

Asset Management Strategy (Non- Housing) 2022-2026

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2 DOCUMENT CONTROL

Document control			
Date	Document version number	Author	Summary of additions / changes
12/07/2022	2.06.6 Draft	DW	Updated draft for circulation
31/08/2022	2.06.7 Draft	DW	Re-ordering of appendices to improve the flow of the document
07/09/2022	3.00	DW	Section 7.1 Valuation table updated with latest data Section 8.2 Governance Arrangements table updated. Document version renumbered to 3.00 ready for presentation to Cabinet
28/09/2022	3.01	DW	Section 6.2.3 text revised Tranche table additions under public realm assets
13/10/2022	3.02	DW	Priority 7 updated in all areas referenced; Section 8.1 updated Action 1.05 Updated Action 7.01 updated
18/10/2022	3.03	DW	Section 8.2 flowchart updated

3 EXECUTIVE SUMMARY

This *Asset Management Strategy* provides a framework to support the development, investment and management of the Council's non housing land, property, and engineering assets to achieve our ambition of delivering collaborative property solutions, realising corporate objectives.

By launching this *Asset Management Strategy* we are taking a long term strategic approach to how we utilise our unique asset base ensuring we maximise commercial and social returns by re-aligning the City Council's property to act as a catalyst for development and underpin the social fabric of communities across the district.

It will guide our future strategic property decisions to make sure we manage our property portfolio sustainably and efficiently, so that it can remain fit for the future and support frontline delivery. It will support asset-led transformation and innovation, giving direction and instruction to service areas in respect of how our assets and estate can help them achieve and exceed their objectives. And it will ensure that the that planning and programming of investment is properly considered.

In doing so, this strategy sets out the following key areas:

- **Vision and Priorities** – what we seek to achieve with this strategy
- **The local context** – how this strategy sits alongside the council's ambitions and other notable strategy and policy documentation.
- **Where are we now** – A summary of the council's portfolio
- **Delivering this strategy** – Summarising how we will achieve this strategy
- **Monitoring and Reporting** – how we will ensure that the plan is effective
- **Delivery Plan** – Details of the steps which we will take

The opportunities to utilise our property portfolio to support the achievement of our ambitions for the City are significant and there is more we can do to harness these assets. It is therefore hoped that this strategy will be a starting point and will evolve to meet the future ambitions of Lancaster City Council

4 INTRODUCTION

Along with Finance, People and ICT, Property is one of the four principle corporate resources that support the delivery of all services. As such, how that resource is utilised can have a significant impact on the Council's delivery of services and financial standing.

Lancaster City Council has a diverse range of land and property that contributes in many ways to the Council's corporate objectives.

The council is also responsible for assets and structures within the public realm. Some of these can be considered as critical infrastructure, such as; cycle-routes, bridges, street lighting, and are fundamental to the safety of our communities.

It is therefore essential that all assets are considered concurrent with other resources to support delivery of the Corporate Plan and priorities.

This Asset Management Strategy therefore sets out the strategic direction for the management of the Council's non-housing property portfolio and reflects on all other relevant government policies, Council plans and strategies. It sets out our plans for the use of property assets to support Lancaster City Council's corporate and service objectives and provides a focus for strategic management and investment in our property portfolio.

Similarly, by including a focus on managing Engineering assets we can ensure the assets are maintained to an appropriate standard, and benefits to local communities, businesses and visitors is continued.

Asset management seeks to align the asset portfolio with the needs of the organisation. Corporate objectives express the needs and wishes of the organisation at high level; the asset requirements to deliver these objectives are expressed in a medium/long term plan. The conversion of these corporate aims and visions into asset reality is the business of the asset management plan.

This strategy is subject to ongoing review and will be updated annually to ensure that it adapts to new initiatives and challenges, and to ensure that property assets play a full, effective and efficient part in supporting innovative service delivery

The way that the Council manages its land and property assets has a direct impact on both the quality of services that it delivers to the public and the quality of the environment. It is therefore important that efficient and effective use is made of these assets to support the Corporate Plan and Priorities.

This document sets out the property context for the city and the Council's property holdings and functions linking these to the Corporate Plan. It aims to ensure that the Council's focus is on actions and outcomes that will maximise income whilst effectively supporting improved service delivery and customer satisfaction.

5 OUR VISION AND PRIORITIES

The overarching visions for this policy are to ensure that all of the Council's property are:

- 'Fit for purpose' – property actively contributing to effective service delivery in terms of location, condition, suitability, compliance, accessibility, design and layout.
- 'Efficient' – in the way that property performs and in the way that property is used i.e. flexible and supporting new ways of working,
- 'Sustainable' – both in environmental and financial terms so that it supports the work of the authority and its partners whatever changes come our way

To help achieve these visions, this Asset Management Strategy has identified the following priorities:

