



Property
Asset
Management
Strategy
2020-2025

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■ Cover photo: Bridge Mills, Kendal.



■ Cumbria House reception, Carlisle.

Policy

Introduction

Local Authorities across the UK hold large property portfolios (assets made up of buildings and land) which have been acquired, gifted or inherited over many years.

Cumbria is no different. The Council owns or operates a total of 758 assets that it either owns or operates from with a current book value of c. £530m (excluding infrastructure assets and vehicles, plant, furniture and equipment), a total building floor area of 811,405m², of this 613,059m² or 75% of our total floor area is used by schools.

To provide some context, our Corporate Estate of 238 buildings has a combined floor area equivalent to Wembley Stadium.

The school estate would extend to approximately six Shard buildings and demonstrates the scale of our education portfolio.

A key element of achieving our goals is how we use all our resources, and this includes our land and buildings. To support this, the Council has adopted a new Asset Management Framework which comprises three separate elements as follows:

- An Asset Management Policy (this part of the document).
- An Asset Management Strategy.
- An Asset Management Working Action Plan.

The Asset Management Framework is a suite of living documents, for convenience, divided into three parts - not all parts will need to be updated at the same time for it to remain fresh. Accordingly, readers are advised to ensure that they have the most up to date versions and the parts are always read together to ensure that the correct context is understood.

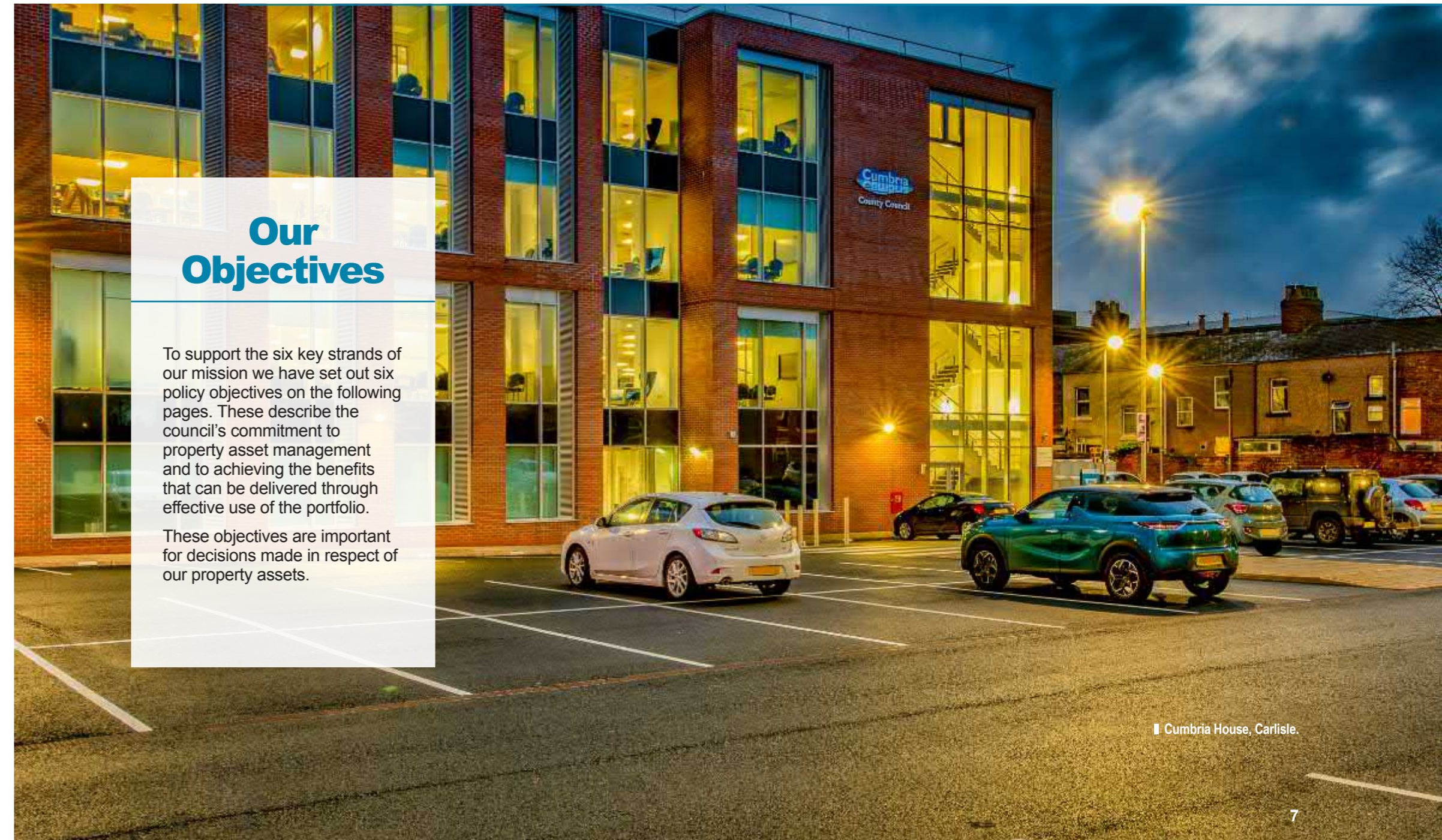
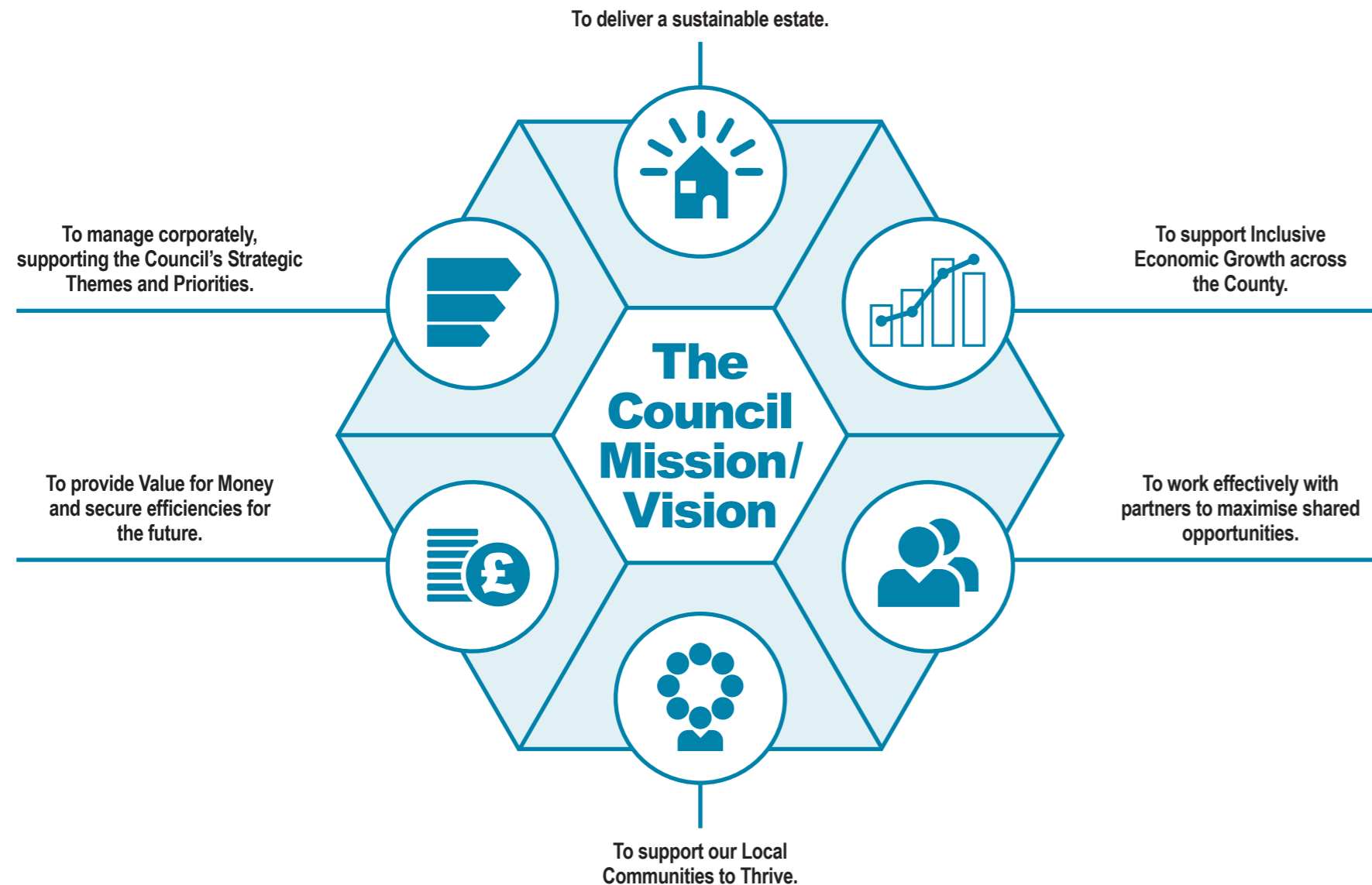
The benefit of adopting such a structure is that, many areas relating to our approach to asset management are likely to remain constant for several years (such as our Property Asset Management Policy). In addition, the strategy is unlikely to change frequently but is likely to have a shorter life than our overall land and property policy objectives.

Supporting these two documents is a Working Action Plan, this is a 'living document' and will be used and adapted in order to manage our asset management programmes of work on a regular basis.

Asset Management Policy

This Property Asset Management Policy establishes some clear principles by which we will manage our land and buildings. It will remain in place for the next five years but will be reviewed annually to ensure it is still relevant to what we are trying to achieve.

1	To partner with services in order to plan and manage property as a corporate resource to deliver the Council's outcomes.	4	To ensure our current property and future estate is as sustainable as possible in design, construction, operation and final disposal.
2	To provide the right property, fit for purpose, in the right place, to meet current customer and service needs and plan for the future.	5	To use land and buildings to stimulate development and growth together with supporting local community needs and encouraging new business to the area.
3	To manage and maintain property effectively and efficiently, together with optimising financial return and commercial opportunities.	6	To promote joint working where it will provide benefit for service delivery and in securing efficiencies.



