capital Value (Book Value), reinstatement value, Market Value	Incomplete	Review and update valuation details held on TF system
Occupancy information: vacant/occupied and whether surplus to requirements	Incomplete	Undertake survey of asset utilisation and update TF system with occupancy information
Utilisation Information: Hours of use, space used/ vacant, type of service delivery undertaken	Incomplete	Undertake survey of asset utilisation and update TF system with utilisation information
Suitability Information	Incomplete	Undertake survey of asset suitability and update TF system with information
Statutory Compliance info: Fire Safety, Asbestos, Legionella, Gas Safety, Electrical Safety, Emergency lighting etc	Incomplete	Review existing data held on TF system, identify data gaps and update TF system with correct compliance information

Two-year Investment Profile (2022-2023)

The onset of Local Government Reorganisation in April 2023 requires reprioritisation of the 10 year investment profile to ensure short to medium term investments align to wider regeneration projects within the borough.

The Government's 'Levelling Up' fund identifies £16m for redevelopment of the town's Market Hall and Forum assets.

The two-year investment plan focuses on pro-active management of the assets, with consideration given to disposal of assets and re-alignment of repairs and maintenance works within other identified funding streams.

Short-medium term expenditure has been identified for:

- Newly arising repairs £201,000
- PPM works at the Park Leisure facility £157,836
- General repairs to Operational Assets £102,206

Asset	PPM Cost Centre	Year 1	Year 2	Total
The Park	Net Annual Totals	£25,750	£81,350	£107,100
	Preliminaries	£3,863	£12,203	£16,066
	Project Contingency	£2,961	£9,355	£12,316
	TOTAL COST OF WORKS	£32,574	£102,908	£135,482
	Contract Administration Fees	£3,257	£10,291	£13,548
	Principal Designer Fees	£489	£1,544	£2,033
	Consultant Fees	£1,629	£5,145	£6,774
	TOTAL COST OF FEES	£5,375	£16,980	£22,355
	INCLUSIVE PROJECT COSTS	£37,948	£119,888	£157,836

SAMP	Priority 1	Priority 2	
Barrow Crematorium	£11,075	£1,424	£12,499
Barrow Town Hall	£20,548	£7,954	£28,502
Dalton Cemetery	£5,050	£3,600	£8,650
Dock Museum	£1,020	£775	£1,795
Dog Kennels	£34,800	£3,510	£38,310
Ireleth Cemetery	£440	£1,064	£1,504
Millstone Avenue Community Centre	£2,005	£700	£2,705
Youthfields Changing Facility	£8,160	£81	£8,241
	£ 83,098	£19,108	£102,206

Newly Arising Repairs & Maintenance include	
Barrow Park Tarmac Repairs	£7,500
Walney Jetties and Slipways	£20,000
Coronation Gardens - Wall repairs	£5,000
Craven House (Various)	£25,000
Leisure Centre	£26,000
Walney Community Centre	£30,000
Dock Museum	£17,500
Barrow Park Greenhouse	£8,000
Cemetery Gatehouse/Chapel	£50,000
Barrow Town Hall	£12,000
	£201,000

Two-year Maintenance Profile (2022-2023)

The two-year maintenance investment plan focuses on pro-active management of the assets, to enable compliance and mitigation of risks across all assets.

Short-medium term expenditure has been identified for:

- Planned Preventative Maintenance
 - ◇ Servicing of plant and equipment
- Responsive repairs
- Risk Management
 - ◇ Legionella Risk Assessments
 - ◇ Fire Safety Plans
 - ◇ Asbestos Management
 - ◇ Covid 19

Maintenance investments include	
Planned Preventative Maintenance	£ 105,890
Responsive Repairs	£ 184,500
Risk Management	£ 51,250
	£ 341,640



Part 6

Priorities & Action

Strategic Asset Management Plan 2022-2023 | 28

In the lead up to Local Government Reorganisation in 2023, the Council's revenue budget will continue to be under constant pressure. As a direct result, delivery of essential repairs and planned preventative maintenance will continue to be reviewed in order to provide affordable service provision, commissioned under the guidelines and policies contained within this plan.

