



MENDIP DISTRICT COUNCIL

GAPS GROUP

STRATEGIC ASSETS TEAM

ASSET MANAGEMENT PLAN

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Document Name:	Asset Management Plan
Document Number:	1
Effective Date:	1st March 2016
Date due for review:	1st March 2020
Responsible for review:	Strategic Assets Manager
Version:	Final

Version control

Number	Effective Date	Author / Reviewer	Comments (e.g. details of any policies being replaced)
Final	1 st March 2016	Keith Pennyfather	AMP 2010 - 2013

Dissemination

Name or Team	Method	Date	Version
GAPS Group	SharePoint link	1 st March 2016	Final

Publication of current version

	Location	Date of Publication
	SharePoint	1 st March 2016

Approvals for current version

Name	Date of Approval
Donna Nolan, Corporate Manager, GAPS	1 st March 2016

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INTRODUCTION & AMP CONTEXT

Introduction

Since the previous Asset Management Plan ("AMP") was published in 2010 considerable progress has been made by the Council in improving Strategic Asset Management, and embedding robust processes for ensuring that the Council's property assets are deployed in a way that intensifies use and delivers Best Consideration: that is, the best financial returns, when balanced against important corporate priorities to promote economic, social, or environmental wellbeing.

Further, many of the opportunities identified in the previous AMP have now been successfully concluded, the most significant being:-

Project / property	Outcome
SHAPE Mendip hub	Comprehensive transformation, and the grant of leases to a range of partners at market rents.
Leisure transformation	The grant of 50 year full repairing leases to Fusion Lifestyle of the five leisure facilities.
Asset transfers	A number of assets have been transferred to town or parish councils to reduce Mendip's liabilities, and open opportunities for community benefits to be improved.
Whiting Way car park, Wells	Letting to Waitrose Ltd to facilitate the provision of additional car parking for the city and the adjoining new foodstore.
Asset reviews	An initial review of each of the council's 2,200 property assets has been concluded, to identify liabilities and potential opportunities which can be used to inform strategy development
Localism and the Right to Bid	A set of processes has been introduced to enable this complex area to be effectively managed

The Council's approach to strategic asset management continues to adapt in order to capitalise on the ongoing challenges and opportunities presented by changes in the economic and political climate. This version of the AMP sets out the Council's refreshed strategy for the use of its assets in the short, medium, and long term. The AMP also sets out the organisational arrangements for implementing and developing the policy; provides a strategy for ongoing disposals and acquisitions; and provides performance measures and indicators to assist in informing future strategies regarding the Council's land and property resources.

Corporate Planning Framework

The AMP also seeks to ensure that plans and programmes involving property complement and assist in the delivery of the Council's other corporate policies and strategies. The AMP sits beneath the Council's overarching Corporate Plan and alongside the complementary Capital Strategy. The financial context for asset decision making is assessed in light of the Medium Term Resource Strategy. The AMP is also linked through organisational arrangements to service plans and other strategies, and in particular it underpins the "SHAPE the Future" transformation strategy and programmes.

The Council's Corporate Plan identifies the Council's vision as:

"Mendip – a place to be proud of – where people, communities and businesses are encouraged to achieve their potential".

The vision is guided by a set of values:-

- To put customers needs first
- To treat people fairly and allow them to be heard
- To work in partnership and involve others
- To encourage a culture of achievement
- To be open to change and innovation whilst striving to improve
- To be good custodians of our environment

These core values will underpin all asset management planning and the actions of the asset management function.

The priorities of the Council are:-

- supporting economic development and growth
- to improve the health and wellbeing of the residents and communities of Mendip

The Council believes that by managing assets well and considering them as a resource to contribute to its overall priorities, significant benefits can be achieved. These include:

- Improving the economic well being of Mendip.
- Empowering of Communities.
- Ensuring all assets are run and maintained sustainably.
- Enabling the introduction of new working practices and changes in culture.
- Improving public access to the services offered by our partners.
- The generation of efficiency savings which can contribute to the delivery of our goals.

Government Policies

The government aims to support growth and efficiency by empowering local authorities to dispose of assets that could be made surplus and put to more productive use. To support and enable this, from 1 April 2016 local authorities can spend receipts from asset sales (excluding Right to Buy) on the revenue costs of reform projects. This means that councils can invest the proceeds of asset sales into their service delivery.