1. Provide the right buildings to the right standards in the right place and at the right time and cost to meet the current and future aims, objectives, policies and plans of the Council.
2. Optimise and prioritise the level of investment in property assets to ensure effective risk management and compliance, minimise maintenance backlog, improve fitness for purpose and optimise occupancy levels.
3. Maximize the value received from our non-operational commercial portfolio.
4. Continue to improve the environmental sustainability of the Council's property portfolio.
5. Promote the innovative use of property by enabling urban regeneration and facilitating joint working with our partners and stakeholders.
6. Challenge the use of land and buildings held by the Council by using a consistent approach to property performance monitoring to minimize revenue expenditure and maximize the generation of capital receipts.
7. Improve the council's approach to property management

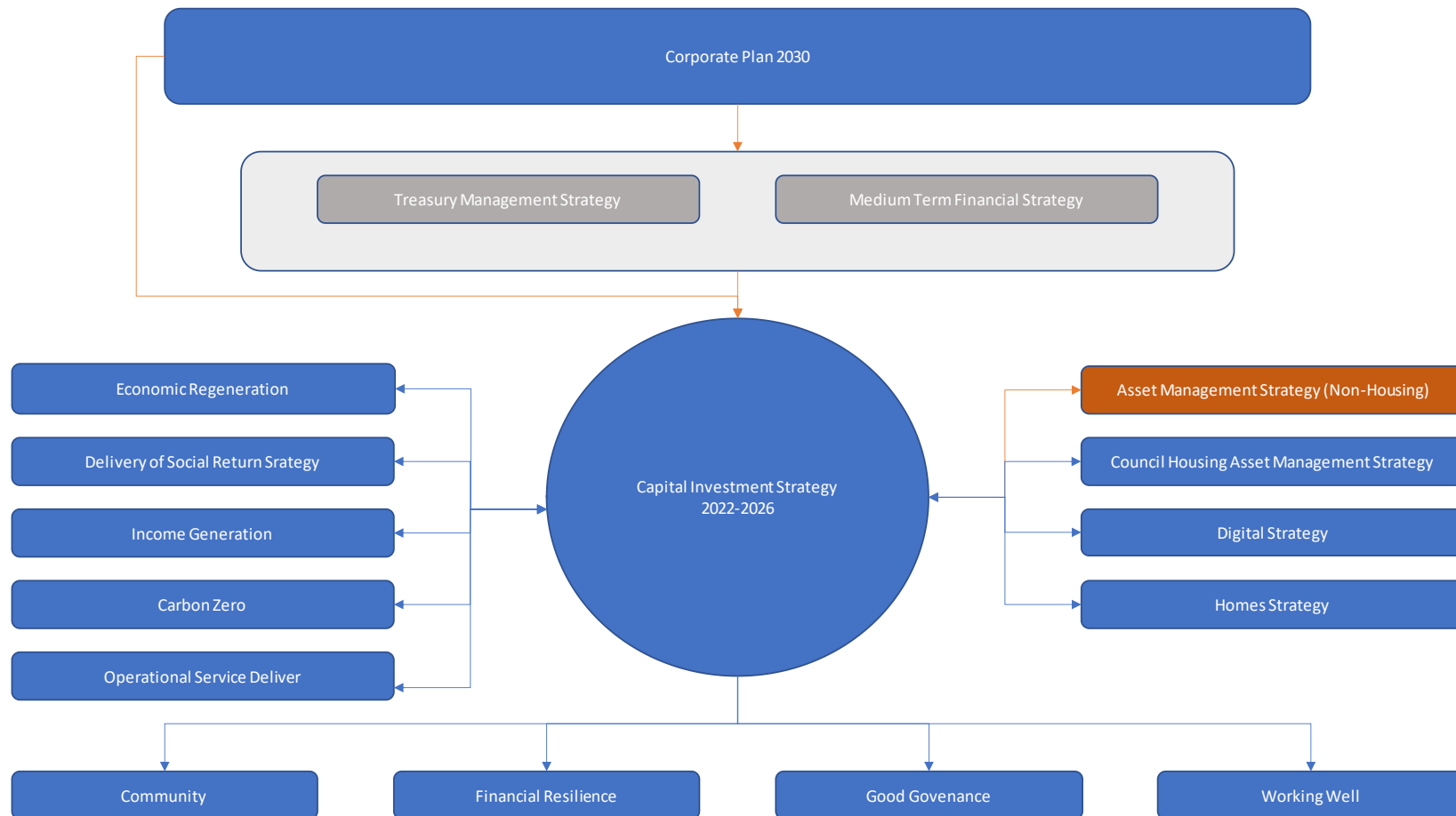
The next section details the local context to explain how the above priorities align with the Council's Medium Term Financial Strategy with a view to ensuring the Council optimises its land and property assets in a way which best supports financial/investment priorities.

The priorities of this strategy will be delivered through the development and implementation of the Delivery Plan as detailed in Appendix 1

6 THE LOCAL CONTEXT

6.1 STRATEGIC CONTEXT

The *Asset Management Strategy* is not a standalone document and is informed by other key council documents as illustrated in the graphic below. Some of these associated key documents are expanded on in the sections which follow.



6.2 ASSOCIATED COUNCIL DOCUMENTS

6.2.1 Lancaster City Council Ambitions

Our *Council Plan* sets out our priorities and vision for the Lancaster district to thrive as a vibrant regional centre in the north-west of England. We know that to thrive and continue improving in a demanding environment, we will need to be innovative and creative in designing the way we deliver excellent, accessible services and address the district's needs.

