

Shropshire
Council

SHROPSHIRE COUNCIL

ASSET MANAGEMENT STRATEGY

2015 - 2018

Amendments history sheet

| Issue | Changes Made | Issue Date |
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| 1 | First Draft | August 2014 |
| 2 | Directors and Management Team | December 2014 |
| 3 | Cabinet | February 2015 |

Shropshire Council - Asset Management Strategy

Foreword by Portfolio Holder – Resources and Support



By Councillor Mike Owen

This Strategy is an important Council Policy that will drive forward the Council's Transformation with regards to its assets. We need to reduce assets if they are not providing a Return on Investment, and make informed decisions to only keep assets that we need to function as a Council and assets that are providing a valuable income stream to support other services. We aim to improve quality of the existing estate, ensure that it is fit for purpose for the commissioning Council and provides opportunities to maximise our mobile and flexible working agenda. Where this is not the case, we will source suitable replacement property. We will identify, where possible, opportunities to provide accommodation for the Council's service delivery function and partners that are cost effective for the Council tax payer.

Our aims are to minimise the Council's operational use of assets alongside maximising income generation from the broader estate it owns.

Foreword by Deputy Portfolio Holder – Property and Assets



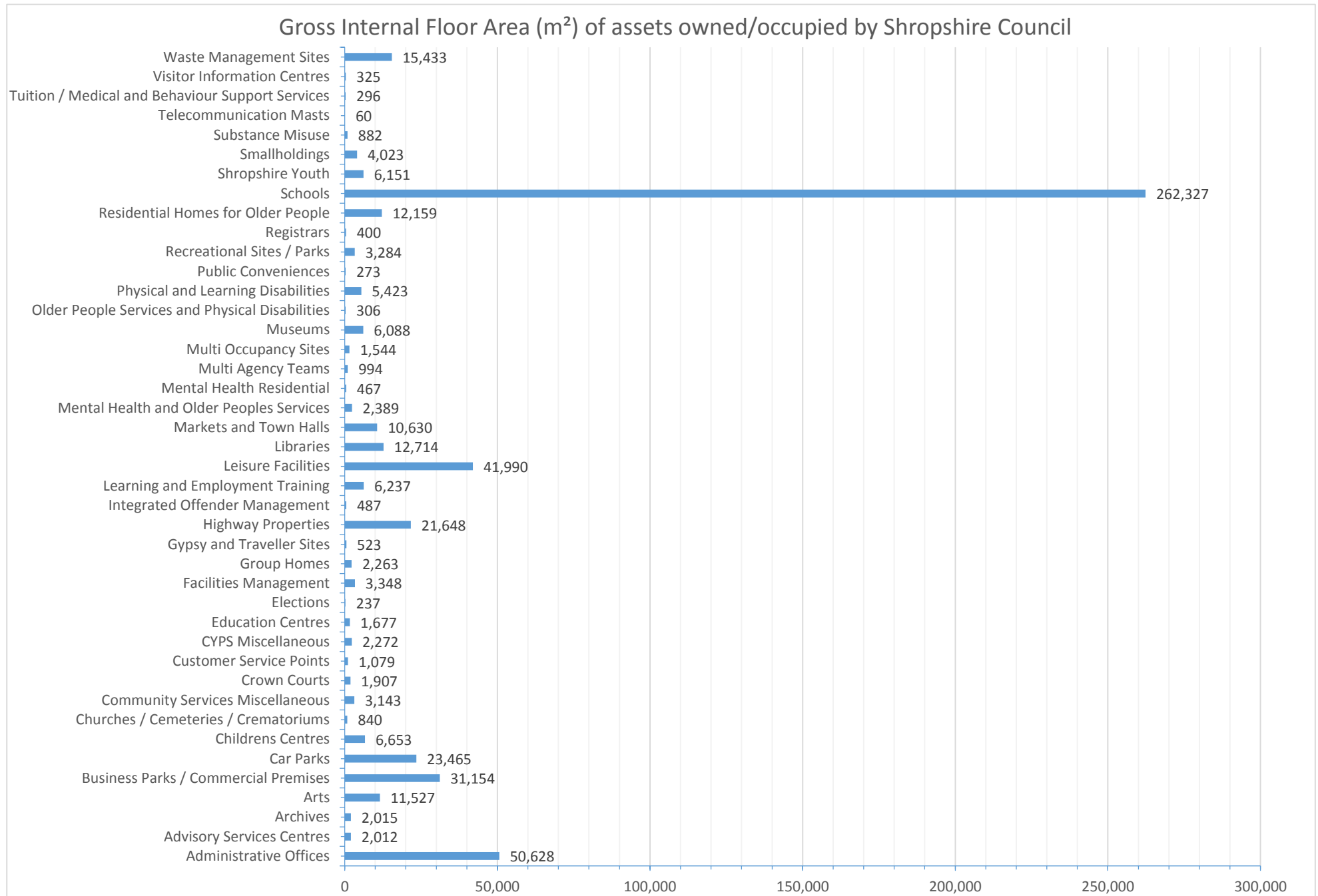
By Councillor Robert Tindall

This Strategy is an important tool for managing the Council's Estate effectively to yield the maximum income, create the required savings and capital receipts, get the best of the property and work with local communities to deliver services in new ways, releasing property where appropriate.