The government is also collaborating with local authorities and their public sector property owning partners through the One Public Estate (OPE) programme. Delivered jointly by Cabinet Office and the Local Government Association (LGA), the programme channels funding and practical support through local authorities to deliver collaborative property-focused projects with central government and others. It aims to support partnerships to deliver ambitious programmes to deliver more integrated, customer-focused services; boost local growth, including homes and jobs; and achieve efficiency savings which can be re-invested.

There is also a stated commitment to increasing the supply of land for housing, with the disposal of its surplus land for housing being one of government's top priorities.

Through proposed updates to the Transparency Code, there is an expectation that all local authorities will record details of their land and property assets on a single database (ePIMS), in which central government assets are already recorded. The intention is that this will make it easier for authorities to work together to ensure that public assets are used as efficiently as possible. The Housing and Planning Bill also includes measures aimed at ensuring better collaboration where central government departments are disposing of land, and increase transparency and efficiency in the use of public land assets

The Government's Comprehensive Spending Review in 2015 set all public services a target of achieving substantial efficiency savings in each financial year. The Comprehensive Spending Review Value for Money Delivery Plan recognises that good asset management can produce significant cash savings through reductions in operating costs, asset disposals and asset sharing.

These guidelines summarise the benefits of good asset management as follows:

- Release of capital for re-investment.
- Efficient running costs.

- Better public service provision by improved property and co-location of services.
- Property in good condition.
- Improved property utilisation.
- Improved productivity, changes in corporate culture and facilitation of corporate change.
- Improved delivery of community objectives.
- Improved strategic procurement.

AIMS & OBJECTIVES OF THE AMP

The Council's objectives in terms of asset management include:

- Using innovative asset management solutions to enhance, not constrain, service delivery.
- To be one of the delivery mechanisms for the Transformation Plan.
- The AMP is to inform future decisions about the suitability, sufficiency and sustainability of the Council's land and property resources
- To further develop AIMS (Assets Information Management System) as a sophisticated tool which will accurately inform property decisions and strategies.
- To provide accurate data for informed decision-making including improved information databases; management of data to retain accuracy; and establishing protocols for the updating of data.
- To optimise the value of the Council's land and property portfolio through effective corporate arrangements for the acquisition and disposal of land and property assets.
- To seek out and be alert to all opportunities to enhance and protect the revenue from the property portfolio, and to promote new sources of revenue. A key action will be to undertake a strategic review of the Council's car parks to identify options for capital release and the creation of additional revenues.
- Ensure fitness for purpose and value for money.
- Manage all properties in the most economic, efficient and effective manner.
- Seek to protect the property of the Council by eliminating encroachments, claims for adverse possession or similar issues.
- Ensure major repair projects are procured to provide best value for money and that they are undertaken pro-actively.
- To ensure that the council's property assets are used intensively, whether with the prime aim of supporting a range of community uses or yielding better commercial returns
- To share facilities with public sector partners to achieve better value for money, where appropriate.
- To realise the value of properties that are surplus to requirements in a timely manner and optimising prevailing market conditions.
- To protect the Council's long term interests by disposing, where appropriate, by means of a long-term lease with covenants restricting the future use and development of the sites.

- Ensure that any non-operational investment properties are performing.
- Where possible, to utilise surplus land for alternative uses such as mixed use development including the promotion of affordable housing.
- Promote and facilitate work with partners and the community to optimise the use of the Council's assets for the benefit of the local community, including the disposal of amenity land where such assets are more effectively managed on a local basis.
- To provide, through the AMP, a robust framework to guide decision making processes and procedures by the Council in respect of its assets.

ORGANISATION FRAMEWORK

Portfolio Holder

The organisational arrangements for asset management reflect the fact that the Council views property as a corporate resource. The Portfolio Holder for Services and Finance is the elected member with responsibility for strategic asset management. The current Portfolio Holder is Councillor Graham Noel. His interest and knowledge of the contribution of property and the issues involved in strategically managing property is key in the Council's decision making process.