Actions and Behaviours

In developing these objectives there are certain actions and behaviours that we need to adopt relating to our land and buildings. These are set out under each objective, but not in any particular order of priority. It is also accepted that there will be occasions where some of these elements may appear to be in conflict. The key challenge for the council is ensuring that we maintain an appropriate balance between all of these elements as decisions around land and buildings are made.

1 To partner with services in order to plan and manage property as a corporate resource to deliver the Council's outcomes.

- Clear corporate decision making and challenge on all property matters.
- Property budgets managed corporately to prioritise key investment needs.
- Property is integrated with other resources.
- Achieving an effective balance between corporate and service priorities.
- Ensuring that property information is accurate, current and comprehensive.
- Capital Projects are managed efficiently and effectively and prioritised to support the Council's Strategic outcomes.
- To coordinate planning for property need in the future.

2 To provide the right property, fit for purpose, in the right place, to meet current customer and service needs and plan for the future.

- Adopting an area based approach to planning our service delivery and community shaping.
- Ensuring property is suitable and sufficient for service delivery.
- Ensuring property is flexible and is planned to respond to future need.

- Ensuring property is secure, safe to use and fulfilling statutory requirements.
- Making our property accessible to all our customers.
- Working with services to understand their longer term requirements in order to plan for the future.
- Working with communities to optimise the use of assets where beneficial.

3 To manage and maintain property effectively and efficiently, together with optimising financial return and commercial opportunities.

- Ensuring property is suitably managed and maintained within budget constraints.
- Challenging the use of assets including disposal where appropriate.
- Challenging the cost of property activities to drive performance improvement.
- Optimises financial return and commercial opportunities balanced against social objectives.

4 To ensure our current property and future estate is as sustainable as possible in design, construction, operation and final disposal.

- Having flexibility in our buildings to facilitate change of working practices in the future.
- Using whole life consideration in our business case developments for construction projects reducing energy and water consumption and CO2 omissions.
- Using renewable energy where appropriate.
- Minimising waste.
- Seeking efficiencies in occupancy and utilisation and introducing new ways of working.

5 To use land and buildings to stimulate development and growth together with supporting local community needs and encouraging new business to the area.

- Using assets to stimulate and support regeneration and inward investment.
- Using investment for income generation and to create local employment and training opportunities.
- Managing the commercial portfolio effectively balancing regeneration needs, job creation and income generation.
- Identifying potential sites which could be brought forward for housing and/or employment development.

6 To promote joint working where it will provide benefit for service delivery and in securing efficiencies.

- Locality based hubs.
- Working with other agencies to promote co-location and joint service delivery.
- Working to support the integration of health and social care.
- Supporting the one public estate programme.
- Working with Anchor Institutions.
- Supporting District Councils on Local Plans.
- Working with the Local Enterprise Partnership (CLEP).
- Working with the Borderlands partnership.
- Supporting 'Town Deal' investment plans.

Corporate Estates Team: an Enabling Service

In order to deliver against the Policy Aims and Objectives it is acknowledged that the correct culture, systems and processes, resources and skills must be adopted and embedded.

In addition to the Council's own 'Behaviours', the service will build upon its success to date, adopting a number of enabling team specific values to provide a framework to ensure our services/ customers deliver the Council's Priorities.

1

Our Customer Success - is our success
The success of all our Council's services is essential to our own success. We aim to add value and exceed expectations with every interaction. We will celebrate and promote our success.

2

Always be Growing
What we are capable of as individuals is important. We will invest in employee's growth and in turn the Council's growth. Our service will enable other services grow and be successful.

3

Get Things Done
We thrive in a high-achieving and enabling environment where we challenge ourselves, and support each other to deliver a high quality service within the available resources. We value the need to balance this drive with the need to support each other and take time off and live full lives outside of work, in order to remain a high performing service.

4

Enterprising & Commercial
We are well placed to enable enterprise, innovation and commercial activity that supports the generation of income and efficiency. In doing so, we will support priority services and foster new ways of working. We will lead and enable where required.



Strategy

Penrith Fire Station.

Introduction

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■ Edward I Scheduled Ancient Monument, Brugh-by-Sands.

Asset Management Strategy

This Asset Management Strategy provides an overview of our land and property estate, together with our main priorities for managing and developing that estate over the next five years.

The Strategy will be reviewed and amended within five years to ensure our estate fully supports the Council's overarching vision:

...a Council that works with residents, businesses, communities and other organisations to deliver the best services possible within the available resources...

by contributing to the key corporate objectives and aligning our estate to facilitate change, with the following key objectives:

<p>1 To partner with services in order to plan and manage property as a corporate resource to deliver the Council's outcomes.</p>	<p>4 To ensure our current property and future estate is as sustainable as possible in design, construction, operation and final disposal.</p>
<p>2 To provide the right property, fit for purpose, in the right place, to meet current customer and service needs and plan for the future.</p>	<p>5 To use land and buildings to stimulate development and growth together with supporting local community needs and encouraging new business to the area.</p>
<p>3 To manage and maintain property effectively and efficiently, together with optimising financial return and commercial opportunities.</p>	<p>6 To promote joint working where it will provide benefit for service delivery and in securing efficiencies.</p>



Workington Transport Hub.

Our Land and Buildings

The council's property portfolio extends to over 758 separately listed land and building assets, with a current total book value of over £530 million (as at 31st March 2020).

This is the amount that is included within the authority's accounts and, whilst this is not necessarily the exact amount that we would receive if we sold all of our assets, demonstrates what a considerable resource our land and buildings are, and why they need to be carefully managed.

Without careful management, there is potential to waste money by keeping buildings that are not fit for use or unnecessary. Equally, all assets have a value and if they are no longer required we might be able to sell them to unlock that value and use or invest the money elsewhere.

As the way we deliver services change, our assets will also need to change to support the council as it moves forward. We may need to invest in new assets to ensure we provide services fit for the future and to maximise benefit to the people of Cumbria.

In support of maximising value for money, in relation to the maintenance and day-to-day running of our buildings, contributory processes are embedded within our Corporate Landlord function. These processes ensure that capital works are prioritised appropriately, based on evidence from building condition surveys, and in alignment with operational priorities of those services in occupation.

Additionally, the Asset Challenge process ensures that the future of those buildings not providing best value are reviewed appropriately before financial decisions are made on them. The governance structure provides further assurance that money is spent in the right places and on the right buildings.

There is a wide range of assets within our current portfolio. It comprises offices, day centres, elderly people homes, car parks, depots, schools, assets leased to community organisations and even some used to generate a commercial income. The reasons for holding these assets will vary and, as a result, we may need to measure their performance in different ways. Performance of each asset must therefore be linked to the strategic purpose for holding it. The tables on the following pages provide an overview of our portfolio and its contribution to the sustainability of the council.

Assets deliver a mixture of front line services, indirect service provision, and in supporting local communities. We don't just own assets for the sake of it, they need to have a purpose and we constantly need to be challenging this.

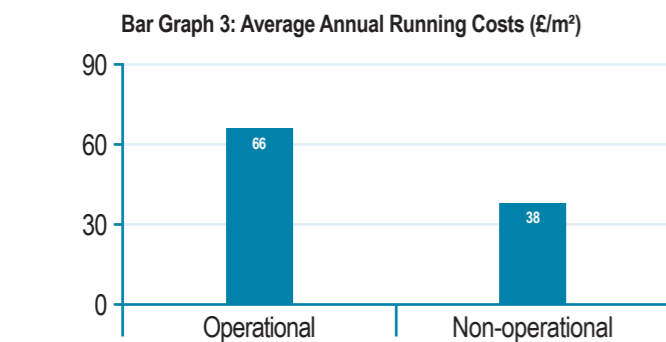
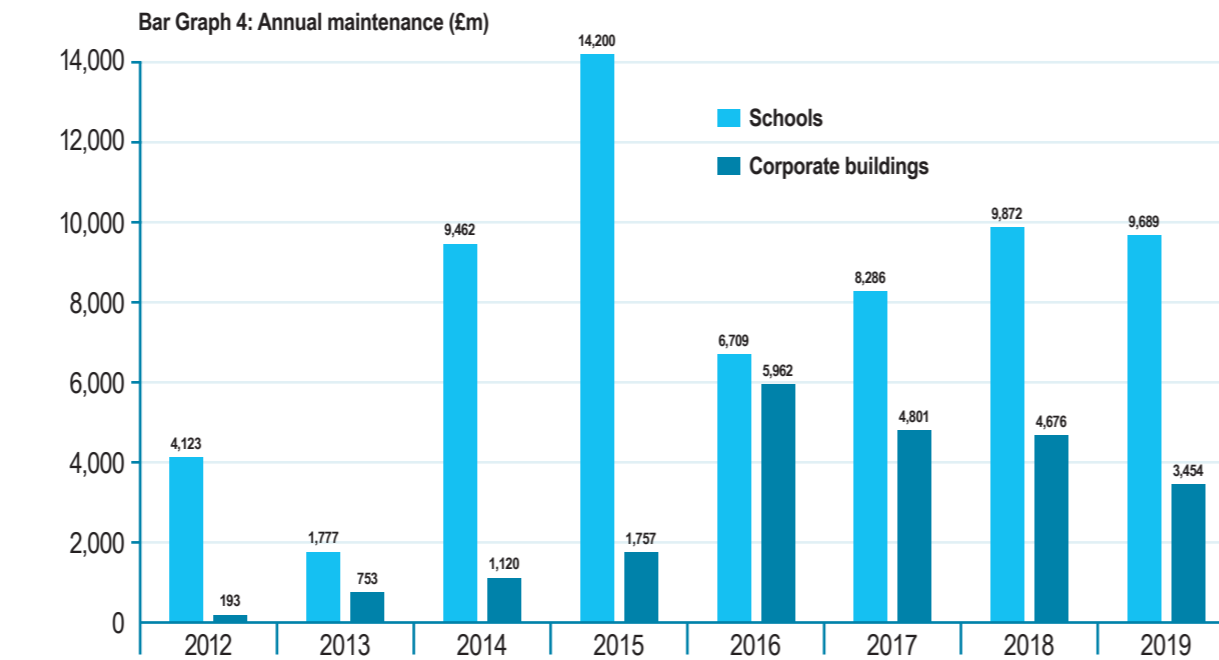
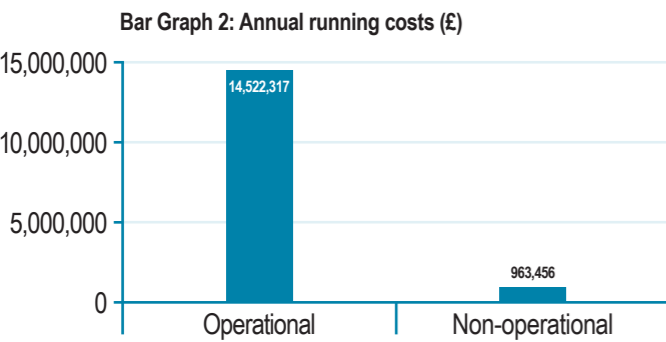
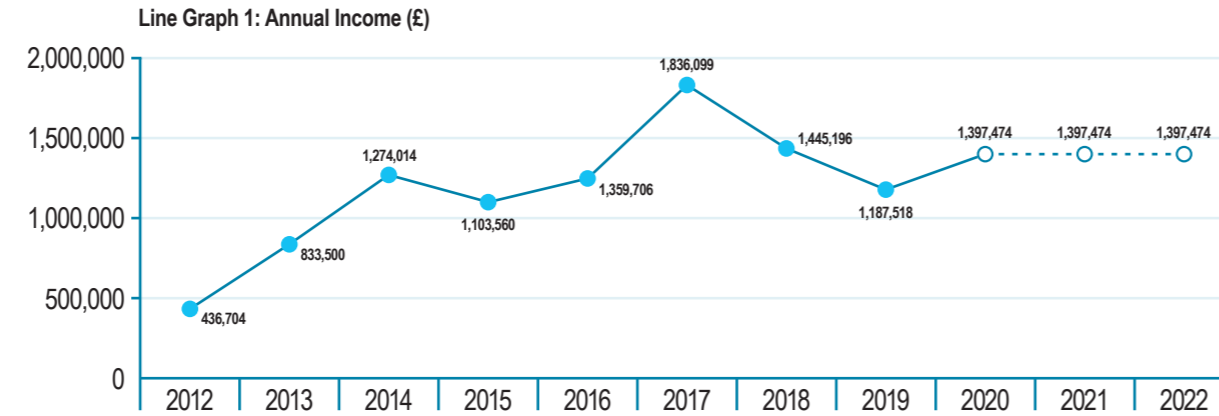
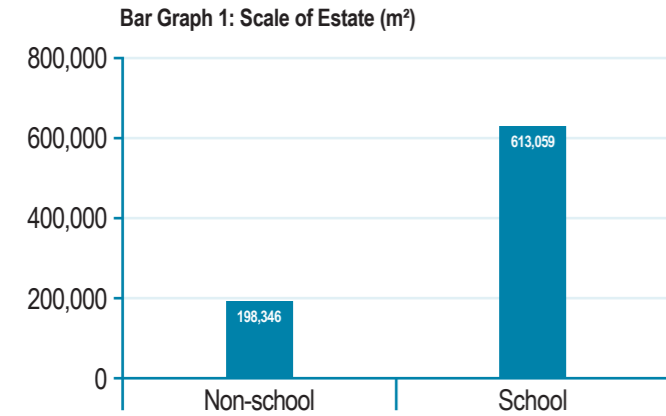
Some assets are legacies from donations, local government reorganisation or previous acquisitions. Our Asset Challenge process means that we are reviewing each asset on a rolling programme to ensure we only keep the buildings we need in the future. This process explores the utilisation of assets, along with analysis of running and maintenance costs, and geographical location.