In summary the Strategic Asset Management Plan, on approval, will lead to the following outputs:

Priority 1

Ensure assets are managed corporately to support corporate objectives and priorities

Actions

- Approve Strategic Asset Management Plan by July 2022
- Set up Strategic Asset Management Plan reporting protocols
- Implement the Corporate Landlord Model

Corporate links

- Aim high, encourage creativity and embrace change

Priority 2

Ensure assets are fit for purpose and in the right place to meet service needs

Actions

- Maximise rental income or capital receipt from council-owned properties and land to generate rent
- Identify assets for disposal
- Prepare responsive repair and planned preventative maintenance budget to ensure assets are fit for purpose, compliant and utilised effectively
- Prepare an annual capital investment plan and deliver improvements on budget, on time using multi-skilled contractors, working in a safe and compliant manner

Corporate links

- Demonstrate honesty and integrity by doing the right thing, being open and confident to challenge and be challenged

Priority 3

Ensure assets provide value for money

Actions

Prepare short-term investment maintenance plan to ensure:

- Investment enhances service delivery
- Investment improves sustainability
- Investment improves asset utilisation
- Investment increases operational efficiency
- Investment adds value for money
- Investment underpins compliance and statutory obligations

Corporate links

- We will all work together to achieve our shared vision and goals

Priority 4

Assets support regeneration and economic growth

Actions

Deliver the seven key priorities identified in the Barrow Town Deal:

- Barrow Learning Quarter
- Community Wellbeing Hubs
- Place Development
- Housing Renewal
- Business support
- Barrow Waterside
- Cycling and Walking Infrastructure

Corporate links

- Focus on our community and provide excellent service for all our customers and colleagues
- Aim high, encouraging creativity and embracing change
- Be proud and celebrate who we are and what we do
- Work together to achieve our shared vision and goals

Priority 5

Assets are fully compliant with repairs delivered on a 'just- in-time' basis

Actions

- Approve Health & Safety Policy
- Approve Health & Safety Framework
- Approve Risk Assessment Procedure
- Roll out risk assessment procedure and staff training
- Prepare annual maintenance budget by July 2022
- Prepare annual compliance register for all assets
- Prepare planned preventative maintenance schedules for all assets
- Review 'Non-Operational' repair costs identified in the 2017/18 stock condition reports
- Review 'Operational' repair costs identified in the 2017/18 stock condition reports and incorporate estimates for newly arising repair needs

Corporate links

- Work together to achieve our shared vision and goals

Priority 6

Data retention and management

Actions

- Update TF system base data
- Identify capital expenditure, repairs and maintenance, annual running costs for period 2022/2023
- Review 2017/18 Stock Condition Survey details and update repair estimates to reflect 2022/2023 requirements and newly arising repair needs
- Review and update valuation details held on TF system
- Undertake survey of asset utilisation and update TF system with occupancy information
- Undertake survey of asset utilisation and update TF system with utilisation information
- Review existing data held on TF system, identify data gaps and update TF system with correct compliance information

Corporate links

- Demonstrate honesty and integrity by doing the right thing, being open and confident to challenge and be challenged

Appendix 1 Disposals Policy

Introduction

This policy sets out the core principles to be applied when considering land or property for disposal. Whilst the primary focus of this document is to provide key policy guidance for officers, elected members, businesses and the general public, it is important to note that each individual case will be assessed on its own merits and nothing in this document binds the Council into any particular course of action when dealing with the portfolio.

The policy is set in the context of Local Government Reorganisation and the directions outlined by the Secretary of State under Section 24 of the Local Government and Public Involvement in Health Act 2007.

Purpose

The Disposal policy is a key enabler as part of the Council's Strategic Asset Management Plan; ensuring property assets held by the council are appraised and considered for disposal and potentially surplus to requirements. Over the next 2 years, the Council will review existing assets and develop a targeted disposal programme.

The disposal of any assets will be guided by the following principles.

- The asset no longer makes a positive contribution to delivery of council services
- The revenue and capital demands to maintain far outweigh any income, financial or policy benefits
- Has no potential for future strategic regeneration and/or redevelopment purposes
- An alternative site can provide a more cost effective and efficient service
- No adopted and resourced Council plan/policy/strategy, that could bring the asset into use in foreseeable future

- The property or land is surplus to operational requirements and if sold would therefore contribute to the Council's financial sustainability
- No potential advantageous shared use with partners (One Public estate/CAT)
- The asset does not contribute towards the Council's commitment to delivering and maintaining a zero-carbon, energy efficient estate.