The *Council Plan 2030*, sets out the following four *Priorities*:

- A Sustainable District
- An Inclusive and Prosperous Local Economy
- Healthy and Happy Communities
- A Co-operative, Kind and Responsible Council

It also identifies three *Themes* which describe the approach we will aim to take in all our work. These are:

- Climate Emergency
Taking action to meet the challenges of the climate emergency
- Community Wealth-Building
Building a sustainable and just local economy that benefits people and organisations
- Community Engagement
Drawing on the wealth of skills and knowledge in the community and working in partnership

The *Plan* summarises how we can contribute to achieving our Ambitions by setting out:

- The available information which has influenced Council thinking
- How Council work currently contributes to our Ambitions
- Areas of work the Council will be focusing on during the period covered by this Plan
- How others can work with the Council in successfully delivering our priorities
- Outcomes the Council will be measuring our success against

The following table provides a visual representation of the links between the Council Plan and the *Asset Management Strategy* Priorities.

Asset Management Priority	Council Plan Priorities			
	A Sustainable District	An Inclusive and Prosperous Local Economy	Healthy and Happy Communities	A Co-operative, Kind and Responsible Council
<p>Priority 1</p> <p>Provide the right buildings to the right standards in the right place and at the right time and cost to meet the current and future aims, objectives, policies and plans of the Council</p>	✓	✓	✓	
<p>Priority 2</p> <p>Optimize and prioritize the level of investment in property assets to ensure effective risk management and compliance, minimize maintenance backlog, improve fitness for purpose and optimize occupancy levels.</p>	✓		✓	✓
<p>Priority 3</p> <p>Maximize the value¹ received from our non-operational commercial portfolio.</p>	✓			✓
<p>Priority 4</p> <p>Continue to improve the environmental sustainability of the Council's property portfolio.</p>	✓	✓	✓	
<p>Priority 5</p> <p>Promote the innovative use of property by enabling urban regeneration and facilitating joint working with our partners and stakeholders.</p>		✓	✓	✓
<p>Priority 6</p> <p>Challenge the use of land and buildings held by the Council by using a consistent approach to property performance monitoring to minimize revenue expenditure and maximize the generation of capital receipts.</p>		✓		✓
<p>Priority 7</p> <p>improve the council's approach to property management</p>	✓			✓

¹ Value is can be defined in financial and non-financial terms e.g. providing access to parks and recreation adds value in health and wellbeing

6.2.2 Medium Term Financial Strategy

The Medium-Term Financial Strategy (MTFS) sets out how Lancaster City Council will manage its finances to deliver against its corporate priorities, whilst protecting its financial standing and responding to the many challenges it faces, which will in turn inform the future budget setting process.

There remain significant uncertainties in terms of Local Government funding over the next couple of years. These uncertainties have been exacerbated by current COVID-19 and Brexit situations which have severely hampered the ability to forecast accurately with many key estimates and assumptions likely to change in the coming months.

However, it must be recognised that the overall size of the challenge the Council faces in addressing its underlying structural deficit is significant and the formulation of a balanced budget over the medium and longer term will require the delivery of considerable savings.

Continued focus on service transformation and continuous improvement will therefore play a significant part in achieving the level of savings required.

6.2.3 Investing in the Future: Capital Investment Strategy

The *Investing in the Future: Capital Investment Strategy* for the period 2022-26 sets out a framework for how the Council wishes to invest in the future of the Lancaster district through prudent use of capital funding, known as the Council's 'Capital Programme'.

The strategy will be approved by Council each year at budget setting time, and any material changes will be presented to Council prior to implementation.

The *Capital Investment Strategy* is designed to support overall strategic goals by providing clear guidance and a route by which projects and activities can be proposed, developed and ultimately delivered through the prioritisation and allocation of capital funds. This strategy will therefore be strongly linked with the Council's wider framework of strategies and policies.

6.2.4 Climate Change Action Plan

Since the council declared the Climate Emergency in January 2019, work has been taking place to examine the extent to which the council's direct activities contribute towards the district's carbon emissions and in November 2019, the council approved a Climate Change Action Plan to allow the council to become net zero carbon by 2030.

7 WHERE ARE WE NOW

Lancaster City Council is the second largest Lancashire authority in geographic terms covering 576 square kilometres. The number of people per square kilometre is the second lowest in Lancashire, well below the county and national averages. Lancaster City Council is responsible for activities such as:

- Local planning and development control
- Household bins and recycling
- Administering Council tax and housing benefit locally
- Providing Council housing and generally promoting good quality housing provision
- Environmental health and safety
- Parking enforcement
- Licensing
- Promoting economic development and tourism in the area

7.1 STATEMENT OF PORTFOLIO

The Council currently has a diverse portfolio predominantly focused on the major urban areas of Carnforth, Lancaster and Morecambe along with a number of villages across the Lancaster district.