Governance, Assets, and Public Spaces (GAPS)

At an Officer level the Council's Corporate Manager for Governance, Assets, and Public Spaces has responsibility for strategic asset management, and is accountable to the Chief Executive. The Corporate Manager provides the high level strategic property link with the Corporate Asset Management Group (CAMG). The Corporate Manager is a member of the Council's Corporate Management Team ensuring that property issues are considered as major policies develop, and thus asset management issues are considered when decisions are made by that Team.

To ensure delivery of the AMP the Corporate Manager is supported by the Strategic Assets Manager and his team whose responsibilities include:

- Implementation of the AMP and ensuring it is maintained and updated.
- To report to CAMG meetings.
- Ensure co-ordination with strategic corporate policies, including the Corporate Plan, Medium Term Resource Strategy (MTRS) the Capital Programme and the Capital Strategy.
- Collect and manage data and assess against performance indicators.
- Ensure performance indicators are relevant to the Council's objectives for holding property assets.
- Develop and co-ordinate property reviews including reviews of under-used or vacant property.
- Develop strategies for future property requirements.
- Identify surplus properties and strategies for marketing, disposal and development opportunities.
- To produce the required statistics for the formulation of property performance indicators and bench marking statistics.
- To work with other Team Managers to ensure a co-ordinated approach to strategic development and regeneration projects where these involve Council assets directly or indirectly

- To work in collaboration across the organisation to bring forward any development opportunities arising that may deliver regeneration benefits and to agree an in-house resourcing strategy.
- To lead and co-ordinate the day-to-day management of assets and develop a strategy for ongoing asset management to optimise revenue including the implementation of rent reviews
- Ensure compliance with statutory and regulatory requirements.

The Strategic Assets Manager meets on a regular basis with key staff including representatives from Operational Assets & Contracts; Planning Policy; Development Control; and Car Parks to review progress in relation to strategic and operational asset issues.

Staff are to work in a co-ordinated manner across the authority to implement the AMP and maximise opportunities for acquisitions or disposals of assets. Where appropriate, matters are to be referred to CAMG and Cabinet.

The Corporate Asset Management Group (CAMG)

Note: the role and purpose of CAMG is currently being reconsidered - please see the Cabinet Report dated 23rd May 2016 entitled "Asset Management Plan"

CAMG is responsible for the strategic management of the Council's assets and the implementation of the Asset Management Plan (AMP).

CAMG comprises:

- *The Portfolio Holder for Services and Corporate Finance*
- *The Portfolio Holder for Services*
- *The Portfolio Holder for Transformation*
- *The Portfolio Holder for Economic Development*
- *The Deputy Leader*
- *Two representatives from the Liberal Democrat group*

These Members are supported by the Corporate Manager Governance, Assets and Public Spaces, and the Managers for Strategic Assets, and Operational Assets and Contracts. Other Members and Officers are invited to attend meetings as and when appropriate to deal with specific issues.

CAMG is authorised to take decisions relating to the following matters provided that the decision does not depart from the Council's Constitution or materially from any Council Policy. CAMG's remit is principally to deliver maximum commercial returns from all the Council's property assets, though it