Definitions

The Strategic Asset Management Plan provides a short-term framework of the overall approach to property and land. The RICS Red Book Global Valuation Professional Standards 2020 (effective 31st Jan 2020) is the current professional guidance the council/nominated partners are required to use in determining objective land & property values.

The adoption of RICS and CIPFA Public Sector Asset Management principles have been incorporated within this policy, to provide an objective reference. RICS Valuation – Professional Standards 2019 UK VPGA 17 – Local authority disposal for less than best consideration. (updated Jan 2019) is the current professional guidance the council/nominated partners are required to use in determining objective land and property values.

Policy Approach and Process

Under the Local Government Act 1972 (as amended) the Council is obliged to obtain the best consideration that can reasonably be obtained when disposing of land and property.

Best consideration is defined as the unrestricted market value taking into account any additional amount which might be obtained from a purchaser with a special interest.

Unrestricted market value generally means the best price obtainable where the principle aim is to maximise the value of

the receipt. The unrestricted value should take account of whatever uses might be permitted by the Local Planning Authority.

Consideration is not limited to the purchase price; it may also include disposal terms which have an identifiable commercial value to the Council but this should be converted to a capital value for the purpose of establishing what the best consideration is.

Where the Council is disposing of key strategic development land, it will evaluate the regeneration benefits arising from the disposal together with the financial considerations. The Council will also take account of the financial strength of the proposed purchaser and the purchaser's commitment to a proposed scheme.

The Local Government Act 1972 General Disposal Consent (England) 2003 allows the Council to dispose of land and property which it considers will contribute to the promotion or improvement of the economic, social or environmental wellbeing of the area at less than best consideration, providing the undervalue does not exceed £2m. For proposed transactions where the 'undervalue' will exceed the £2m threshold specific consent from the Secretary of State will be required.

Disposals will generally be at less than best consideration utilising the General Consents and will be subject to the requirements of the Scheme. In circumstances where the Council is mindful to dispose at an under value it will have regard to the following:

- Circular 06/03: Local Government Act 1972 General Disposal Consent (England) 2003 and General Housing Consents 2005 published by the Department of Communities and Local Government (DCLG), particular regard being had to the Technical Appendix which explains the issues outlined earlier in more extensive detail.

Appendix 1 Disposals Policy continued ...

- RICS Valuation – Professional Standards 2019 UK VPGA 17 – Local authority disposal for less than best consideration. (updated Jan 2019) In determining whether or not to dispose of land for less than best consideration, the Council will ensure that it complies with normal and prudent commercial practices, including obtaining the view of a professionally qualified valuer as to the likely amount of the undervalue in accordance with the Technical Appendix. Any decision to sell at an undervalue will be made by the Executive Committee.

Methods of Disposal

All land and property assets which are released for disposal will be fully marketed except for disposals to nominated and special purchasers (see below), which will be sold by private treaty negotiation.

Disposal of land and property can be undertaken in a number of ways and it is for the Council to determine the most appropriate sales mechanism for their asset, but potential approaches include:

- Formal Tender – where the sale is publicly advertised, and tenders submitted by a given date.
- Informal or Negotiated Tender – where informal tenders are invited by a given date subject to contract. Negotiations may continue after tenders are received, with the possibility that different bidders may compete to offer the most advantageous terms. This approach enables the seller to continue to negotiate after the closing date for tenders to ensure the best possible terms and outcomes.
- Public Auction – where land is sold through an open auction, available to anyone. Sales will be publicly advertised in advance. Auctions have the advantage of being open, competitive and allow for transactions to be completed quickly.