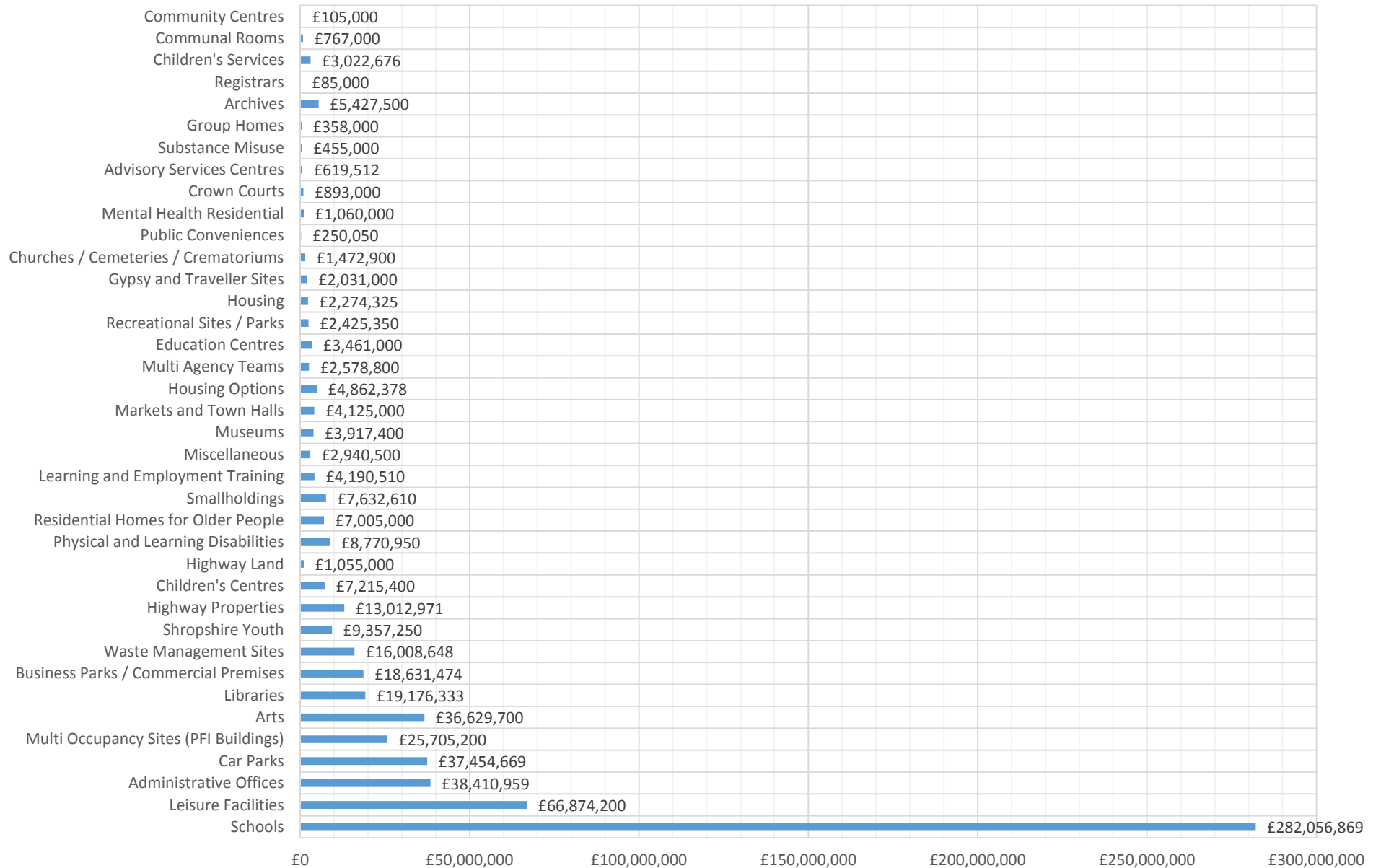
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