The types of assets under the council's ownership or management are summarised in the table below:

Non-housing assets	Engineering / infrastructure assets
<p>These include, but are not limited to:</p> <ul style="list-style-type: none"> • Allotments • Cafes • Car Parks • Cemeteries / churchyards • Corporate buildings e.g. Town Halls • Depots • Land • Museums • Non-residential e.g. the Storey • Public conveniences • Residential (non-Housing Revenue Account) • Retail units • Sports centre 	<p>These include, but are not limited to:</p> <ul style="list-style-type: none"> • Un-adopted Highways and amenity footpaths • Bollards (fixed and removable) • Boundary fencing • Bridges and retaining walls • Cycle parking e.g. lockers and stands • Cycle-routes • Land management e.g. river lune millennium park • Lighting e.g. cycle-routes, Frances passage • Paths • Power supplies e.g. market square • Promenade and coastline infrastructure e.g. coastal defences (sea walls and rock armour), access ramps, jetties, lifebelts, benches etc • Public art • Redundant structures e.g. pumping stations • River lune assets e.g. flap valves, flood walls, posts/rails etc

	<ul style="list-style-type: none"> • Road markings – statutory • Signage statutory and other e.g. direction, interpretation panels etc
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Using the International Finance Reporting Standard (IFRS) these assets have been categorised as follows:

Category	Sum of Asset Value
Operational	
Other Land and Buildings	£54,370,378.00
Community Assets	£718,457.00
Infrastructure Assets	De minimis
Non-Operational	
Investment Properties	£28,991,355.00
Surplus assets held for disposal	£1,011,627.00
Grand Total	£85,091,817.00

*Valuations are currently underway and are due to be finalised before the end of the financial year

However, it is clear that there is a need to develop our understanding of our portfolio so, a key part of this strategy will be to set out a consistent process for identifying consistently, at property (and collated to portfolio scale) the function(s) operating costs, income, liabilities and value of our property assets. This process will inevitably lead to adjustments of how we classify and name assets but will help to improve our understanding of the assets which we hold.

8 DELIVERING THIS STRATEGY

To ensure that management of assets is undertaken by those with the best knowledge and skills, assets will continue to be managed through the existing teams i.e. engineering team, public realm etc. The exception to this will be the management of the non-housing assets where on-site teams will be supported by the introduction of a Corporate Landlord approach to property and land management.

8.1 CORPORATE LANDLORD

Lancaster City Council is committed to using its property assets in a corporate manner to realise their optimum benefit to the community and represent value for money. This requires proactive best practice management of the existing portfolio, a commercial approach to the development of new assets and the disposal of assets no longer required. Lancaster City Council will therefore explore an alternative approach to manage its land and property assets, with the Corporate Landlord approach being considered. A full business case will be prepared but, should it found to be advantageous, this approach should enable a local authority to:

- Utilise its assets to deliver better, more efficient services to communities to:
- Unlock the value of assets, seek efficiencies through joint arrangements with public sector partners and maximise investment.
- Support the delivery of the Council's priorities set out in the Corporate Plan.
- Integrate thinking about property with financial, regeneration and other considerations.

Under the corporate landlord approach, the ownership of an asset and the responsibility for its management, maintenance and funding are transferred from service departments to the Property Group who act as the centralised corporate body. There are specific responsibilities that fall to the tenant and landlord depending on the nature of the asset and service but this allows each service department to plan and deliver the service while the corporate landlord ensures each service is adequately accommodated in a well-managed and maintained asset. The benefits of this approach across the Council include:

- Clear and consistent focus on all land and buildings to deliver the authorities priorities
- Enables economies of scale
- Improved customer focus
- Improved value for money
- Improved risk management
- Improved focus on investment
- Increased opportunities for capital receipts

The concept of treating property as a corporate resource strengthens the Corporate Landlord's strategic control of the Council's property assets, providing a corporate and collaborative approach to review and change of use, integrated and shared use of premises, facilities management and maintenance, development and refurbishment. The objective being to provide property assets that are fit for purpose and supportive of

service delivery. This in turn will free up services to focus upon the operational aspects of service delivery.