- Private sale – where the sale of land is negotiated with one or a small number of potential buyers at a price agreed between the parties. Private sale has the advantage of being straightforward but is likely to be appropriate only in certain circumstances (for example for smaller lots of land, where sitting tenants have rights to purchase and also farm tenants, etc.).
- Disposals to Nominated Purchasers – Disposals to nominated purchasers will be considered by the Council where this meets an identified regeneration, social or community need. All 'off market' disposals to nominated purchasers will be subject to an independent external valuation to determine best consideration.
- Disposals to Special Purchasers – The Council may dispose to purchasers to whom a particular asset has special value because of advantages arising from its ownership that would not be available to general purchasers in the open market. Such 'special purchasers will include adjoining owners and parties with an interest in the property where a disposal will release additional, or marriage value, to be shared with the Council.
- Exchange of Land – A transaction involving Council owned land in exchange with another landowner. The land acquired by the Council will meet at least one of its corporate objectives and be commercially equal in worth to the land exchanged, either from the value of land or additional payment at exchange.

Disposal Terms

Wherever possible, the Council will endeavour to keep land and property disposals simple and cost effective for both parties. For certain types of disposals, it may be necessary for the Council to impose terms which are considered necessary to protect the Council's interests. Such terms may include:

- Development Obligations – The Council generally will only dispose of strategic development land for identified

development proposals. Where appropriate, the Council will impose obligations to commence and complete the proposed development within a reasonable timescale backed up with an option for the Council to re purchase the land.

- Development Option Agreements – Development agreements will be used for the disposal of strategic development sites where the principal aim of the disposal is to facilitate regeneration benefits from a particular scheme.
- Overage and claw back – Where appropriate, disposals will include provisions for securing a share of future enhanced values through the use of overage and claw back clauses.

Disposal and Planning permission

- Outline planning consent – Assessing whether an application for a change of planning use might have the potential to increase the value of the surplus land/property. If the change of use is obtained by the Council, it removes an element of risk and uncertainty for potential buyers, which may lead to an increase in the purchase price they are willing to pay.
- Prior to the marketing of land and property, the Council may seek planning permissions for alternative uses where this will help maximise value and where it is cost effective and expedient to do so.
- Release/variation of covenants – The Council has the benefit of restrictive covenants placed on previous freehold and leasehold disposals. These covenants usually restrict the use to which land and property can be put, although they could also relate to other forms of restriction.
- Any request to release or modify covenants will be considered having regard to the original purpose of the covenant and its current relevance. Where the Council is

Appendix 1

Disposals Policy continued ...

- mindful to agree to a release or other modification, it will seek a reasonable commercial return by way of compensation if the release or modification is considered to have a value, otherwise just fee recovery.
- Public Open Space and Common Land – The disposal of land which is, or forms part of an area of Public Open Space or Common Land (excludes amenity land), is subject to special rules and procedures. Before disposing of such areas, the Council is obliged to publish the intention to dispose and consider any representations which are subsequently received. The provisions regarding the disposal of Common Land require consent from the Secretary of State and replacement land to be made available where the area of land to be sold exceeds 200m².

Consultation

Consultation Approach – Local ward members will be informed in the following circumstances: -

- Before disposing of surplus land or property and the release or variation of restrictive covenants
- As part of the process for advertising the disposal of 'public open space'
- Before submitting planning applications on Council owned land
- Before a report goes to Executive Committee – Assets on land and property within their Ward

Where local ward members are to be informed, they will be given at least 20 working days to respond and all comments whether in support or objection to the proposal will be included in the report to the decision-making body. Depending upon the nature of the asset in question, there may also be a need to engage with external partners and the public to ensure that the disposal will not result in negative impacts on the community or partners.

Officers of the council will need to consult with local ward members on any proposals within their ward area.

Decision making and Delegated Authority

Decision making – The Council's Strategic Asset Management Plan provides a framework for supporting the decision-making process specifically in the key areas of Estates optimisation, Economic regeneration and Housing delivery. The Council will regularly review and appraise its land and property assets, consult over its findings and present recommendations for review through its current delegations and governance arrangements.

These arrangements provide that all proposed sale and disengagement recommendations are initially reviewed by Corporate Property/Asset Management, Legal and Finance officers before seeking the Council's formal authority to dispose of an interest.

Commissioning

The Council may, from time to time, commission external consultants in connection with the disposal and acquisition of land and property. The Council will procure consultants in accordance with its Contract Standing Orders and Procurement Policy and wherever possible will use locally based consultants in addition to utilising national and regional frameworks.