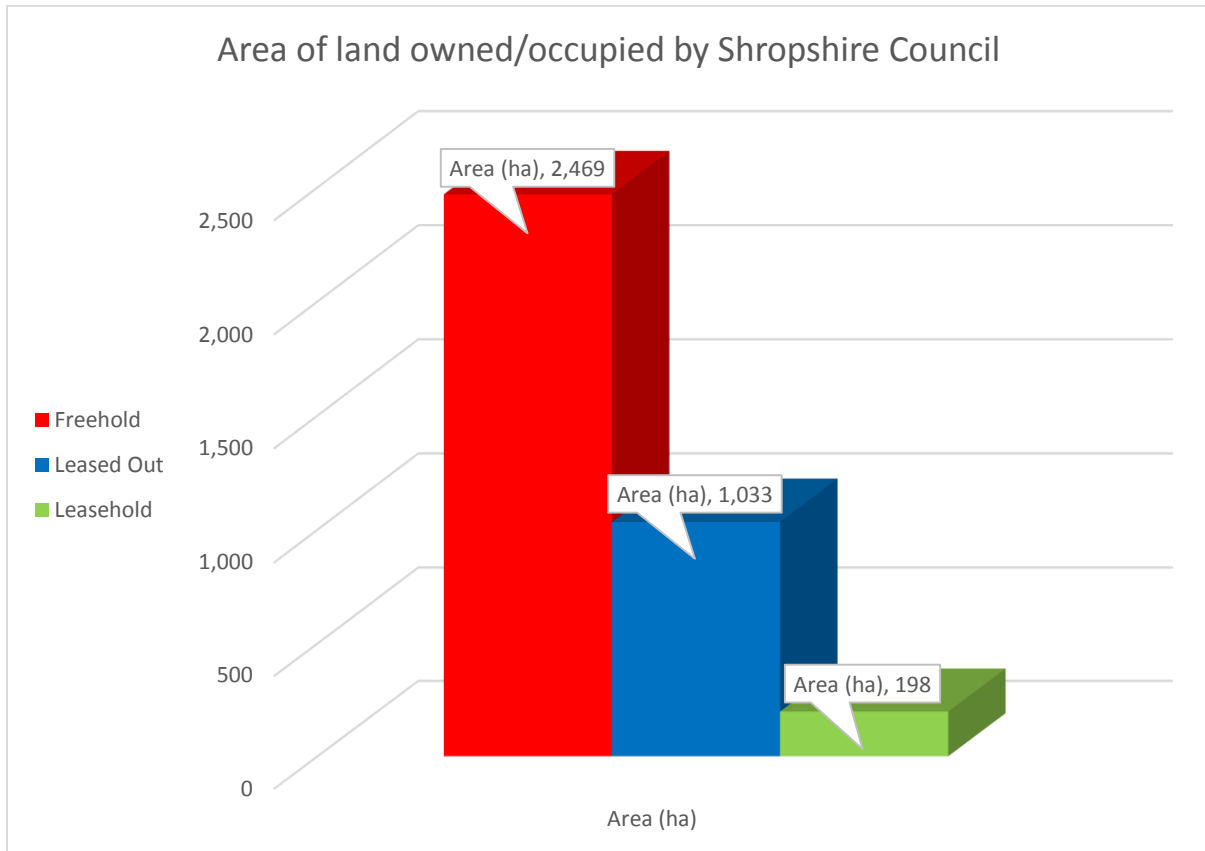
Section 1 Shropshire Council Dashboard