The outcome of this process will identify asset rationalisation and disposal opportunities to support our Medium Term Financial Plan.

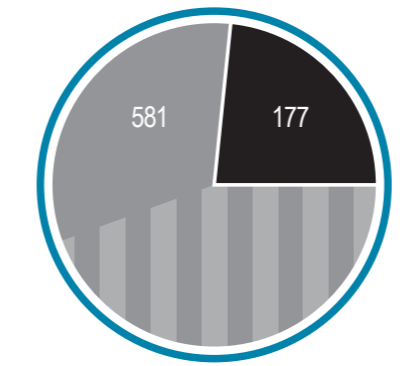
Table 1: Operational and Non-Operational Assets

Operational		Non-Operational	
Archives & Local Studies	3	Community Asset Transfer	5
Children's (Children's Centres)	25	Enterprise & Commercial (Income)	11
Children's (Children's Homes)	5	Enterprise & Commercial (Land: Grazing)	21
Children's (Other)	10	Enterprise & Commercial (Land: Income)	13
Fire & Rescue (PFI)	5	Heritage Assets	2
Fire & Rescue (Retained)	33	Land (Community Asset Transfer)	3
Group Homes (Leased Out)	10	Land (Ground Lease)	8
Health & Social Care (Day Centres & Care Homes)	44	Land (Landfill)	12
Health & Social Care (Other)	13	Land (Leased Out)	7
Highways, Transport & Fleet	23	Land (Other)	18
Household Waste Recycling Centres	14	Land (Surplus)	38
Libraries	38	Land (Surplus: Held For Sale)	5
Offices	9	Surplus	19
Port	1	Surplus (Held For Sale)	1
Public Health	2	Other Assets	14
Records Management	3		
Schools (Land)	10	Total	177
Schools (Maintained)	181		
Schools (Non-Maintained)	152		
Total*	581		

*238 Corporate Assets (Non School)



Pie Chart 1: Portfolio Composition



Total site area in (hectares)

1,495ha
or
14.95km²

This equates to the entire surface area of Lake Windermere.

- Non-Operational
- Operational (shaded area shows proportion of schools (58%))

Our Funding

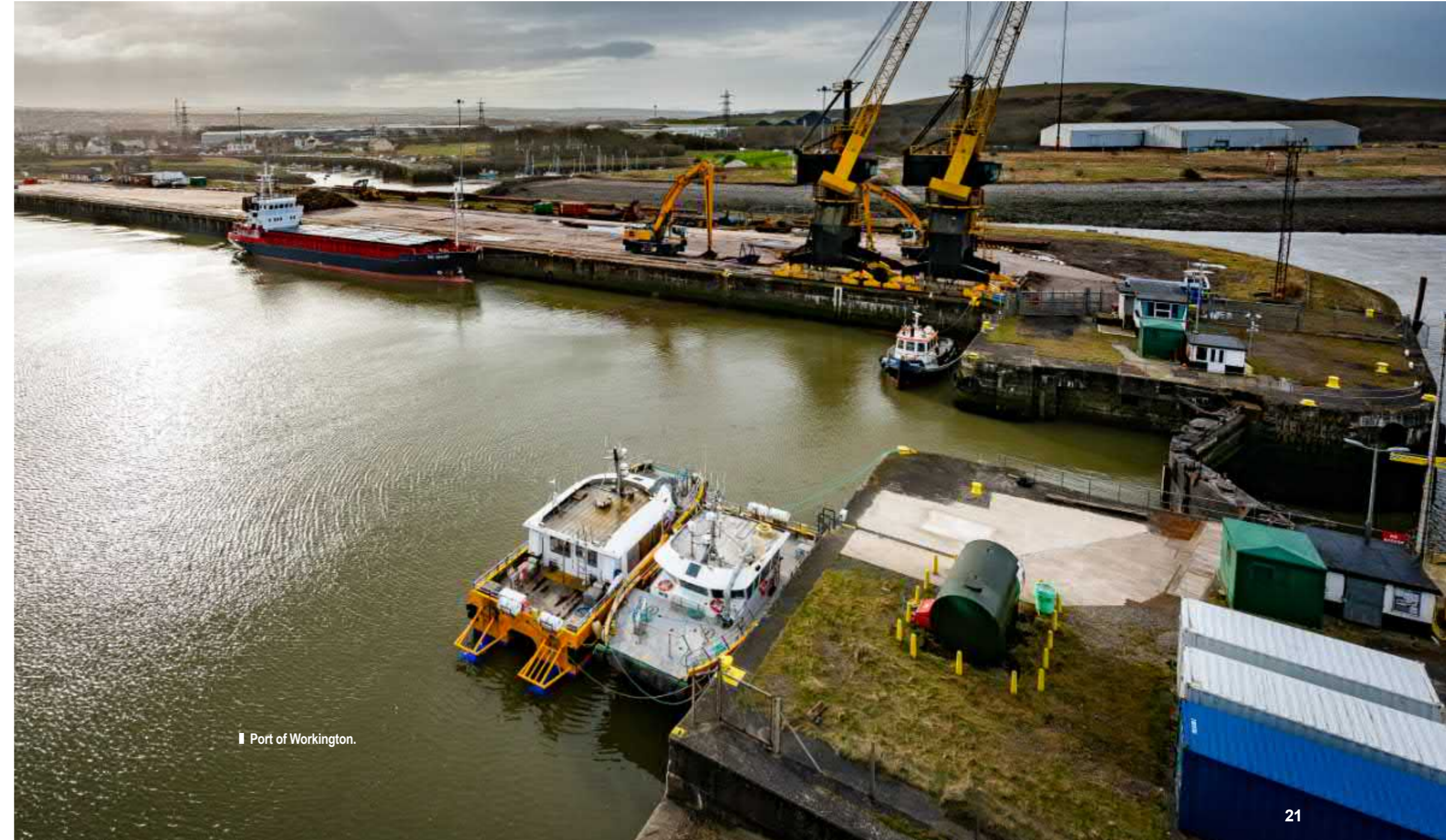
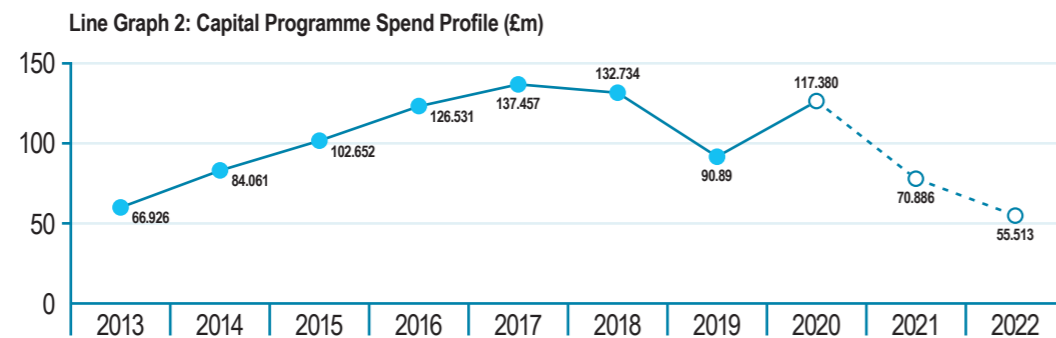
Cumbria County Council, like many other councils has experienced significant funding reductions and we need to make careful choices when we prioritise the money we spend.