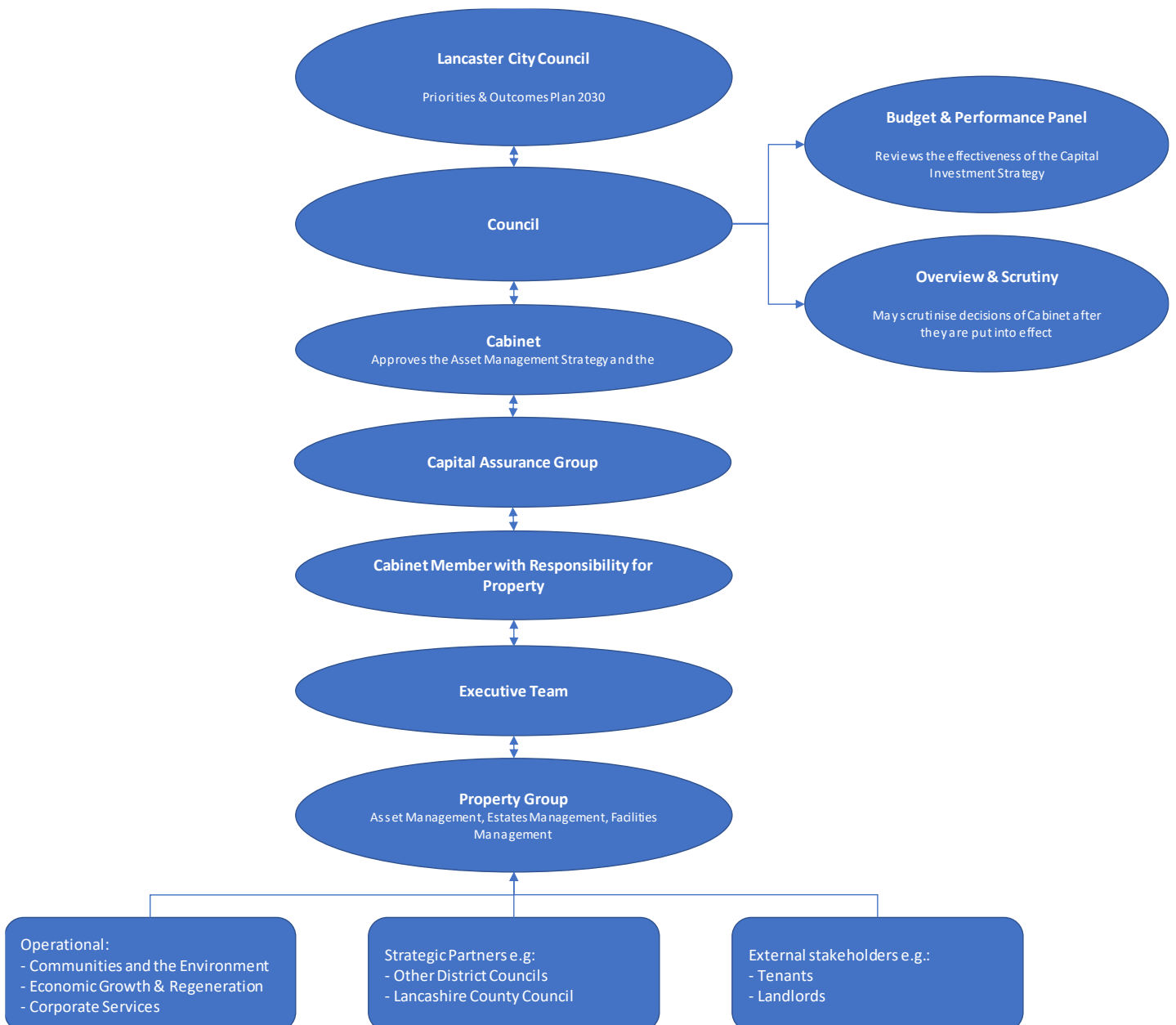
8.2 GOVERNANCE ARRANGEMENTS FOR CORPORATE ASSET MANAGEMENT

Lancaster City Council has agreed a Constitution which sets out how the Council operates, how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable to local people.

To ensure a consistent approach across the council's activities, governance arrangements will remain in line with the agreed project management protocols as set out by the council's Corporate Programme Team.

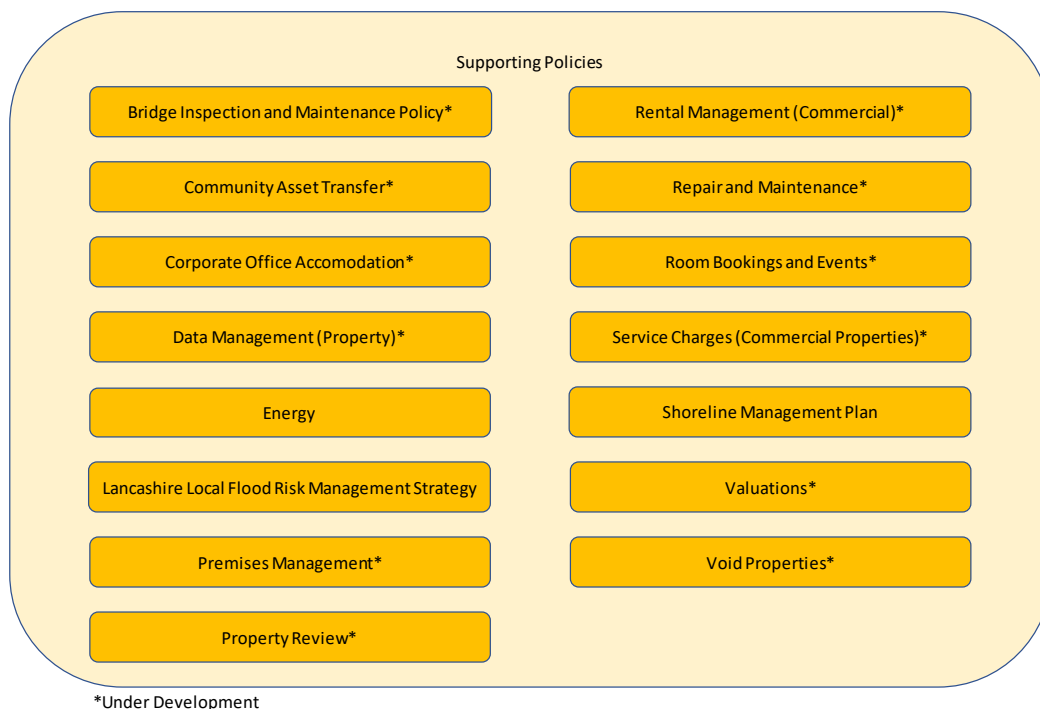
Where capital investment is required, the governance arrangements as set out in the Capital Investment Strategy will be followed.