2013/2014 Asset Register - Breakdown by Property Type



Site Area by Tenure



Section 2 Background and Purpose of an Asset Management Strategy

The Asset Management Strategy sets the clear principles, ethos and goals of the Council in the management of its property including land and buildings. It demonstrates what management, resource, process and procedures are in place to effectively manage the estate. It shows how the Council reviews, rationalises, maintains and modernises its estate to reflect priorities of the Council and its wider transformation to ensure it is fit for purpose.

The Asset Management Strategy is essential to manage an estate with a financial value of £650 million. Property assets are an essential element of the organisation and represent a significant financial commitment which needs to be managed appropriately.

The Asset Management Strategy demonstrates how its goals help to deliver corporate priorities and service delivery needs, now and in the future.

The Council needs to ensure and evidence that it is progressive in respect of its transformation, the treatment of its assets together with identifying the synergies and coordination with other strategic areas such as ICT.

In summary the Strategy is needed for the following reasons:-

- The estate is one of the key elements of delivering the Council's Business Plan.
- To recognise that Property and Assets are a corporate resource through an appropriate landlord model.
- To set out the key short term mid-term and long term management objectives for the portfolio.
- To provide the rationale and context for decision making in the future.
- To set the parameters for monitoring and continuous improvement.

Outcomes and Outputs - In summary the Strategy is needed to establish the following:-

- Appropriate revenue generation
- Appropriate Investment.
- Appropriate Planned Maintenance.
- Appropriate Estate Management disposals, leases and acquisitions.
- Appropriate Property Review.
- Appropriate Support to Commissioning.
- Appropriate Support to Economic Generation.

The Asset Management Strategy must clearly demonstrate how the vision and principles can cascade and steer the Corporate Asset Management Plan and Service Asset Management Plans for the authority.

Section 3 Context

Geography and Demographics

Shropshire is a rural county with widely dispersed small communities and a number of larger market towns. It has a population of 306,100 and covers an area of 3,197 square kilometres, or 1,234 square miles.

Property and Land

Shropshire Council currently owns and leases a total of 928 properties and own/lease an area of 2,667 hectares or 6,590 acres of land.

The Place Based Review which focused on the key buildings within and in proximity to the market towns, identified opportunities to reconsider our approach to Asset Management and these are reflected in the principles.

Shropshire Council's Key Priorities are centred on the following key principles to work better, cheaper, faster and together with communities and partners:-

- Keeping children safe.
- Looking after vulnerable people.
- Ensuring high quality education.
- Creating economic growth.

This is done by:-

- Redesigning what is done based on need - focusing on what makes the most difference to customers - whilst reducing future costs.
- Making sure customers can get what they need quickly, simply and cheaply on-line, in the main, moving away from other more costly channels.
- Encouraging conversations with and listening to customers to help continuous improvement.
- Provide customers with as much information as possible about what the Council do to help them make informed decisions.
- Equipping staff with the right equipment, backed up with the right systems – allowing them to work face-to-face and on the move with our customers - giving great customer service, eliminating time-wasting process and costly premises.
- Rationalising our administration property down to the minimum offering modern, flexible, networked customer drop-in space and resources to support staff who will mostly now work more mobile and flexibly, from our hubs, home and on the move.
- The economy of the county is reliant on the earnings of our employees so where possible, providing accommodation that can be used by multiple services, not only

makes for a better use of space but provides staff with an opportunity to reduce their carbon footprint and work close to home, spending their earnings at a very local level.

The Asset Management Strategy is a core document which sits alongside the Resources and Support Business Plan (2014-2017), the Customer Involvement Strategy setting the direction for our engagement with staff and customers and the Workforce Strategy setting the direction for staff engagement, development terms and conditions, which identifies its more commercial orientated approach and objectives and outcomes associated with the directorate.

Assets are identified in the plan on the following basis which reflects the ethos of the Strategy:-

'Selling assets we no longer need or do not provide a Return on Investment to meet our corporate priorities.