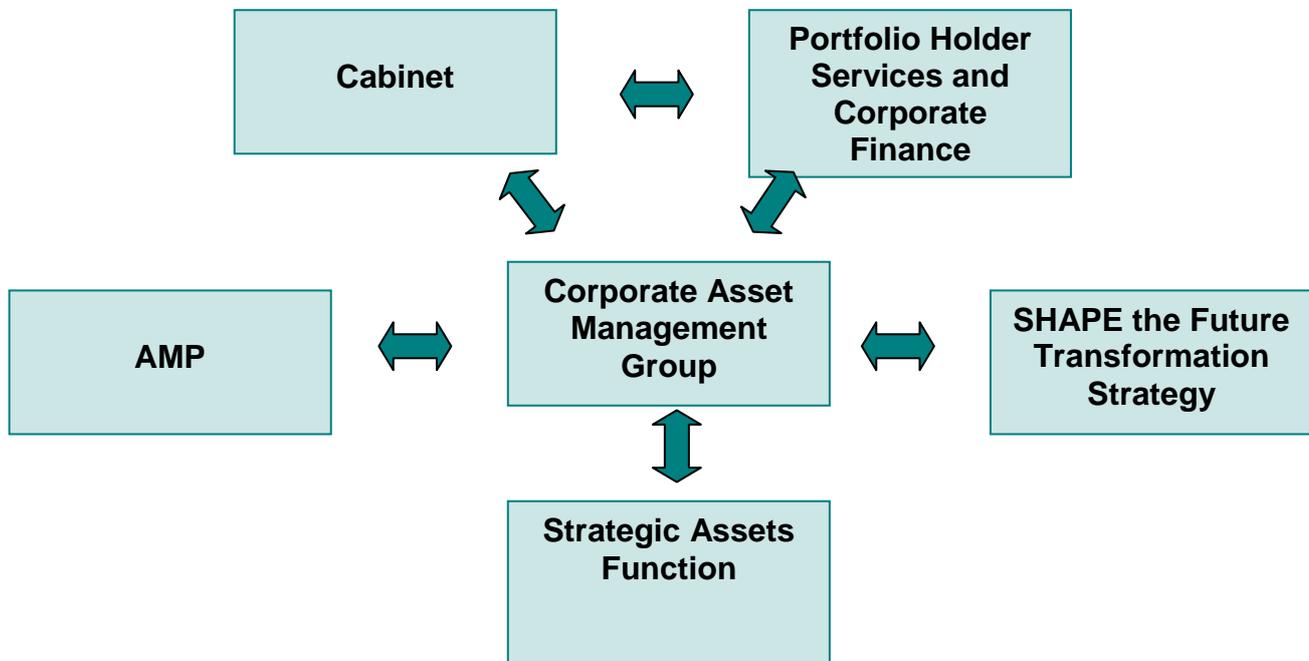
should also promote efficient use of assets and the community benefits that are deliverable from them.

- 1. Whether to enter into negotiations for the disposal or acquisition of property (freehold, leasehold (including lease renewals and re-gearings), and licences), including Asset Transfers to community, partner, or stakeholder groups, and adoptions under S.106 agreements.*
- 2. Authorising the terms upon which property transactions may be completed, including price / rent, and use, ensuring compliance with AMP policies and priorities.*
- 3. Authorising the acquisition or disposal of third party rights over property, e.g. rights of way, or rights to lay services.*
- 4. Setting and updating strategies for the enhancement and protection of property values, whether for individual properties or portfolios.*
- 5. Ratifying the outcome of rent reviews, which will be negotiated according to lease conditions.*
- 6. Specifying acceptable uses for property assets which deliver and enhance efficiencies and community benefit.*
- 7. Setting and updating Policies and Processes appropriate to the Council's property interests.*
- 8. Determining Nominations for assets to be included in the List of Assets of Community Value, subject to a hearing procedure to be agreed by CAMG in consultation with the Leader and Shadow Leader.*
- 9. Deciding on the continuing liabilities that should be accepted on property holdings, e.g. grounds maintenance.*
- 10. Resolving disputes arising from property ownership, including ongoing lease obligations (as landlord or tenant), and authorising enforcement action where appropriate.*
- 11. Considering tenants' applications to change use, make alterations, or assign/ sublet etc.*

CAMG will have authority to agree rents up to a value of £25,000 pa, or sale/purchase prices up to a value of £100,000. Any potentially contentious matters below those limits may be referred to Cabinet for approval at CAMG's request. All matters above those limits will be referred to Cabinet for approval, though CAMG may provide prior recommendations if appropriate.

□

The diagram below illustrates the organisational framework for strategic asset management in the Council.



Asset Management Function

The Council’s practice is that property is held, managed and maintained centrally.

The Council’s Property Portfolio

The properties owned by the Council are defined as:

1. Operational properties – occupied by the Council for its administrative functions or for the delivery of public services.
2. Non-operational properties – land and property owned by the Council for the purposes of improvement of the district and/or the proper planning of the area. This may include investment properties comprising primarily land and property where lettings have been secured on commercial terms to provide an income.

The operational properties include the civic site, car parks, and the leisure centres and swimming pools which are leased to Fusion Lifestyle.

The majority of the operational properties comprise car parks which provide revenue to the Council. Protection and enhancement of this revenue is one of the objectives of the AMP.