This is especially true in relation to property, with a property related gross revenue budget of £18.201m (2020/21), and we need to ensure that every pound we spend is done so in the right way. In addition, there is a capital budget of £12.795m (2020/21) for Corporate and Schools buildings maintenance.

The Council has challenges relating to the age, condition and suitability of its portfolio, notably within its large school estate with a £54.000m backlog maintenance figure and the corporate estate with a similarly large figure of £41.000m.

Despite these financial challenges, the council is committed to supporting the County's economic growth and encouraging job creation and investment through its capital programme. New building development plays an important part in this and it is important to note that the council's capital investment attracts further inward investment.

This helps the local economy to grow and thrive so that every pound invested by the authority generates a local economic benefit well in excess of this initial investment. The Capital Programme has been the largest programme in recent times with approximately £740.000m invested in Cumbria for the period 2013/14-2019/20 - see spend profile below.



Port of Workington.

Reactive, Statutory and Planned Maintenance/ Servicing (Hard Facilities Management)

To ensure that the asset portfolio is compliant with statutory requirements, regular inspection and review of property is completed. The reason for this is that the council has a duty to manage the risk and assess the impact of statutory regulations on its assets in relation to Asbestos, Accessibility, Fixed Wiring and Legionella, as well as Fire Regulation compliance and other health and safety requirements.

The Building Compliance Team with responsibility for hard facilities management deals with 7000+ individual items annually and has recently taken steps to renew its Measured Term Contract to provide enhanced levels of quality, contract management, cost assurance and timeliness to deliver a service that supports the organisation and wider services.

The Measured Term Contract provides for a lead contractor with significant support from local contractors, delivering complex and niche service requirements across the Cumbria portfolio.

Facilities Management

Facilities Management and Directorate Support was incorporated within the wider Commercial Investment and Property Team in 2019/20.

The Corporate Landlord Service (Soft Facilities Management), typically undertaking the functions of capital and revenue monitoring, utilities management, grounds maintenance, confidential waste disposal and wider building based support will be merged in 2020 to develop a comprehensive building based management service in our main Corporate Buildings.

Additionally, this area will work collaboratively with the Building Compliance Team to deliver a wider support service to allow effective building management throughout our estate. Both teams will act as a point of first contact and resolution for all our buildings, offering direct support and guidance.

The Property Budget ensures that council property continues to be fit for purpose and meets current and future service needs. It is vital that the council's assets are working hard and contribute to the overall corporate and service objectives.

The management of the Property Budget is an ongoing activity for rationalisation, statutory maintenance and planned maintenance enhancement projects. Any improvements/enhancements must meet set criteria, aligned to the Chartered Institute of Public Finance and Accountancy (CIPFA) guidance of capitalisation of expenditure, extending the usable life of the asset and increasing the extent to which the asset can be used.

Estates & Investment

An advanced programme of commercial lease renewals and rent reviews will shortly be underway to maximise the income to the council from the commercial portfolio. In addition to maximising annual rental income, this also ensures that income is secured, by locking tenants into current leases at market level rent rates.

The council has a targeted disposal programme, to be delivered by 2022-2023, identified through asset rationalisation and the release of surplus assets. Disposal channels include sale on the open market, private treaty, auction, formal tender and community asset transfer.

The team has been very effective in releasing much needed capital to support investment in the period 2011/12-2019/20 with capital receipts of £38.200m achieved. This has been delivered through the disposal of surplus assets that no longer meet service need or contribute to the future running of the estate. Due to this success, the level of capital receipts achieved in the past is unlikely to be sustained and consequently the amount of capital generated from sales will reduce.

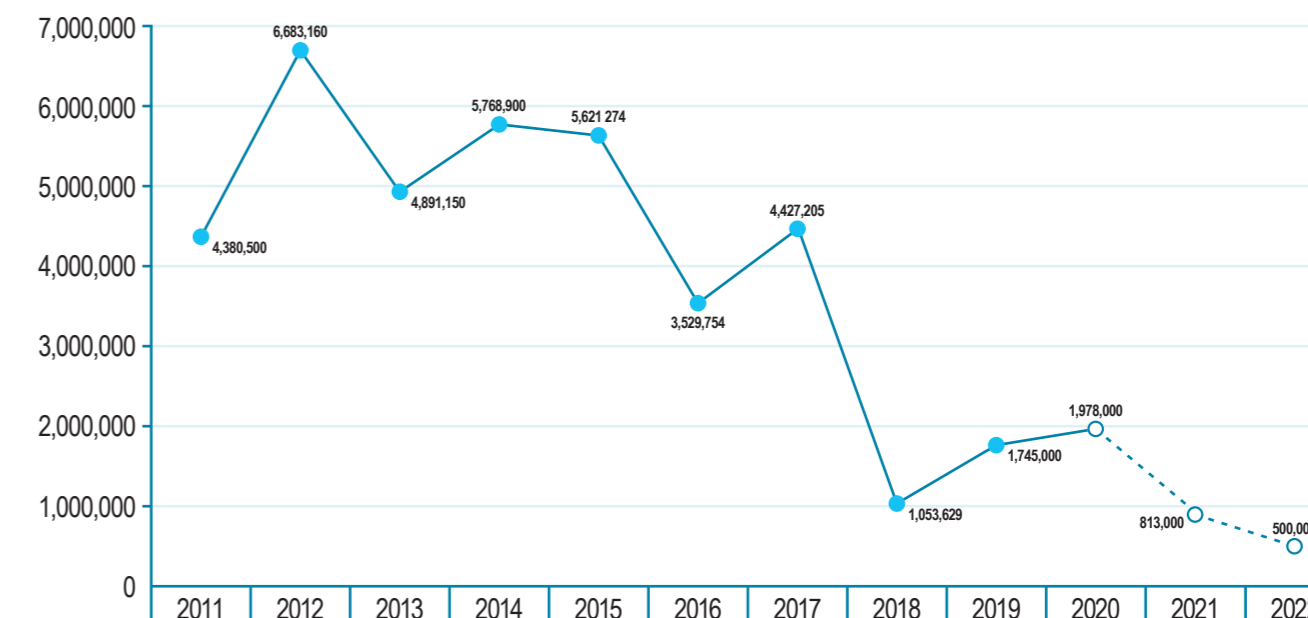
Commercial Development

The Corporate Estates Team are well placed to respond and support the Council's Enterprise Programme. We will be a Council that is enterprising and innovative, finding new ways to generate income to support priority services and exploring new ways of doing things. We will invest wisely on a commercial basis and take advantage of commercial opportunities where appropriate.

We will play a role in driving economic growth to help secure the future funding of public services through our role as an employer, a commissioner of services, and a provider of services.

Commercial Development will play a greater role in the delivery of income generation and efficiency, with the ability to support Economic Development and supplement wider service activity across the organisation leading to an enhanced return from our assets. Our activity will not be limited to our own buildings and land but will embrace opportunities within Cumbria that are supported by prudent and risk aware investment decisions.

Line Graph 3: Capital Receipts 2011-2022 (£)



Capital Programme

The Capital Programme has delivered unprecedented levels of investment over the period 2013/14 to 2019/20. Cumulatively, £740.000m has been spent across a broad range of programmes and projects. Traditionally the programme invested on average approximately £40.000m-£60.000m per annum to the period leading up to 2012/13.

The programme has typically consisted of a high volume of projects, with a range of complexity and meeting the needs of a diverse group of internal clients, internal and external stakeholders, annual maintenance programmes and one off programmes associated with major events such as the response to the damage created by Storm Desmond in 2015.

Looking forward, the type and scale of projects is changing as the Council brings forward a number of key transformation programmes, plays a greater role in place shaping and balances the day to day requirements associated with ongoing maintenance requirements.

The Capital Programme will be developed having regard to three main classifications - Major Projects, Modernisation and Transformation, and Maintenance Programmes.

Major Projects: The Council has seen considerable success leveraging major projects and programmes and this has been reflected more broadly throughout the County with districts accessing significant funding schemes from central government including:

- 1 The Borderlands Inclusive Growth Deal
- 2 Carlisle Southern Link Road
- 3 Future High Street Fund
- 4 Stronger Towns Funding

The Council will play key roles directly and indirectly as a strategic authority in scheme development and delivery which will require clear governance arrangements, contract management and risk management appropriate to projects/programmes of this scale.

Modernisation and Transformation Programme: The corporate transformation programmes are:

- 1 Thriving communities.
- 2 Promoting independence.
- 3 Enterprise.
- 4 Customer and digital.
- 5 Organisational development.

The programmes aim to:

- Offer a simple way to communicate the Council's transformation.
- Co-ordinate all our major change activity.
- Act as our engine room for developing and delivering organisational change.
- Interconnect and support each other (as programmes and at individual project level).

The programmes will not necessarily be for the same scale and or priority over time. They will include small scale change initiatives, more significant transformation, shall evolve and be reshaped periodically.

Maintenance Programme: During the strategy period a structured plan to address annual and backlog maintenance will be developed across our assets (including Highways). Any expenditure will aim to enhance lifecycle condition surveys, the process will start by developing intelligence and a new baseline.

The Council's limited resources will need to be prioritised in order to ensure optimal outcomes.



■ Greystoke Primary School.

Economic Development

Cumbria LEP is the strategic lead for economic development in Cumbria and responsible for the preparation of the Local Industrial Strategy. The Council recognises the importance of economic development in helping to improve the economic wellbeing and quality of life of our communities by building local wealth, diversifying the economy, creating and retaining jobs, and building the local tax base.

The Council plays a leading role working alongside the Cumbria Local Enterprise Partnership and local partners to create the conditions to encourage private sector investment.

A number of notable initiatives set to deliver significant benefits over the life of this strategy include:

Borderlands Inclusive Growth Deal - A total of up to £350 million will be invested from UK and Scottish Governments in the Borderlands region of which £200m is allocated to Cumbria and Northumberland.

The funding will provide the opportunity to develop key priority projects and programmes that are identified within the Deal package.