All commissions will be instructed to provide recommendations only back into the Council officers to consider and take forward via formal channels and in line with constitution and approvals governance.

Appendix 2

Acquisitions Policy

Introduction

This policy provides a framework for the Council when considering the acquisition of an interest in land or property.

The Council regards property as a commercial resource and as such it is afforded the same attention as other council resources in that it is acquired and held in pursuit of helping the council deliver its corporate priorities.

The Council will invest wisely on a commercial basis and make the most of commercial opportunities where appropriate. Commercial development by the Council can enable income generation, drive efficiency gains and support economic development, leading to an enhanced return from our assets.

The Council's Strategic Asset Management Plan specifically details the Council's objectives and approaches to holding and using its land and property holdings and this policy provides an appendix to the framework, stating the principles and guidance when acquiring land or property.

Whilst the primary focus of this document is to provide key policy guidance for officers, elected members, businesses and the general public, it is important to note that each individual case will be assessed on its own merits and nothing in this document binds the Council into any particular course of action when dealing with the portfolio.

Purpose

The acquisitions policy provides guiding principles and a consistent approach to any land or property transaction, ensuring that any transactions deliver value for money and meets the Council's strategic objectives.

Land and property interests should only be considered for acquisition if one or more of the following circumstances apply:

- The acquisition will make a positive contribution to the current or future delivery of council services
- The acquisition has economic benefits in reducing occupational costs (revenue and capital) or supporting income generation.
- An option appraisal has been undertaken which highlights acquisition as the most economic and efficient means of service delivery, for council and wider public services
- The acquisition of the interest has potential for future strategic regeneration and or redevelopment or contributes to wider corporate objectives and appropriate

Definitions

The Strategic Asset Management Plan provides a two-year framework of the overall approach to property and land. The RICS Red Book Global Valuation Professional Standards 2020 (effective 31st Jan 2020) is the current professional guidance the council/nominated partners are required to use in determining objective land & property values.

Policy Approach and Process

The Council's principal powers to acquire land and property derive from the Local Government Act 1972. This confers powers to the council to acquire land and property for any of its functions or for the benefit, improvement or development of the borough.

The subsequent Local Government Act 2000 introduced 'wellbeing powers' which enables the council to do anything which it considers is likely to achieve the promotion or improvement of the economic, social or environmental wellbeing of the Borough.

This includes the power to incur expenditure, plus land and property acquisition. The legislation includes provisions that enable the Council to support property acquisitions for specific projects or capital programmes.

The Council also possesses compulsory purchase powers and may also make compulsory purchase orders which if approved permit the Council to acquire land and property by compulsion where acquisition through agreement is not possible. The Council will only pursue this route after all options have been exhausted.

All council acquisitions will be approved by the Council's Executive Committee and Full Council. Suitably experienced or qualified council officers or its authorised advisors can enter negotiations to acquire land & property on behalf of the Council but authority from Executive Committee or Director of People and Place will be required to conclude transactions in line with the Council's constitution.

In addition, any acquisition approval shall be subject to sufficient budgetary funding being in place for the cost of the acquisition plus also the future financial commitments associated with holding/owning the asset.

The Council will ensure acquisition decisions are made in accordance with its constitution and other scheme of delegations, updated copies of which can be found on the Council's website.

Acquisition Principles

The council has developed several principles that support the optimisation and strategic asset management of its land and property assets. These principles assist the council rationalise its estates holdings, reduce maintenance backlogs and provide buildings which are fit for purpose and enable effective service delivery. These principles will be considered as part of any acquisition decision making process.

- We will ensure proposals to acquire buildings ensure investment acquisitions meet corporate objectives, service requirements and support wider economic growth, sustainability and environmental considerations.
- We will ensure proposals to acquire buildings are fully appraised with detailed evaluation of existing asset utilisation to reduce the Council's carbon footprint. As part of any pre-acquisition due diligence, newly acquired assets will undergo an energy evaluation appraisal to ensure the council is investing in energy efficient buildings and so improving its energy performance credentials and reducing carbon footprint.