Transformational Challenges

A major plank of the Government's investment strategy for the UK is its commitment to release the value of public sector assets, specifically land and property. The One Public Estate programme encourages public sector bodies to work together to develop a joined up approach to managing their land and property, with the objectives of:-

- delivering more integrated and customer-focused services
- creating economic growth
- generate capital receipts through the release of land and property
- reducing running costs

An example of this is the project to create a centralised "blue light" facility in the western part of the district

The council is also prepared to consider, where appropriate, requests for the transfer of assets to parish councils or properly constituted community groups if it can be shown that this would facilitate the improvement of assets or facilities for local benefit. CAMG will deal with applications for community transfer and the related policy is at Appendix 2 to the AMP.

The AMP, including the Disposals and Acquisitions Strategy at Appendix 1, sets out the protocols for any potential transfer.

Following a review of the key strategic assets that has been undertaken to inform the AMP, various actions relating to property interests have been identified including some opportunities for disposals and development. This will lead to the Council pro-actively bringing forward some properties on an individual basis for disposal, in accordance with the Disposals and Acquisitions Strategy at Appendix 1.

DATA MANAGEMENT

Data and Information Systems

The Council recognises that maintaining adequate property information is key to successful asset management. Data collection is essential in ensuring that there is an up to date inventory of the Council's assets. Pertinent information must be available from which to make decisions and set strategies for the use or deployment of properties, whether individually or in portfolios; about capital and revenue expenditure in relation to repairs and maintenance; and overall asset and property management. The Council uses a variety of sources of data relating to its diverse portfolio and these will be brought together to provide a complete register of assets in AIMS (Assets Information Management System).

AIMS is used for day-to-day operational management and for longer term strategic planning purposes. It is the core data system that sets out the Council's entire property portfolio. It is updated on an ongoing basis to present an accurate summary of the Council's land and property holdings. Critical dates such as lease expiries and rent reviews will be highlighted within the register.

AIMS includes for each property its identity, a UPRN (unique property reference number), a valuation, an allowance for depreciation and remaining life. In addition, the Council has the following systems in use:

- Local Land and Property Gazetteer
- Map Info Professional
- iShare
- The Corporate Geographical Information System (GIS).

The responsibility for updating and maintaining AIMS sits with the Strategic Assets Manager who will ensure that the accuracy and validity of the Council's property data is checked annually by reconciling the information held in the Council's property and financial systems. The Council's BIS Team is responsible for supporting and maintaining these systems.

PERFORMANCE MANAGEMENT & MONITORING

The Council has an established corporate performance management framework, which ensures the Council's objectives are subject to an ongoing performance management and monitoring process. The AMP will assist the Council in pursuing these objectives by creating a corporate process for optimising the contribution that Council assets make to delivering quality services to the community.

CAMG will appraise these outcomes and other local performance indicators may evolve: for example rent received in comparison to budget; rent review notices served where appropriate; and, delivery of planned maintenance against programme.

In addition the progress and performance of the AMP is to be monitored in a number of ways. The Strategic Assets Manager will co-ordinate this monitoring:

- CAMG is to review progress of key action points at least quarterly.
- The AMP to be reviewed by the CAMG on an annual basis, reporting to Cabinet as necessary by way of update.
- An update report is to be made to the corporate management team as required.
- Occasional reports will be made to members in respect of specific action areas.

Best Value Reviews

The guidelines for Best Value Reviews include a requirement to assess the extent to which land and property holdings can be used to improve service delivery.

The Strategic Assets Manager will record the annual review of the property portfolio against corporate policies, the Corporate Plan and relevant service plans, as part of the Operational Planning process.

The Strategic Assets Manager will coordinate the results of any relevant consultations into the AMP to ensure it will contribute to strategy revisions and policies, for example, the transformation strategy and a strategic review of council-owned town centre car parks.

AMP DEVELOPMENT AND IMPLEMENTATION

Relationship to Corporate and Financial Objectives

The Council has several corporate programmes that are directly related to property and asset management. The AMP will inform the Capital Strategy including expenditure that needs to be programmed in respect of capital investment in new projects and repairs and maintenance.