- **Carlisle Station Gateway and Citadels** - This project is being taken forward in two phases with the first phase focused on the station with £15m of Borderlands funding allocated. The second phase relates to the historic Citadels adjacent to the station. The project proposes to develop a new campus for the University of Cumbria in the heart of Carlisle City Centre.
- **Energy** - the 'Deal' provides opportunity for the Council to bring forward energy projects within this programme in line with its emerging policy.
- **Digital** - A key element to the 'Deal' is to improve digital and mobile connectivity and the Council will explore the role of its assets in improving digital and mobile connectivity in one of the most rural counties in the UK.

- **Place** - Recognising the importance of our towns, the 'Deal' includes a programme for investment in market towns. In Cumbria, Dalton, Egremont, Longtown, Penrith, Ulverston and Wigton have been selected for inclusion in the programme.
- **Destination** - the visitor economy helps underpin our wider rural economy and therefore the 'Deal' includes funding to support this sector. Capitalising on our two World Heritage Sites assets, investment in Cumbria will focus on attracting visitors to explore the area by sustainable and active travel.

Place Investment: The Government has committed £3.6bn to support the revitalisation of towns across the country. This includes the joint programmes of Future High Street Fund and Towns Funding that will contribute significantly to place based activity. The funding is being made available to District Councils and the County Council will work collaboratively with, and offer support to, District Councils and other partners where requested. In each town there will be a number of projects where the Council may have a role to play, particularly where it relates to our assets and / or services. The following towns are set to benefit from this place investment:

- **Barrow**
- **Carlisle**
- **Workington**
- **Whitehaven**
- **Maryport**
- **Cleator Moor**
- **Millom**

St Cuthbert's Garden Village: A major development with up to 10,000 new homes to the south of Carlisle. This will be unlocked by the Carlisle Southern Link Road (CSLR).



This new 8km road, from J42 on the M6 connecting to the A595 and Carlisle Northern Development Route, will be delivered by Cumbria County Council and is due for completion in 2024. The Council as a strategic 'Upper Tier' authority will also have a role in supporting the delivery of the Garden Village and the associated infrastructure. This may include the Council taking a direct role in assembling and developing land for residential development, but could also include schools, employment sites, community centres and associated development.



Corporate Landlord

The way we manage our assets is important. We need to ensure that our land and buildings are managed as corporate resources, the right stakeholders are involved, and decisions are made in the context of the council's priorities and objectives.

The concept of a Corporate Landlord Approach is that the ownership of an asset and the responsibility for its management and maintenance is transferred from service areas into the corporate centre. The service area then becomes a corporate tenant and their priority is to plan and deliver their service to the best of their ability. The Corporate Landlord's function is to ensure all services are adequately accommodated and to maintain and manage the associated land and property assets. Although a Corporate Landlord approach was adopted in 2013, it was only adopted in part. The Corporate Landlord's responsibility should extend further than the acquisition, development and disposal of land and buildings.

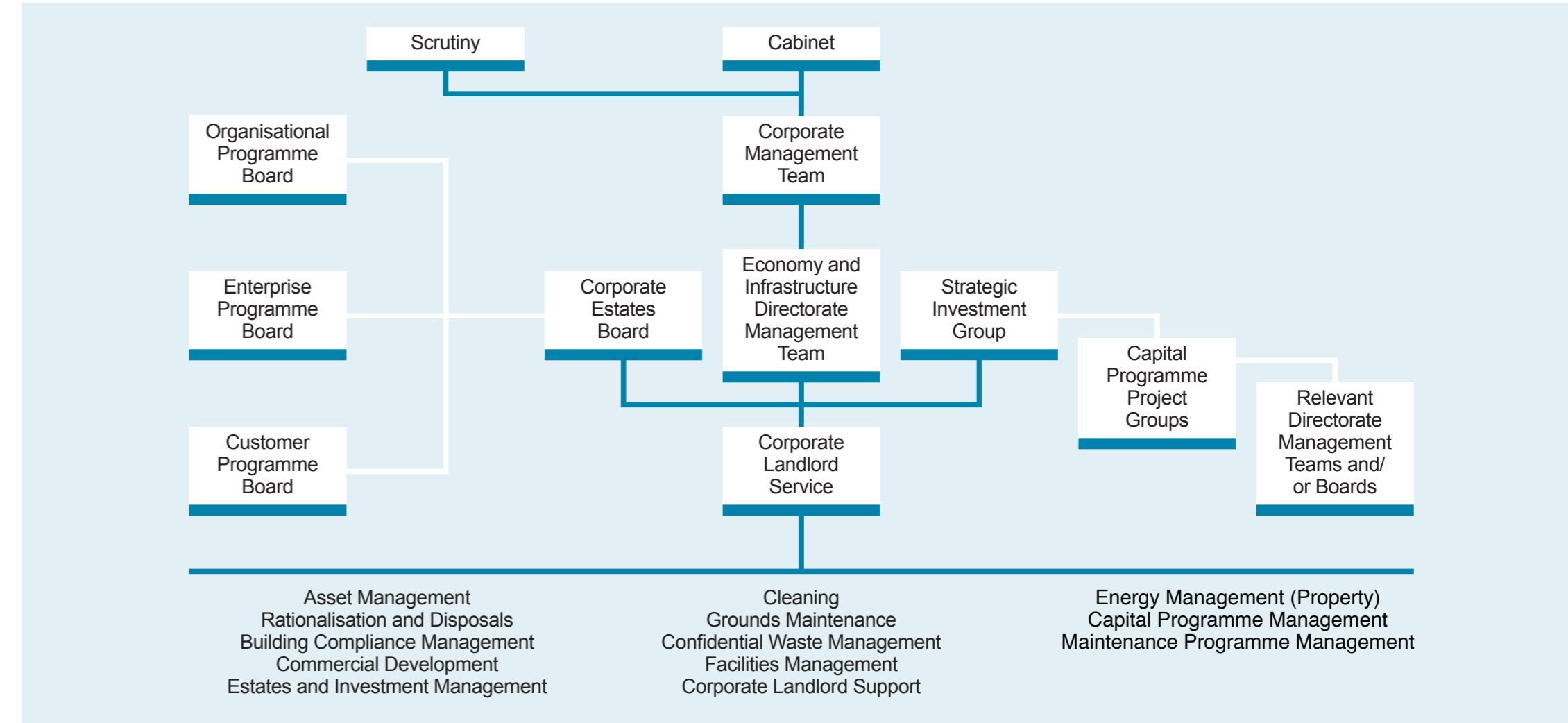
Over the life of the strategy the Corporate Landlord will be delivered further to assume full responsibility for asset planning, review, feasibility and options appraisal accounting for the needs of all service areas, but most importantly, making decisions based on overall corporate priorities.

The Corporate Landlord is/will be responsible for the following activities:

- Capital Programme - Client, Contract and Project Management.
- Building Compliance - Reactive, Statutory and Planned Preventative Maintenance.
- Energy/De-carbonisation - property only.
- Facilities Management (in relation to cleaning, catering, security, caretaking and other asset based activities) - within a limited number of our buildings.
- Estates and Investment Management Service.
- Strategic Asset Management Planning.
- Management of the Council's Investment Property.
- Commercial Development (including off street car parks).

There is a robust governance structure in place providing direction and transparency of the management of the council's estate.

The diagram opposite outlines the organisational structure for the governance of corporate land and building assets.



Measuring Our Performance

To manage our assets effectively and efficiently we need to know how they are performing. To do this we use a selection of Performance Dashboards, covering performance in utilisation, cost and income.

Our ability to develop greater intelligence relating to our land and buildings will be enhanced over the life of the strategy with the adoption of a new CAFM System (Computer Aided Facilities Management) and Integrated Workspace Management System (IWMS). The system represents a significant shift in how we manage and report on asset performance. It will replace ATRIUM, the Council's existing primary asset management system and will move the service into greater utilisation of AI Technology (Artificial Intelligence).

The information gathered from the CAFM system will allow greater granularity and understanding of performance, allowing evidence based decision making regarding the management of the estate. Regular reporting will be adopted through the Service Directorate Management Team meetings, Corporate Management Team Quarterly Reporting and the Corporate Estates Board.

The performance of each asset will feed into the Asset Challenge process.

Asset Challenge

Asset Challenge is an embedded process, which means that we will be reviewing all of our asset portfolio on a continuous rolling programme. This ensures that only those assets that are needed are retained. The ultimate aims of Asset Challenge are to reduce costs, identify assets that should be retained for use and/or invested in, identify those that are surplus to requirements and therefore can be disposed of.

To do this, each asset is assessed using a step-by-step challenge process, ensuring that every asset has been fundamentally tested against a common set of criteria. Our outline challenge process is set out opposite.

Strategic Purpose	Opportunities and Risks	Performance Appraisal	Option Appraisal	Pre-Implementation Consultation	Outcome
Why do we have the asset?	Are there any opportunities that could be exploited?	What financial and non-financial outcomes have been delivered?	Balance of performance, opportunities and risks.	Internal Stakeholders	Retained
What is it's strategic purpose?	Are there any known barriers to exploiting these opportunities?	Can non-financial benefits be quantified, or are they qualitative?	What options are available?	External Stakeholders and Partners	Replaced / Remodelled / Reused
Who is accountable for performance of it?	Are there any risks that could be faced?	What are the management costs?	What are the relative costs and benefits of these options?		Disposed (Open Market or Asset Transfer)
What do we expect of it?	What is the customer expectation?	Are there any invisible costs?	Do any options carry increased risks.		
Is this financial, non-financial or both?					
How would we know when this is being achieved?					
Have we considered the customer?					

Future Ways of Working

Future Ways of Working is our forward-looking programme, forming part of the overarching transformational programme structure, building on the work of the previous Better Places for Work programme it supersedes.

The outbreak of the Coronavirus - COVID 19 demonstrated the resilience introduced throughout the council's workforce by the original Better Places for Work programme with an almost seamless transition of thousands of employees to home working for a sustained period. Enabled by a conscious shift to aligning roles to workstyles that allow a high degree of agility, supported by ICT equipment and infrastructure and relevant policies and procedures to support a new way of working.

The key drivers for the new programme will be developed in greater detail within the first year of the strategy with emerging themes set out here.