Additional governance arrangements for Asset Management are summarised in the following chart:



8.3 ASSOCIATED POLICIES

The implementation of this strategy will be supported by the following policies:



Action is currently being taken to implement those policies which are currently under development

9 MONITORING AND PERFORMANCE

The implementation of this strategy will be measured through the successful delivery of our seven Asset Management priorities.

We will also be monitoring a number of Key Performance Indicators (KPIs) which will be designed to indicate how well the council's property is performing against corporate and property priorities.

These KPIs will be developed as part of the delivery of this strategy and shared with the Budget and Performance Committee as a periodic standard report. Consideration will also be given to ensuring that this information feeds in to the Financial Resilience Advisory Group established by Cabinet as part of the wider financial resilience activities.

10 APPENDIX 1 - DELIVERY PLAN

10.1 INTRODUCTION

This final section of the Asset Management Strategy is the Delivery Plan which sets out the main steps which will be undertaken to achieve the priorities set out in Section 2.2.

The timescales in the delivery plan are defined as follows:

- High – To be completed within 9 months of the adoption of this strategy
- Medium – To be completed within 2 years of the adoption of this strategy
- Low – To be completed within 3 years of the adoption of this strategy

Responsibility for each action will be confirmed by the Head of Property, Investment and Regeneration following adoption of this strategy.

This plan is detailed in the subsequent sections as summarised below:

- Priority 1: Provide the right buildings in the right place and at the right time and cost to meet the current and future aims, objectives, policies and plans of the Council
- Priority 2: Optimize and prioritize the level of investment in property assets to minimize maintenance backlog, improve fitness for purpose and optimize occupancy levels.
- Priority 3: Maximize the value received from our non-operational commercial portfolio
- Priority 4: Continue to improve the environmental sustainability of the Council's property portfolio.
- Priority 5: Promote the innovative use of property by enabling urban regeneration and facilitating joint working with our partners and stakeholders.
- Priority 6: Challenge the use of land and buildings held by the Council by using a consistent approach to property performance monitoring to minimize revenue expenditure and maximize the generation of capital receipts.
- Priority 7: Embed the Corporate Landlord approach to property management

Ref	Action	Timescale	Responsible Officer
10.2 PRIORITY 1			
Provide the right buildings to the right standards in the right place and at the right time and cost to meet the current and future aims, objectives, policies and plans of the Council.			
1.01	Produce service asset management plans clearly inked to business plans, including strategies and service delivery plans.	High	TBC
1.02	Develop Detailed Management Plans for each property or asset type (as appropriate)	High*	TBC
1.03	Undertake a comprehensive review of the Council's asset base as per the Asset Challenge Process detailed in Appendix 2	High*	TBC
1.04	Review the Asset Management Strategy	Low	TBC
1.05	Rationalise properties to meet the council's objectives	Medium	TBC

*See also Appendix 3: Property Tranches

Ref	Action	Timescale	Responsible Officer
10.3 PRIORITY 2			
Optimize and prioritize the level of investment in property assets to ensure effective risk management and compliance, minimize maintenance backlog, improve fitness for purpose and optimize occupancy levels.			
2.01	Formalise a backlog maintenance programme	Medium	TBC
2.02	Undertake an internal audit of the Council's statutory compliance regime to ensure that all the Council's obligations are being effectively managed and risks mitigated	Medium	TBC
2.03	Develop Property Maintenance Plans for all buildings	Medium	TBC
2.04	Review contractor frameworks	Medium	TBC
2.05	Produce a planned preventative maintenance plan and capital/responsive funding plans.	Medium	TBC
2.06	Provide relevant compliance information to all tenants and undertake periodic checks throughout the duration of a tenancy to ensure ongoing compliance	Medium	TBC
2.07	Prioritise investment towards property that can provide strong stable long-term income.	Medium	TBC
2.08	Implement an approved contractor system – (this will include identifying environmentally approved product and sources)	Medium	TBC
2.09	Establish appropriate inspection and maintenance programmes to identify medium and long-term investment needs	Medium	TBC
2.10	Prioritise investment of maintenance to ensure longevity of existing assets and reduce whole life/renewal costs	Medium	TBC

Ref	Action	Timescale	Responsible Officer
10.4 PRIORITY 3			
Maximize the value received from our non-operational commercial portfolio.			
3.01	Deliver medium growth in gross income, including inflation, by 2024- recognising there will be a reduction during the period of strategic rationalisation,	Medium	TBC
3.02	Maximise income obtainable from the commercial estate – through rental increase but also through the implementation of creative usage.	Medium	TBC
3.03	Deliver a total return annually in line with property market conditions with performance reported regularly to Budget and Performance Panel	Medium	TBC
3.04	Implement a formalised process for managing the risks associated with outstanding or delayed rent reviews	Medium	TBC
3.05	Seek interim revenue generating uses on sites where regeneration schemes have been temporarily postponed	Medium	TBC
3.06	Prepare lease reports on a regular basis	Medium	TBC
3.07	Rationalise property budgets and how R&M budget might be better administered	Medium	TBC
3.08	Prioritise investment in strategic infrastructure to facilitate economic growth and future investment in targeted areas		