The Capital Strategy 2016/2020 details the Council's approach to capital expenditure and describes how the deployment of capital resources will contribute to the Council's aims and objectives. The Capital Programme shows how the Council is planning to spend capital resource and details the individual projects. The responsibility for monitoring and developing the capital programme is assigned to the Corporate Management Team. Members are actively involved in this Group. The Capital Programme will be reviewed and informed by the AMP.

Option Appraisal/ Project Appraisal

The methodology for the allocation of resources; the process for approval of capital schemes; and the monitoring and the evaluation of capital schemes is detailed in the Capital Strategy 2016/2020.

Ongoing Asset Management

In order to enhance the performance of the properties and improve revenue from the existing portfolio, information is to be centralised and collated and made available to relevant staff and the Strategic Assets Manager to identify the following:

- Dates of leases and parties to the leases
- Details of all lease expiry dates including whether occupiers have Landlord and Tenant Act (1954) rights of security of tenure or whether such rights are excluded
- Details of where tenants are holding over where leases have expired
- Details of all rent review dates for monitoring and implementation
- Covenants affecting properties (where known)

In addition a strategy is to be considered in respect of limiting the ability of adjoining owners to obtain permanent rights of access over Council land through adverse possession and prescriptive rights, for example by adjoining owners creating driveways and gated access ways on to their private land from Council-owned land without permission.

Review of Land and Property Holdings

Building upon work already delivered an audit of strategic Council land assets was completed in 2015 by the Strategic Assets Team to inform the AMP and develop a comprehensive asset register taking into account the Council's strategic objectives. This includes grouping of the assets as follows:

- Development portfolio – identifying properties for redevelopment i.e. where potential value exceeds existing use value.
- Disposals portfolio – surplus land and buildings, either for immediate sale or retention in the short term to enable a greater value to be realised at a later date.
- Community assets – includes cemeteries, chapels, amenity, land etc.
- Retained assets – ongoing pro-active management to mitigate risk, maximise revenue and minimise cost.

The property audit has highlighted key properties within the asset register and identified priority actions relating to these, which is summarised in the confidential appendix to this AMP. This includes potential disposals together with asset management issues needing to be addressed on an individual property basis. Properties failing to meet Council objectives have options identified as to a suggested future strategy.

Potential acquisitions to enhance the Council's portfolio and provide investment income have also been identified and separately detailed.

Disposal and Acquisitions Strategy

The Council's strategy in respect of the disposal and acquisition of assets is set out at Appendix 1. This provides the Council's internal guidance and sets out required policies and procedures.

The key drivers of this strategy are:

- Maintain and improve efficiency.
- Obtain Best Consideration to maximise capital receipts.
- Clearly defining surplus and underused property and asset rationalisation allowing the disposal of assets that no longer have a valid use and are not cost effective.
- Establishing protocols relating to responses to approaches from interested parties, including unsolicited approaches, potentially leading to future disposals
- Identification of potential development and disposal opportunities that may deliver wider regeneration benefits or windfall capital receipts or revenue. This may include working in partnership with a developer partner.
- Pro-active disposal of small landholdings that may be a maintenance liability

- Establishing protocols where the Council may own land that has a strategic “ransom” position including restrictive covenants

The Council will not retain vacant property in the portfolio without proper justification. The Strategic Assets Manager will regularly review the Council’s portfolio of land and challenge the justification for the retention of any land and property assets.

ONGOING REVIEW OF LAND AND PROPERTY REQUIREMENTS

Asset Transfer to parish councils, community groups, or Third Sector organisations

Asset transfer is one of the potential mechanisms to increase the capacity of public and community sector organisations within local communities. The Council recognises third sector as non-governmental organisations that are value driven which principally revises their surpluses to further social, environmental or cultural objectives. It includes voluntary and community organisations, charities, social enterprises, cooperatives and mutuals. The transfer of an asset either on a freehold leasehold, lease or license basis can provide significant benefits to both community organisations and for the Council.

The potential benefits of asset transfer to parish councils, community groups or Third Sector organisations include helping to:

- Create stronger communities.
- Generate income.
- Develop confidence.
- Promote a move towards financial stability.