- **Enabling more efficient home and team-working** - working more flexibly within our buildings and homes, through promotion of agile working, and providing modern fit-for-purpose workplaces, supplemented with the correct tools for greater home based working.
- **Closing the buildings that we don't need** - operating efficiently within the buildings that we need and disposing of the buildings we don't.
- **Addressing the essential maintenance needs of our remaining buildings** - maintaining the portfolio mechanical and electrical (M&E) systems and prolonging their operational lifespan; addressing critical structural issues.
- **Complying with statutory regulations** - ensuring that actions are taken to ensure that buildings are compliant with statutory obligations in respect of Fire, Legionella and Asbestos.
- **Optimising income** - protecting existing income streams from assets and investing in buildings where additional income can be generated.

- **Using less energy** - improving energy efficiency in our offices and other buildings and reducing running costs.
- **One Public Estate** - county based asset management to enable Public Sector providers to collaborate on strategic planning and management of their land and buildings as a collective resource.
- **Serving our customers more efficiently** - focusing on what our customers want and need, using better accessible and inclusive facilities to serve them.



■ Cumbria House, Carlisle.

Maintaining the Estate

Maintenance and statutory liabilities are currently estimated at an ever increasing £95.000m, with an annual spend of between £10.000m-£15.000m against this, and it is vitally important that we look after our assets.

Corporate Estate (Non Schools): Corporate Maintenance Fund

Cumbria County Council is responsible for the maintenance of a total of 242 corporate assets (plus 175 non-core corporate assets) that deliver and or host the Council's operational services.

It is vitally important that these assets are maintained to ensure a safe and appropriate environment to deliver services, support the customer/service users and the workforce. Since 2017, 20% of the corporate portfolio has been surveyed annually. These condition surveys help build a better understanding of items of repair and help the council identify and prioritise its resources. The funding for the programme over the next three years is £5.000m 2020/21, £4.000m 2021/22 and £3.000m in 2022/23. We maintain the corporate estate at a level of 'safe, wind and watertight', this does not always address fundamental underlying challenges and consequently may result in emergency closures to deal with repairs.

With increasing revenue pressures across the Council and significant alternative calls on the available capital financing (prudential borrowing) required to drive service transformation, achieve revenue savings and to respond to other areas of need it is becoming increasingly difficult for the Council to provide the additional funding required to keep our corporate estate safe, wind and watertight. This financial pressure creates the very real prospect of buildings having to close or close elements due to the lack of capital maintenance. It is vitally important that a balanced approach to Asset Challenge is undertaken to ensure

we invest in those assets we need and devise a strategy to dispose of those we no longer require.

Schools Estate: Schools Prioritised Capital Maintenance Fund

Cumbria County Council is responsible for the direct maintenance of a total of 181 schools which consist of 164 primary schools, 8 secondary schools, 3 PRUs and 3 Special Needs schools. The total number of schools in Cumbria is currently 333.

Each local authority maintained school receives funding as part of their core budget which is intended to contribute to capital maintenance activity. The requirement placed on each school is for them to directly fund small scale maintenance and capital improvement activities up to an agreed deminimus level. For primary schools the deminimus level is works up to a value of £10,000 and for secondary schools the deminimus level is works up to a value of £27,000. Above these levels the responsibility for any works falls to the County Council. It is important that schools retain the flexibility to respond to small scale capital investment requirements and take the responsibility for so doing.

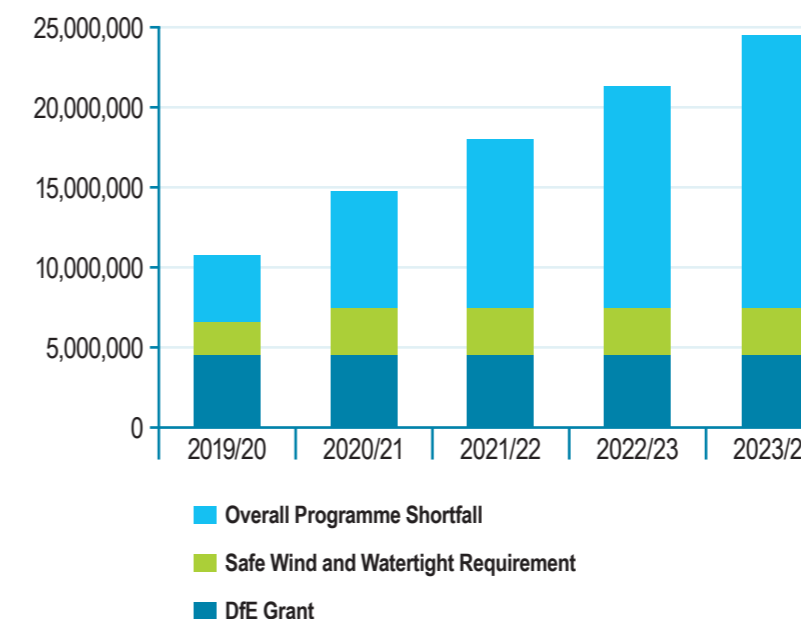
On an annual basis the Council receives a School Condition Allocation (SCA) from the Department for Education (DfE), which is referred to in the capital programme as school's prioritised capital maintenance (PCM). Over the past number of years this SCA allocation has reduced year on year from £6.711m in 2014/15 to £4.883 in 2019/20.

There is a projected requirement of c.£10m per annum to address the necessary maintenance activity to keep our schools maintained to a baseline acceptable standard of safe, wind and water tight. The budget availability from the SCA therefore represents a significant shortfall. The council has allocated £18.908m of its own resources to the programme to address the shortfall up to 2019. The council's own

resources have been funded through prudential borrowing and have been essential to ensure that our schools remain open and safely operational across this period.

Since 2017, 20% of the school portfolio has been surveyed annually. These condition surveys help build a better understanding of items of repair and help the council identify and prioritise its resources. The emerging profile of necessary spend is demonstrated in the following graph:

Bar Graph 5: Schools Maintenance Funding



The funding for the programme over the next three years is £7.795m 2020/21, £5.795m 2021/22 and £1.000m in 2022/23. This is below the c. £7.5m needed to maintain the school estate at its current level 'safe, wind and watertight', which may result in more emergency school closures to deal with repairs.

With increasing revenue pressures across the Council and significant alternative calls on the available capital financing (prudential borrowing) required to drive service transformation, achieve revenue savings and to respond to other areas of need it is becoming increasingly difficult for the Council to provide the additional funding required to keep our schools safe, wind and watertight. This financial pressure creates the very real prospect of schools having to close or close elements of their estates due to lack of capital maintenance.

Our overall strategy is to ensure that our finite and reducing maintenance resources are prioritised to appropriate buildings, where the money is needed most. We identify these priorities by conducting a rolling programme of condition surveys which aims to understand maintenance requirements over a period of 25 years, with aspirations to complete lifecycle condition surveys on selected assets to cover a period of 30 years. This will enable a better informed decision-making approach and maximise efficiencies by planning over a longer time horizon, instead of reacting to emergencies as they happen.

The Council's approach to prioritising funding has adhered to the basis of Safe, Wind and Watertight.

Moving forward, our four key aims for both Corporate and Schools Building Maintenance are:

- To ensure our Buildings are safe and secure for the people who use them.
- To allocate funding to projects that will achieve the maximum positive impact for those who use them including our customers
- To achieve an efficient balance between planned and reactive maintenance work.
- Achieving maximum efficiencies in the way we procure building maintenance.

Working with Partners

We are active members of the One Public Estate programme, working closely with other public sector organisations across the county to explore opportunities to reduce premises costs and make assets work better for our communities and customers.

The ‘Cumbrian Partnership’ seeks to deliver against strategic objectives, primarily the following:

- Create economic growth (new homes and jobs).
- Deliver more integrated, customer-focussed services.
- Generate efficiencies through capital receipts and reduced running costs.

The lead partners are the District and Borough Councils, County Council, National Parks, the NHS, Cumbria Local Enterprise Partnership, Blue Light Services and Central Government Departments.

We are also working with a wide range of anchor employers and key stakeholders, exploring opportunities for shared services and how our assets may be able to support this.

There are many more opportunities across the County to explore asset based arrangements including shared buildings and community/public service points - taking a Pan-Cumbria public sector planning approach and encompassing the needs of our communities.

The strategic objectives of the One Public Estate programme will seek to:

- **Provide improved joined-up and customer-focussed services** - enabling greater collaborative working across public service providers in the city to support individuals, families and communities.

- **Provide improved access to public services in the county** - reducing demand and avoidable customer contacts.
- **Deliver public service efficiency savings** - through greater service integration and new delivery models, supporting service demand-management approaches.
- **Deliver greater savings in running and maintenance costs** - through sharing public service buildings.
- **Work closely with community organisations** - optimising the use of assets where most benefit can be realised.
- **Contribute to wider economic, social and environmental outcomes for the county** - for example, creating new jobs in the County, delivering key infrastructure improvements and cutting carbon emissions.
- **Create standard practices for performance measurement** - reviewing the metrics for building occupancy and space utilisation, void properties and rent levels across the estate.

A newly formed OPE Programme Board, with representatives from all Public Sector Partners has recently been established. This Board has its own Terms of Reference and governance to establish how partners will jointly rationalise and dispose of assets, through identification of gaps in services within the County. All decisions are subject to each individual organisations respective Governance arrangements.

OPE is a standing item on the Cumbria Chief Executives Group agenda bringing together senior leaders across a number of public sector bodies and the blue light services.

Finally, we are engaging with our Health Colleagues through a number of forums across the County. These are strategic forums with executive representation from all organisations across Health and Social Care in Cumbria.



Engaging with Our Communities

Community Asset Transfer

We have transferred 32 assets to qualifying voluntary and community organisations, often on a freehold, reduced or minimal rents, or on preferential terms.

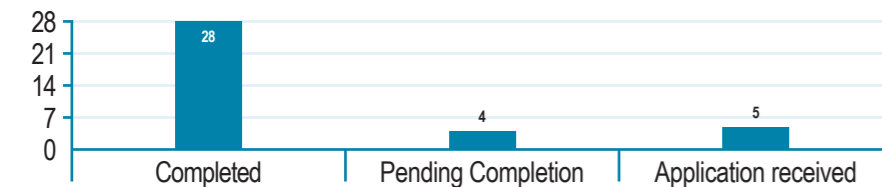
We have also transferred buildings to local organisations who run them successfully for the benefit of their local communities. These arrangements range from freehold transfers to long leases, and this process is known as ‘Community Asset Transfer’ (CAT).