- Through working with partners and communities and investigating joint services opportunities, and where appropriate employing the Governments One Public Estate principles to improve economies from property holdings. This will also include adopting a "Place Neutral Approach" and exploring colocation opportunities between council service departments and if possible, between other external like-minded partner organisations.

Acquisition Justification

In advance of investing time and resource in an acquisition process the Council must satisfy itself and include such evidence in its business case that it does not hold suitable underutilised assets elsewhere in its portfolio that could satisfy an internal service requirement.

The Council's SAMP is clear that acquisition propositions will only be considered if:

- The acquisition makes a positive contribution to the current or future delivery of council services.
- The acquisition has economic benefits in reducing both revenue & capital occupational costs.
- An optional appraisal has been undertaken and which concludes acquisition as most economic and efficient means of ensuring service delivery for the Council & wider public services.
- The proposed acquisition of the interest has potential for future strategic regeneration.
- And or/redevelopment or contributes to wider corporate objectives and appropriate funding has been identified.

Option Appraisal

If the need for alternative accommodation is identified, then the Council's Asset Management team will determine whether there are suitable assets within the council holdings and if not then consult with other partner organisations. If this proves unsuccessful then the council will investigate the Open Market for alternative opportunities.

Once suitable options have been shortlisted these will be evaluated with recommendations being made to undertake further due diligence on the asset with the purpose of establishing any risks or constraints that might affect the performance of the asset and so its delivery service use. In some instances, it may be appropriate to undertake some planning enquiries or as appropriate seek necessary consents in advance of acquisition.

Funding

Valuation, due diligence, negotiations and other acquisitions advice will either be undertaken by the Council's Asset Management team or its appointed advisors and once commercial terms have been provisionally agreed these will then be validated by a qualified property agent (RICS Valuation – Global standards).

The Council's finance and legal teams including the Councils Section 151 officer will be consulted over the budgetary implications especially of the acquisition so issues such as VAT and other accounting treatment of amortisation can be considered.

Appendix 2

Acquisitions Policy continued ...

Once an acquisition has been identified and shortlisted for recommendation a business case including financial appraisal will be prepared to determine the immediate budgetary consequences and longer-term financial implications of holding the property. This will be considered by the Management team and recommended for approval by the Council's Executive Committee. This approval will cover the Strategic, Commercial, Economic and Financial Management considerations as part of the Council's corporate plan policy and will demonstrate:

- The investment in the acquisition and therefore spending proposal represents value to the public purse and can demonstrate both cash and non-cash benefits and other positive outcomes.
- How the investment aligns with and satisfies the Council's corporate strategies and adds further value to the Council's business and its public services.
- How the acquisition will support future strategic regeneration objectives.
- The capital and revenue requirement for the spending proposal over the anticipated lifetime of the asset or service.
- The consultation and communications process undertaken.

Statutory Powers

In respect of authority to acquire land & property assets then the Council can only exercise functions which are authorised by statute. Accordingly, legislation exists to enable the Council to acquire land that is required in the exercise of its statutory functions. In this respect the

Council can use Compulsory Purchase Orders (CPO) to acquire land within the borough.

A Compulsory Purchase Order is a legal function in the UK that permits certain bodies including Councils to obtain Land & Property without the consent of the owner. If the Council were to exercise such powers, then compensation is payable to the landowner in accordance with the Land Compensation Act 1961.

The Town Country Planning Act 1990 permits the Council to compulsorily purchase land & property to 'facilitate the carrying out of development, redevelopment or improvement for the areas economic, social or environmental wellbeing'. Such an action would require confirmation by Secretary of State.

Currently most orders are made as subordinate legislation under powers conferred to the Council in existing legislation. For example, an order for roadworks is likely to be made under the Highways Act 1980.

The Council prefers however where at all possible to consult with landowners & acquire land & property by agreement and this is its first option of choice.

Commissioning

The Council may, from time to time, commission external consultants in connection with the disposal and acquisition of land and property. The Council will procure consultants in accordance with its Contract Standing Orders and Procurement Policy and wherever possible will use locally based consultants in addition to utilising national and regional frameworks.

All commissions will be instructed to provide recommendations only back into the Council officers to consider and take forward via formal channels and in line with constitution and approvals governance.