The potential benefits for the Council include:

- Strengthening community actions.
- Delivery of social, economic and environmental benefits.
- Providing opportunities for long term working between sectors.
- Helping to progress area and neighbourhood working priorities.
- Creating the opportunity for investment in an asset that may not be possible within Council ownership.
- Reducing ongoing liabilities
- Open access to other funding opportunities

In considering the transfer of assets to parish councils, community groups, or Third Sector organisations, the Council will be guided by the policy which is at Appendix 2.

Repairs and Maintenance Programme

The Cannards Grave site is no longer the office base for Mendip District Council alone but, under the name of Shape Mendip Hub, is host to a range of

partner agencies including various County Council services and the Police who rent office space from MDC. This development followed a substantial refurbishment of office space on the site including a brand new council chamber and office space, on the site of the old council chamber.

In 2012 Facilities Management (FM) at the Shape Mendip hub was contracted out for a period of 10 years with the option of a 5 year extension to The Landscape Group, who also deliver customer facing services such as grounds maintenance and street cleansing. The FM team provide caretaking and security services in the offices including the space let to partners in the Hub. They also provide a responsive maintenance service and are responsible for the development of a comprehensive planned maintenance programme for the duration of their contract.

Where buildings require considerable and disproportionate capital expenditure in relation to their use and benefit, their future retention will be considered under the Disposals and Acquisitions Strategy (Appendix 1).

Where legal arrangements such as leases are to be entered into, these will clearly set out the responsibilities of the tenant / occupier in terms of maintenance and repairing obligations.

Legislative and Regulatory Requirements

The Council has in place a number of policies in respect of the following:

- Health and Safety Policy – the Council’s overarching statement of general policy recognises and accepts its responsibility to provide and maintain a safe and healthy working environment in accordance with the values of the corporate plan. This includes providing safe and healthy working conditions, safe plant and equipment; and adequately controlling the health and safety risks arising from work activities to prevent accidents and cases of work related ill-health to employees, Elected Members, contractors, service users, members of the public and anyone else who could be affected by its activities

- Electricity at Work Policy – the Council has a policy based on the Electricity at Work Regulations 1989 whereby a duty of care is owed to every employee to provide a safe working environment and assess the risks from the hazard of electrical systems, electrical equipment and conductors. This includes policies relating to live working, small appliances and cabling and sockets. It sets out the responsibilities of the Group Managers, the Corporate Health and Safety Advisor, the Facilities Management and employees.

- Asbestos Policy – this relates to the Control of Asbestos Regulations 2012. The purpose of the policy and associated guidance is to provide a means of assessing the hazards which arise from the presence of asbestos in order to reduce the risk of injury to employees and others. It sets out the responsibilities of the Group Managers, the Corporate Health and Safety Advisor and the Facilities Management.

- Legionella Control Policy – the policy is for the Council to take suitable steps to identify and assess sources of risk, in accordance with guidance note L8, to implement and manage a scheme for controlling the risk, keep records and ensure that any control work is carried out effectively. It sets out the responsibilities of the Group Managers, Contract Client Managers, the Corporate Health and Safety Advisor and Facilities Management

FUTURE ACTIONS AND DELIVERY PRIORITIES

The priorities for the Strategic Assets Team are reviewed annually as part of the council's Business and Operational Planning processes, and its current key activities are:-

1. To prepare fully assessed Business Cases for all property opportunities arising as a result of the AMP, and those which are viable to pursue will be referred to CAMG / cabinet in due course.
2. To review and confirm the future role of CAMG.

Ongoing initiatives will include:

- A review of how the Council holds, manages and maintains assets, including the resources and responsibilities of the asset management function.
- Reviewing the Council's constitution to ensure the AMP is properly reflected.
- Preparation of a Disposals Programme.
- Improved data collection systems to lead to a more transparent and better understanding of the Council's assets.
- Reviewing all existing leases with a view to improving or restructuring existing arrangements.
- Completion of the valuation review of key properties within the portfolio.
- Support the wider community and in particular parish and town Councils in relation to the future use of certain assets, for example open space and amenity assets.
- Implementing asset rationalisation that may create opportunities to obtain capital receipts, promote regeneration and achieve town planning objectives.
- Putting in place any necessary controls and support mechanisms to ensure that the property portfolio is compliant with legislative and other regulatory requirements.