Ref	Action	Timescale	Responsible Officer
10.5 PRIORITY 4			
Continue to improve the environmental sustainability of the Council's property portfolio.			
4.01	Ensure all buildings within the council's property portfolio comply with the council's carbon zero challenge	2030	TBC
4.02	Reduce our carbon footprint and promotes sustainable asset management	Low	TBC
4.03	Improve the biodiversity of our land and buildings estate by introducing more sustainable land management procedures and developing new habitats.	Low	TBC
4.04	Establish and evaluate the energy profile of all buildings to identify possible savings	Medium	TBC
4.05	Achieve an Energy Performance Certificate rating for our buildings of C or above	Low	TBC
4.06	Develop lifetime costs, environmental issues/costs/Carbon Footprint/energy costs for all property projects	Low	TBC
4.07	Work with partners and stakeholders to deliver multiple outcomes and benefits where investment and construction is necessary	Medium	TBC

Ref	Action	Timescale	Responsible Officer
10.6 PRIORITY 5			
Promote the innovative use of property by enabling urban regeneration and facilitating joint working with our partners and stakeholders.			
5.01	Identify opportunities for how the council can use its land and building assets to support the local economy and aid regeneration.	Low	TBC
5.02	To support agile working and to promote 'Working Well' initiatives.	High	TBC
5.03	Identify opportunities for collaborative working where it can provide benefit for service delivery, whilst securing efficiencies and value for money	Medium	TBC
5.04	Identify shared use and co-location of services in line with corporate and service objectives, corporate property objectives.	Medium	TBC

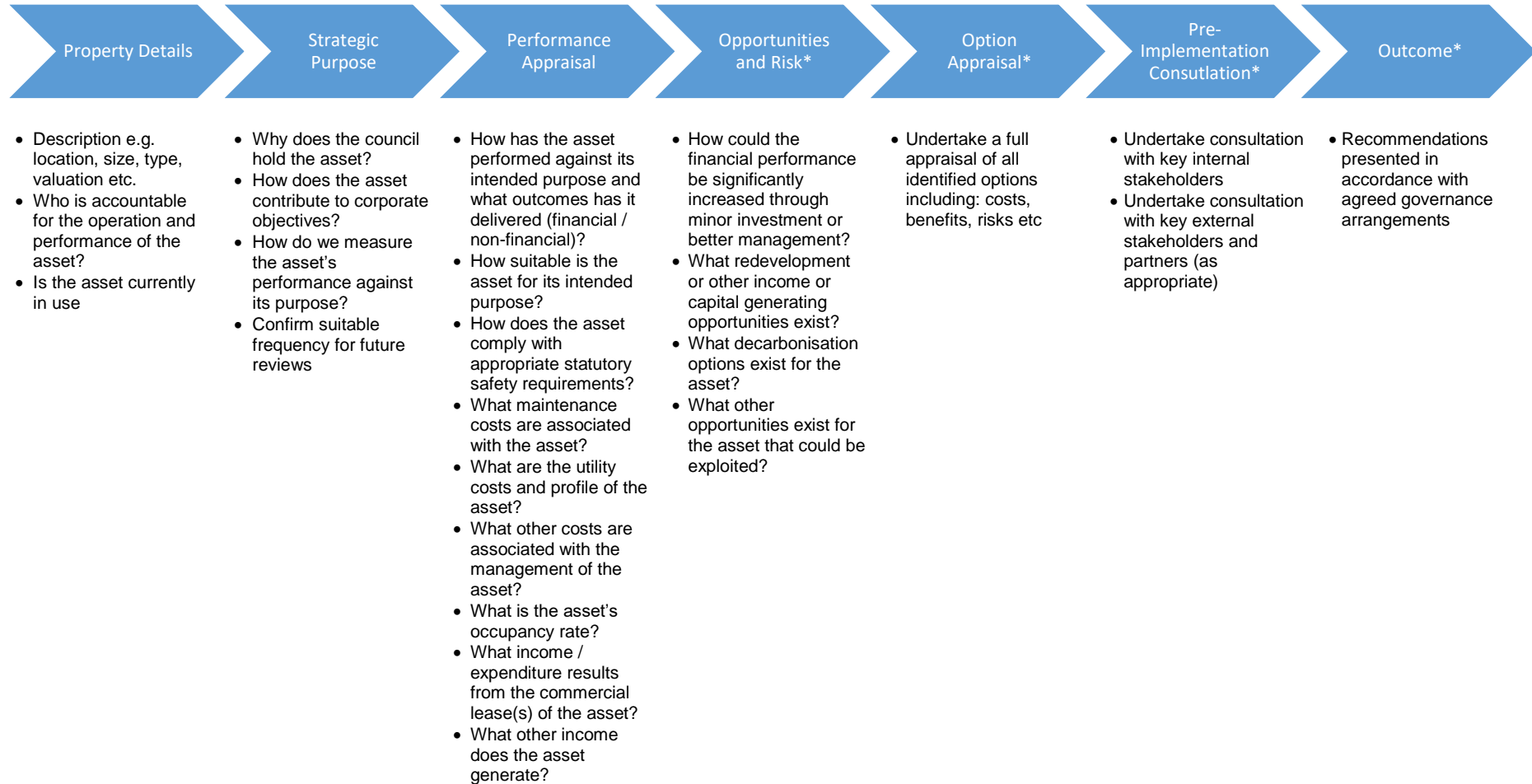
Ref	Action	Timescale	Responsible Officer
10.7 PRIORITY 6			
Challenge the use of land and buildings held by the Council by using a consistent approach to property performance monitoring to minimize revenue expenditure and maximize the generation of capital receipts.			
6.01	Undertake periodic reviews of all assets in line with the Asset Challenge Process (Appendix 2)	Medium*	TBC
6.02	Categorise all properties so that they are in line with strategy objectives	High	TBC
6.03	Develop an efficient consultation model and process to quickly establish the best use for identified/ released sites	High	TBC
6.04	Develop a list of sites available for development by either the Council or a partner or which are suitable for disposal	Medium	TBC
6.05	Review Community / Commercial Buildings to assess their management and ongoing effectiveness	Medium*	TBC
6.06	Locate all property and land title deeds and link to the Property Group asset database (TF)	Medium	TBC
6.07	Develop a set of meaningful performance indicators	High	TBC
6.08	Use performance data to challenge use of inefficient assets	Medium	TBC
6.09	Establish an Asset Management Group (or similar)	Medium	TBC
6.10	Review and develop an action plan for non-income generating, non-operational assets	Medium	TBC
6.11	Continue to improve the efficiency of space utilisation through the continuous programme of property reviews.	Medium	TBC
6.12	Undertake a review of available property information and fill any data gaps	Medium	TBC
6.13	Inform building performance by maintaining effective and accurate records on the utilisation of each Council building	Medium	TBC
6.14	Identification of potential sites for disposal	Medium	TBC