Local people are often best placed to manage community facilities in their area. They already make extensive use of these assets and their local knowledge and hands-on management often results in lower overheads and better value-for-money. Community organisations also use volunteers and take great pride in their local area.

Managing these facilities can help to empower local communities and can bring opportunities for greater independence and financial sustainability. When done well, a CAT can create lasting change in local communities.

We are fully committed to using our assets to form long-term partnerships with suitable community organisations, to create stronger, more cohesive and more sustainable communities.

Bar Graph 6: Community Asset Transfers



Area Planning

The Area Planning approach provides an effective mechanism to identify needs, local priorities and the actions required in a defined geographical area. It encompasses the full range of partnerships, brings together the various council services and enables communities to co-design, and where possible co-produce local services.

Our assets can play a key role in enabling Area Planning initiatives.

Thriving Communities

The programme vision is:

“People and communities in Cumbria are thriving - they have personal and community networks in place; local early help is available; the council works closely with partners, the third sector and communities; and the council’s resources and input is focused on prevention and early intervention”.

Currently the programme has a number of works streams looking at how we work with children and families, how we transform adult social care, how we work with and enable the third sector and community, how we work with partners and provide holistic support through all or above at the earliest possible point. Underpinning this is a focus on developing a different, strengths-based relationship with the people we serve; and how we manage the demand on our services and ensure financial sustainability.

There is the potential for significant impact on our property assets, this could mean shared spaces with our partners and the community; developing “psychologically informed” places that best support needs of the individuals and communities using them.



Kendal Library.

Enabling Our Service Areas

In support of service areas across the council and external partners, the strategy will enable and facilitate service transformation both directly and indirectly by maximising the use of assets across the Council and wider Public Sector. Examples of these include:

Transformation Programmes

Our Council Plan references the development of new ways of working. This is weaved through all the corporate transformation programmes. The Customer and Digital Programme and Organisational Development Programme (and as part of this the emerging Enabling Services Programme) collectively outline what many of the new ways of working could entail.

There is a real focus on becoming a more digitally enabled and agile organisation/workforce, having more empowered staff, encouraging and enabling innovation, being data and intelligence driven, ensuring collaboration within council services and with partners.

The property asset impacts include the need to have workplaces that are flexible enough to enable this. This could include more shared spaces (for teams, partners, and the community); accommodation that supports innovation and change (eg project and collaboration spaces); more informal meeting spaces, less formal office/desk space, and the ability for staff to work anywhere in the county (not just in council offices). We will need to think about our “front door” or customer facing spaces more deeply - what are they for, how do we design them so that they best meet the needs of customer and community but are flexible enough for this to change as needs/use may shift over time.

Health and Social Care

The linking of Health and Social Care has resulted in the council and Public Sector partners examining how these services are accessed and delivered, alongside the effectiveness of different facilities. Moving forward, we are looking at a more modern approach, providing us with opportunities to re-assess the use and occupation of associated property in alignment to asset rationalisation. The Health and Wellbeing Strategy 2019-22 set out the vision and priorities that will shape how Cumbria Health and Wellbeing Board work together. The strategy underpins the Board’s aim to improve the overall health and wellbeing of the people of Cumbria and reduce health inequality. A key outcome of the strategy is the aim to ensure “people access the right services in the right place at the right time”. The strategy aims to provide services close to home and the community.

Extra Care Housing and Supported Living

The Council aims to transform the provision of services for older people across the county by increasing the availability of Extra Care Housing schemes. The Council will facilitate the development of new schemes across a range of tenures, the aim is that by 2025 Extra Care Housing will be a viable option of choice for all older people across the county. The Council is an ‘enabler’ to delivery providing demand intelligence, guidance and in some circumstance capital, land and/or a combination of both.

Looked After Children Service

Care is provided through a range of solutions: foster care, Council residential care, adoption and externally provided placements (residential homes and independent fostering agencies). On an improving trajectory, there is still a need to improve the Councils offer through improved service and placement provision.

Education

Education provision in Cumbria is through several providers. The Council directly owns, manages and oversees management of community schools. It has an indirect relationship with others such as academies, faith based and free schools. The Council is working on defining its education vision. The vision will inform the approach to the Capital Strategy. The current approach to expenditure aims to keep facilities safe, wind, watertight. The estate is inefficient and requires expenditure, low pupil numbers per school place mean there is not enough income to support repairs and maintenance and an unsustainable position. There is a need for a revised approach which the vision will start to define and a move from reactive to planned and strategic. It is important governing bodies, staff, pupils and school communities are consulted and on board.

Agencies in Cumbria have been working together to improve the quality and accessibility of services for children and young people with Special Educational Needs and/or Disabilities (SEND) and in March 2019 Ofsted and the Care Quality Commission CQC carried out an inspection of these services. The inspection identified a range of areas where improvements were needed. The plan aims to develop 80 further Alternative Provision (AP) places across the North and South of the county by September 2020.

ICT/Digital

The Council’s ambition was to develop digital solutions that meet the needs and aspirations of the people of Cumbria. It aimed to move more transaction functions on online platforms, with the website as its first point of service delivery, so that the whole population can access information and services in the most effective way. It also recognised the need to introduce schemes to ensure more people have access to the internet and are equipped with skills needed in a digital age. Whilst a lot has been achieved there is the need to invest in future and the ICT Plan 2018-22 aims to “support the delivery of the Customer Strategy and provide digital services so good they become the customers channel of choice. Putting the customer at the heart of everything we do”.

People Management

The Council’s Workforce Plan 2018-22 sets its vision to be a Council that works with residents, businesses and communities and other organisations to deliver the best possible services within available resources. The vision is “to have a motivated and committed workforce that is innovative, supported, skilled and customer focused”. With three key themes: “to improve employee engagement, build on skills and behaviours and to promote employee wellbeing”. Over recent years working in the public sector has been and continues to be challenging, with the need to adapt to a culture of efficiency and the need to be resilient during uncertainty.

Organisational Development

The Council is on a journey that aims to embrace and implement the characteristics of a modern workplace. The Council recognises modern workplaces need character and challenge to attract the best talent through:

- 1 High quality spaces in which everyone feels valued and comfortable.
- 2 Making sure teams have plenty of work, challenges and opportunities for individual and team achievement.
- 3 Setting clear deliverable goals.
- 4 Sharing knowledge, encouraging collaboration, encouraging transparency and trust.
- 5 Enabling flexibility and the ability to adjust their work schedule to their busy lives and optimising productivity.
- 6 Encouraging development, growth and new learning.
- 7 Supporting social initiatives such as education, organised events, knowledge sharing.

Highways

The Council has the fourth largest highway network in England with 7,900km of carriageway and an estimated value of £7.2bn. The County's highway network is a significant asset which the Council needs to ensure is effectively maintained and managed so that the network can contribute to the achievement of strategic priorities as well as support better outcomes for Cumbria. Reducing Government funding and the need to invest in highways maintenance schemes, mean it is important to optimise resources to get maximum value from highways assets, optimising funding and investment.

Blue Light Collaboration

It's a statutory responsibility to explore and develop collaborative work between emergency services in the UK. This includes areas such as property rationalisation and shared estate.

We have a number of Blue Light Hubs bringing together Cumbria Fire and Rescue Service (CFRS), Cumbria Police and the North West Ambulance Service (NWAS). The Council's Fire Stations can play a pivotal role in fostering closer working and collaboration. We will continue to develop opportunities in this area throughout the life of the strategy.

Customer Strategy

The Council Plan 2018-22 puts the Council's approach to customers as central to the Council's ways of working. The Customer Strategy 2018-22 states that it will "put customers at the heart of everything we do, providing quality services at a reduced cost". This will mean taking action to put customers right at the centre of the way the Council design services through to learning from the feedback they provide when things don't go right. Enabling this the Council aims to: redesign and improve services, enable access through a range of channels, provide quality digital services, be clear and honest about what customers can expect and reduce costs and provide value for money.

Third Sector

The Council works closely with the third sector and owns several Children Centres. Whilst the Council provide the property several third sector organisations are based there. Recently we have been talking to Centres about health visitors working with them more closely. It's important to the service that the Council provides the right services, in the right location and from the right property.

Long-term partnerships with key landowners

The Council works with the Cumbria Local Enterprise Partnership (CLEP) whose partners comprise a mix of private and public stakeholders. Through the Health and Well-being Board the Council co-ordinates activity with the Clinical Commissioning Group (CCG) and Health Partners. Through the Contingency and Emergency planning forum the Council co-ordinates with Blue Light Services and through Area Planning Cumbria County Council works with the local community. Through economic development and planning, the Council works with major stakeholders including the Nuclear industry as a key local partner.



Workington Fire Station.

Climate Change: De-carbonisation

National Context

In May 2019, the UK parliament declared an Environment and Climate Emergency, and the government amended the 2008 Climate Change Act to strengthen its climate ambition, legislating for a target to reduce the UK's emissions to Net Zero by 2050.

National Planning Policy Framework (2012) promotes sustainable development and encourages local authorities to establish low carbon energy generation schemes. The National Planning Policy Framework update (2019) states that developments should identify opportunities to draw their energy supply from decentralised, renewable or low carbon energy supply systems and for co-locating potential heat customers and suppliers.

An indication of the drive to meet the challenge of a low carbon environment can be noted by the Chancellor's 2019 Spring Statement declaring that fossil fuel heating systems will not be installed in new homes from 2025. It is widely anticipated that further announcements on fossil fuel use will follow impacting local authorities and driving a significant change and pace to Asset Management and our way of life.

Cumbria Context

In April 2019, Cumbria County Council, all six District Councils and the Lake District National Park Authority formally adopted the Cumbria Joint Public Health Strategy. Incorporated within this strategy is the following key aim:

To become a 'carbon neutral' county and to mitigate the likely impact of existing climate change.

The Zero Carbon Cumbria Partnership (formally called the Cumbria Climate Change Working Group) has a nationally unique structure, partnership approach and was formed to address the key aim outlined above.

The group is co-Chaired by the Zero Carbon Development Manager at Cumbria Action for Sustainability (CAfS) and by the Director of Public Health for Cumbria.