Councils have a legacy of inefficient buildings, inappropriately sited and designed for current and future need. Instead of the old symbolic importance of the Council Chamber, Shirehall and similar area based civic buildings; we will prioritise the minimum possible level of assets we need to meet customer demand and requirements for use. This means disposing of our portfolio of underused and vacant properties, with a disposal plan that will significantly boost our capital funds and create significant revenue savings as result of no longer having to manage and maintain the buildings we no longer own. We will focus on revenue generating alternative uses for sites or reinvest proceeds from sales in income generating activities.

We will use new technology to allow our staff to work in a flexible way to suit the needs of our customers. Our workforce is shrinking and staff will be working in more mobile and flexible ways. This means our requirements for accommodation will significantly and permanently reduce. It also means more emphasis needs to be put on spaces where people can work collaboratively and flexibly when they need to, rather than being tethered to expensive fixed assets like the office and the Council Chamber.

We will embrace a Corporate Landlord model, where all property assets are managed centrally together with their associated budgets, thereby ensuring a more transparent and commercial approach, enabling us to achieve further efficiencies in the way the properties are used.

As a directorate, we will support the rapid change activity intensively in the early stages to ensure robust legal, finance, HR and governance processes are embedded in our practices. The demand for support is currently high as the broad change within the organisation occurs.

It is anticipated that demand will be reduced over the next 4 years as systems and processes are re-engineered and the organisation moves towards an efficient and effective model of operation.' Modernisation of services are being unlocked constantly with the development of ICT.

As activity in the Customer Involvement Strategy progresses there will be further opportunities to expand the mobile/flexible working offer, transforming customer activity from face to face to telephony and online through our Digital First Agenda. This will encourage customers into the self-serve arena and reduce also their demand on buildings.

Contextual Themes and Priorities 2014 - 2018

Shrewsbury University Centre

One of the more recent initiatives which is a heavy influence on current asset planning for the Council is associated with the Council's plans to work in partnership with Chester University to launch a University Centre in Shrewsbury. Although this focuses directly on the central area it impacts the current planning around assets which can be made available as part of the establishment and feasibility work presently being considered. The University development offers an opportunity to generate revenue through providing both academic and student living accommodation for rent.

Economic Development Redesign

This being a major aim of the commissioning Council to promote economic development and to allow Shropshire to thrive through opportunity for sustainable business growth throughout the County. Assets are pivotal in providing one of the key catalysts for business opportunity and the Council would seek to provide and promote opportunities to 'pump prime' development where the market cannot or there has been market failure.

Inspiring Partnerships and Enterprise

The Council's preferred model for outsourcing of service delivery is the wholly owned Council Company which will be able to acquire new business, generate surplus which can be reinvested into Council services together with a cycle of continuous improvement. The accommodation rationalisation must take into account the need to create suitable modern and flexible accommodation fit for purpose for the new provider. The Corporate Asset Management Plan will provide more detailed asset plans around the future plans for accommodation to reflect the shape of the Council and its key service provider/s

Mobile and Flexible Working

The Council's Accommodation Strategy is to be underpinned by new ways of working and the primary focus is on mobile and flexible working. This is to create flexibility for the workforce and to allow home working where appropriate. This drive is to really reduce the pressure on administration accommodation and to reflect the future focus of making the best use of technology to reduce the property revenue burden. The administration accommodation to be retained will be reconfigured to create flexible spaces to allow drop down points for staff, meetings and private spaces.

Social Care

The provision of services to those requiring support is being reconfigured to maximise the opportunities for staff to spend time with clients. The Personalisation Agenda provides for clients to take control of their core needs and meet them in a way that best suits them individually.

Accommodation requirements change alongside this transformation in configuration of service delivery. The move in emphasis also highlights the potential for parts of the estate particularly land to be used to provide a more suitable mix of accommodation for those with disabilities and mobility issues and an opportunity to provide support inside the county which generates much needed revenue savings. Development of Extra Care Housing also

provides an opportunity to keep our residents in their communities and avoids use of residential care.