*See also Appendix 3: Property Tranches

Ref	Action	Timescale	Responsible Officer
10.8 PRIORITY 7			
Improve the council's approach to property management			
7.01	Undertake a full business case to explore different approaches to property management e.g. the Corporate Landlord, and embed the findings across the estate with any exceptions to be subject to an approved business case	Medium	TBC
7.02	Develop a clearly defined framework for the Council to manage its land and property assets	Medium	TBC
7.03	Ensure Property Group structure and resources are sufficient to meet the requirements of the Corporate Landlord function	Medium	TBC
7.04	Formalise asset management policies and processes to maintain best practice.	Medium	TBC
7.05	Maintain accurate and accessible records of the Council's property portfolio.	Medium	TBC
7.06	Property Group to administer ALL acquisitions / disposals of property and assets through a centralised asset register	Medium	TBC
7.07	Continue to manage repair and maintenance across the property portfolio on a corporate basis to ensure continuing improvement in the condition of the Council's property stock.	Medium	TBC
7.08	Reconcile records of buildings insured to the asset management system	Medium	TBC
7.09	Improve the Property Group asset management system	Medium	TBC
7.10	Ensure the Shoreline Management Plan is appropriately resourced	Medium	TBC

11 APPENDIX 2: ASSET CHALLENGE PROCESS

The following summarises the process which will be followed to review the council's asset base, keeping in mind that not all steps will be appropriate for all assets



*These sections will be undertaken after the initial baseline phase and in line with the Property Tranches detailed in Appendix 3

12 APPENDIX 3: PROPERTY TRANCHES

To ensure that this strategy targets high priority assets early in the process, assets have been provisionally categorised into tranches to illustrate the order in which they will be considered.

The following table summarises the tranches:

Tranche	Date for Completion (Months from adoption of this strategy)	Property Group Assets	Engineering Assets	Public Realm Assets
Baseline	3	An initial baseline of all Property Group Assets (See Appendix 3)	n/a	n/a
1	6	Key Corporate Buildings and Depots i.e.: - Lancaster Town Hall - Morecambe Town Hall - Old Fire Station - Palatine Hall - Vehicle Maintenance Unit - White Lund Depot	Coastal Flood Defences Bridges and Retaining walls Cycle-routes – surfacing, fencing etc.	Unadopted Highways and amenity footpaths Cycle-routes Signposts, seating and handrailing/boundary fencing Public Art
2	12	Commercial Assets - Café / Retail	Lighting	Cycle support infrastructure (parking lockers)
3	18	Commercial Assets - Non-residential properties	Ordinary watercourses on City land Pumping stations, flap valves, outlets	Promenade features (Tern features and artwork)
4	24	Non-commercial assets (not previously covered) - Buildings	Spillways, landing stages and navigation lights	Walls and other physical assets on council owned land
5	30	Non-commercial assets (not previously covered) - Land	n/a	n/a

END OF DOCUMENT