The purpose of the group is to plan and oversee a radical programme of action that will enable Cumbria to become a carbon neutral county and to mitigate the likely impact of existing climate change*. In order to do this, the group will:

- Propose a shared definition of "carbon neutral".
- Propose a target date by which this is to be achieved.
- Commission a baseline carbon audit for the County and agree ongoing monitoring mechanisms.
- Identify leadership for developing action across key topics.
- Establish a programme of action by key partners.
- Lead joint campaigning to encourage wider public awareness and action.

Cumbria County Council Corporate Estate Context

In August 2019 the council's Property Team commissioned a Carbon/Energy Management study with the following key aims:

- Identify baseline carbon emissions arising from corporate estate buildings (excluding schools, industrial and street lighting).
- Review policy framework eg Cumbria Local Energy Plan.
- Identify key drivers for change (eg Climate Emergency, cost savings, security of supply).
- Identify phased carbon reduction targets based on specific resource and investment scenarios.

- Develop a phased and clearly prioritised delivery plan outlining the measures, resources and actions required to meet agreed targets.
- High level assessment of capital and revenue costs to include a programme for delivery and revenue savings and income generation opportunities.
- Outline key risks and opportunities.
- Consider short, medium and long term finance and budgets to include invest to save funds, interest free loans, prudential borrowing and third party offers.
- Recommendations to address management and reporting, roles and responsibilities and carbon management governance.

The Carbon/Energy Management Study has provided a good understanding of the council's Corporate Estate carbon footprint. The Estate consumes 26.5 GWh of energy and produces 5'629 tCO₂e carbon emissions. Gas (60%) and Electricity (38%) account for the majority of consumption based emissions with Oil (2%) contributing significantly less.

The Council can achieve a reduction of 2,672 tCO₂e or 53% through housekeeping, behavioural change and investment in the corporate estate. The balance will be addressed through a programme of new projects that will represent the council's investment in renewable energy schemes to off-set its remaining carbon footprint and where appropriate generate income.

A target date for a carbon neutral corporate estate has not yet been adopted. The Carbon/Energy Management outcomes (including a date) will be incorporated with this strategy following its adoption by the council.

*The outcome of the work outlined above will be incorporated within the strategy review cycles or the Working Action Plan.

Planning for Change

This document outlines the key strategic objectives for the county's land and buildings over the next five years. Our Asset Management Action Plan further describes the specific activities to achieve these objectives, categorised under three key thematic headings of Strategic, Operational and Service Improvement actions.

The Asset Management Strategy will be reviewed annually, whilst the Asset Management Action Plan will be managed, monitored and updated continuously to report on progress and achievements. This means that the document will be continually changing to reflect achievement of actions and capturing new priorities and initiatives as they are identified.



Property Asset Management Action Plan - Strategic

Action No	Action Description	SMART objective	Timeline			Accountability	Resources
			2020/21	2021/22	2022/23		
S1	Adopt the Property Asset Management Strategy 2020-2025.	Cabinet approve the adoption of the Council's Property Asset Management Strategy 2020-2025.	September 2020			Executive Director - Economy and Infrastructure / Assistant Director - Economy and Environment	Internal and External Resources
S2	Strategy shared with the Local Committee's with focus groups feeding into a the detailed management action plan.	Local Committees engaged and feedback gathered to feed into specific thematic or operational themes for inclusion in the management action plan.	December 2020			Assistant Director - Economy and Environment / Senior Manager - Commercial Investment and Property	Internal Resource
S3	Strategy shared with Staff focus groups feeding into a detailed management action plan.	Staff engaged and feedback gathered to feed into specific thematic or operational themes for inclusion in the management action plan.	December 2020			Assistant Director - Economy and Environment / Senior Manager - Commercial Investment and Property	Internal Resource
S4	Establish a Corporate Estates Board.	To develop a Corporate Estates Board Terms of Reference and membership in order to align with the new Strategy and Transformation Programmes.	December 2020			Assistant Director - Economy and Environment / Senior Manager - Commercial Investment and Property	Internal Resource
S5	Implement the new CAFM system.	To replace Atrium with Concerto - phasing implementation to allow testing and feedback.	November 2020			Assistant Director - Economy and Environment / Senior Manager - Commercial Investment and Property	Internal Resource
S6	Corporate Estate Carbon Management Strategy.	To develop a Carbon Management Strategy for the Corporate Estate.	October 2020			Assistant Director - Economy and Environment / Senior Manager - Commercial Investment and Property	Internal and External Resources

Action No	Action Description	SMART objective	Timeline			Accountability	Resources
			2020/21	2021/22	2022/23		
S7	Corporate Estate Carbon Management Investment Plan.	To develop a Carbon Management Detailed Guide and Investment Plan.		June 2021		Assistant Director - Economy and Environment / Senior Manager - Commercial Investment and Property	Internal and External Resources
S8	Schools Carbon Baseline	To commission a Carbon Emission baseline for Maintained Schools.		April 2021			
S9	One Public Estate	To continue engagement in the One Public Estates Programme and to review Past Projects.	Ongoing	Ongoing	Ongoing	Assistant Director - Economy and Environment / Senior Manager - Commercial Investment and Property	Internal Resource
S10	Estates and Organisational Development	Estates considerations to be part of the Organisational Development Programme, supporting organisational development to deliver New Ways of Working.	Ongoing	Ongoing	Ongoing	Executive Director - Economy and Infrastructure / Executive Director - Corporate, Customer and Community/ Chief Fire Officer	Internal Resource
S11	C19 Economic Recovery	To support Economic Recovery in response to the Coronavirus (Covid-19) Pandemic.	Ongoing	Ongoing	Ongoing	Executive Director - Economy and Infrastructure / Assistant Director - Economy and Environment	Internal and External Resources
S12	Enterprise Professional Services Company	The establishment of an appropriate Cumbria County Council vehicle to promote and deliver 'Enterprise' related activities, including the provision of professional services associated with the built environment, investment and property services to the Public, Third and Private sectors.	January 2021			Executive Director - Economy and Infrastructure / Assistant Director - Economy and Environment	Internal and External Resources

Property Asset Management Action Plan - Operational

Action No	Action Description	SMART objective	Timeline			Accountability	Resources
			2020/21	2021/22	2022/23		
O1	Corporate Landlord guide.	To develop a Corporate Landlord Guide on Corporate Buildings.		April 2021		Senior Manager - Commercial Investment and Property / CIPFA	Internal and External Resources
O2	Undertake an Asset Management 'Health Check'.	To commission an Asset Management Health Check - CIPFA standard.		April 2021		Senior Manager - Commercial Investment and Property / CIPFA	Internal Resource
O3	Adopt Whole Life Cycle Condition Surveys.	To start implementation of Whole Lifecycle Condition Surveys to provide greater detail when prioritising spend.		October 2021	October 2022	Senior Manager - Commercial Investment and Property	Internal Resource
O4	Develop the detailed maintenance programme.	To develop a high-level 3-year Stock Investment Forecast, developing this into a Detailed Plan overtime.	February 2021			Assistant Director - Economy and Environment / Senior Manager - Commercial Investment and Property	Internal Resource
O5	Asset Challenge.	To commence a programme of Asset Review and Challenge.		April 2021	April 2022	Senior Manager - Commercial Investment and Property	Internal Resource
O6	Workplace Improvement Plan.	To develop a Workplace Improvement Plan across the entire Corporate Estate to capture workforce and customer requirements including alternative models to support home working and digital innovation.		December 2021		Executive Director - Economy and Infrastructure / Executive Director - Corporate, Customer and Community / Chief Fire Officer	Internal Resource - Workplace Improvement Officer
O7	Major Programme support.	To work with the Major Programme Director to support delivery in line with outputs.	Ongoing	Ongoing	Ongoing	Senior Manager - Commercial Investment and Property	Internal Resource

Action No	Action Description	SMART objective	Timeline			Accountability	Resources
			2020/21	2021/22	2022/23		
O8	Enterprise and Commercial Development.	To develop a programme to deliver income generation and financial sustainability to include a study to establish the most viable financing routes in line with Treasury Management guidance.	Ongoing	Ongoing	Ongoing	Senior Manager - Commercial Investment and Property	Internal and External Resources
O9	Deliver the Asset Valuation Programme.	To deliver the annual programme of work associated with the Asset Valuations (20% p.a.)	Ongoing	Ongoing	Ongoing	Senior Manager - Commercial Investment and Property	Internal Resource
O10	Establish and deliver the Capital Receipts Programme.	To establish and deliver a programme of disposals in line with the Capital Receipts Programme and target set down in the Medium Term Financial Plan.	Ongoing	Ongoing	Ongoing	Senior Manager - Commercial Investment and Property	Internal and External Resources

Property Asset Management Action Plan - Service Improvement

Action No	Action Description	SMART objective	Timeline			Accountability	Resources
			2020/21	2021/22	2022/23		
S11	Corporate landlord guide for Maintained Schools.	Identify clearly the role of the Council's Corporate Estates Team in relation to maintained schools.		March 2022		Assistant Director - Economy and Environment / Assistant Director - Education and Skills / Assistant Director Organisational Change / Senior Manager - Accountancy (Deputy s151 Officer)	Internal and External Resources
S12	Merge Reactive Maintenance and Planned Maintenance functions.	Reactive Maintenance and Planned Maintenance teams to be integrated to provide greater client 'Asset Owner' technical guidance when taking investment/ maintenance decisions and assessing value for money.	February 2021			Assistant Director - Economy and Environment / Senior Manager - Commercial Investment and Property / Senior Manager - Capital Programme	Internal Resource
S13	Establish a Corporate Building Management resource.	To create a Corporate Building Management Team that coordinates 'Building Representatives' supporting the delivery of Compliance and Health and Safety.	December 2020			Assistant Director - Economy and Environment / Senior Manager - Commercial Investment and Property	Internal Resource
S14	Progress the transition of Corporate FM Team (within New Facilities Management Function) and Centralisation of Business Support within Corporate Customer and Community Directorate.	To centralise all building based resource under the soft facilities management function to drive efficiency and improvement.	December 2020			Assistant Director - Economy and Environment / Senior Manager - Commercial Investment and Property	Internal Resource



Cumbria House
117 Botchergate
Carlisle
CA1 1RD

 **01228 600000**

 **cumbria.gov.uk**



cumbria.gov.uk