Hub Programme

The Digital First Agenda besides that of transformation has opened up the opportunity to merge customer facing activities more widely across the county with the amalgamation of Customer Services and Registrars into Libraries. This provides another asset rationalisation opportunity.

Section 4 - Vision Ethos and Approach

Rationalise the estate so it is fit for purpose for the Council and supports its key aims and objectives. Provide property which is sustainable, suitable and sufficient for the public and the services which support the Council.

During the rationalisation process identify opportunities to generate income from the surplus Estate or by investing proceeds from disposals in income generating activity.

Property is a core resource and integral to the future of the commissioning authority and as such we see it being maintained properly with appropriate facilities management in place, sustainable and efficient in respect of its energy rating and renewable technologies and appropriate to meet the needs of its key users. Provide opportunities for organisations and businesses that will contribute to the core objectives of the Council.

This will be achieved through having the appropriate strategies in place:-

- i) Development and initiation of a Corporate Landlord Model.
- ii) The achievement of financial targets set out in the Council's medium term financial plan.
- iii) Maintenance of an Asset Management Plan to target financial resources and the avoidance of high building maintenance costs.
- iv) Partnership working to promote and create cross sector opportunities.
- v) Addressing climate change through property and assets.
- vi) Improving commercial awareness to ensure best value and return on investment.
- vii) Customer focus.

The ethos for Shropshire Council is to make the right decisions with regard assets at the right time to maximise opportunities, generate receipts and income and to create savings and deliver improvements for the people of Shropshire.

Section 5 - Our Principles

The four key principles with regard to assets are set out below:-

- 1. The Five R's – Review, Rationalise, Release, Refurbish or Replace.**
Rationalise our estate to retain only what we actually need for the Council in the future. Dispose of those assets no longer required and maximise opportunity for capital receipts to fund the capital programme of work for assets we do hold assess

their Return of Investment to inform retention decisions. Replace those assets which are a drain on the organisation resources with those that will provide a revenue contribution. Where we choose to retain assets we make sure they are fit for purpose through affecting any alterations/modifications and clearing any maintenance liabilities or risks. Where we have a need for accommodation, we acquire, build or lease assets to meet the objectives of the Council primarily to serve the public, support service delivery and promote economic growth.

2. Commission and work in partnership to empower communities

We continue to forge alliances with other public sector partners and assess the opportunities to work together and pool resources to deliver potential efficiencies through shared space and accommodation. We commission out services and provide the opportunity for assets to be acquired by communities to own, operate and run in the future.

3. Land and buildings to promote economic growth

The Corporate Property Asset Management Plan supports the Council's priorities for the next three years, which aim to improve the quality of life for all residents. It links into the revenue and capital medium term financial strategies.

The way in which our property supports our local economy is key to delivering an effective plan.

4. Reduce our Carbon Footprint

To identify initiatives and implement to reduce carbon emissions and generate financial savings.

- a) We aim to reduce our non-schools and non-highways estate by 20% by 2016/17.
- b) We aim to reduce our maintenance back log by over 50%.
- c) We aim to reduce significantly our revenue liability associated with property by over 30%.
- d) We aim to make significant savings in the way we manage our buildings and reduce cost by over 30%.

1. The Four R's – Rationalise, Release, Refurbish or Replace

Priority – Property Review

Challenges and Outputs

- To refresh property data to include:
 - i) Condition
 - ii) Energy and building performance
 - iii) Suitability
 - iv) Sufficiency
 - v) Accessibility Information
- Interpolate data in conjunction with current priorities and initiatives to create property activity schedules.

- To migrate all existing property data onto a Cloud based Property Management ICT System to allow accessibility and analysis of the data to be efficient in the future.
- To maintain a comprehensive and accurate electronic record of all Council and public owned assets to inform property decisions including building condition, suitability, occupancy, space utilisation, energy efficiency and the most appropriate valuation for the asset concerned. The property management information system should be web based and accessible to customers and partners with appropriate securities in place to protect data.

Priority – Compliance

Challenges and Outputs

- To ensure the Council's property assets comply with Statutory and Regulatory Health and Safety Codes.
- To ensure the Council meets its responsibilities for Asbestos and Legionella Compliance.
- To improve the accessibility of properties across the corporate estate.
- To ensure accessibility needs are reviewed as the use of buildings change.
- To put in place, manage and commission measures to ensure all essential statutory maintenance is undertaken correctly.
- To identify, resource, commission and deliver high priority work required as identified in accessibility audits.
- To commission Facilities Management services to ensure buildings are managed and there is compliance with all current policies, strategies and management procedures for health, safety including associated compliance.

Priority - Accommodation Strategy

Challenges and Outputs

- To ensure there is a coherent and up to date Corporate Asset Plan and associated Accommodation Plan to allow robust programming to take place in relation to future moves and accommodation changes.
- To ensure appropriate resource is identified to deliver accommodation moves.
- To ensure accommodation moves are effectively commissioned, monitored and delivered in a timely fashion to support rationalisation.
- To transform the way the Council does business by developing a modern infrastructure and implementing new ways of working.
- Improve the look, feel and location of property to build public confidence, trust and use.

- To implement new space, occupancy, design and quality standards that can be measured and reported to managers and service users. These will include:-
 - Improving desk occupancy rates to 70% within the core working day.
 - Reducing the staff to desk allocation to 10: 7 and increase desk sharing.
 - Increasing break out/ collaboration space to encourage interaction.
 - Static work space should not exceed 8 m² per person.
 - New buildings and refurbishments should meet BREEAM very good (as a minimum) or excellent design standard.
 - Adopting the smart building approach where there is a strong business case for this.
 - Improving staff and customer satisfaction levels from average to very good in respect of places to do business, work and interact with others.

Priority – Planned and Reactive Maintenance

Challenges and Outputs

- To commission the development of planned maintenance schedules for all retained assets utilising condition data.
- To commission planned maintenance to reduce the significant maintenance backlog.
- To monitor the delivery of the planned maintenance programme to quality, time and budget.
- To ensure condition information is available to building occupiers and premise managers as part of the property information management system.
- To focus resources on core properties to be retained.
- To increase the condition rating for the future retained building stock.
- To identify and prioritise capital condition work and ensure resources are identified to deliver improvements.

Priority – Release – to identify poor performing assets or assets surplus to requirements and dispose or convert income to achieve generation

Challenges and Outputs

- Understand the evolving demands on property and develop and review Service Asset Management Plans to identify poorly performing properties which are inadequate or surplus to service delivery needs.

- To develop a robust Corporate Asset Management Plan which identifies administration accommodation that is no longer required.
- To reduce the property revenue burden through disposal of property or generating income.
- To manage, programme and monitor capital receipt targets both in year and in future years to ensure targets are met.
- To generate sufficient capital receipts to support the capital programme for the Council.
- To dispose of property assets to achieve best value for the Council.
- To reinvest if income generation can be achieved.
- To maintain and improve where required the Council's property disposal protocol and ensure compliance with such including consultation with Members.

2. Commission and work in partnership to empower communities

Priority - Release Assets to Communities to support new and innovative ways of commissioning services.

Challenges and Outputs

- To identify through property review and development of Service Asset Management Plans assets suitable for community asset transfer.
- To maintain a list of assets suitable for Community Asset Transfer.
- To release where appropriate through freehold transfer or leasehold transfer, properties to communities reducing revenue or maintenance burdens for non-core assets.

Priority - Identify Assets which can be shared across the public sector

Challenges and Outputs

- Re-establish the Shropshire Estates Partnership to continue to rationalise accommodation and identify opportunities for sharing in the future.
- To determine which strategic aims set out for Shropshire Council are best achieved through collaboration and co-location with partners.
- To align the Council's Asset Management Strategy with those of our partners. This ensures that a coherent asset management approach can be approved at

leadership level and at a local level. The Council will take the lead role in developing a county wide public sector Asset Management Strategy.

- Work with partners to further develop service asset management plans.

3. Land and buildings to promote economic growth

Priority - Release and work in partnership to deliver sustainable urban extensions in support of Site Allocations and Management of Development (SAMDEV)

Challenges and Outputs

- To develop joint ventures with the private sector to underpin key developments in line with the Council's strategic aspirations for sustainable urban extensions identified across Shropshire but principally in Shrewsbury and Oswestry.
- To develop and work in support of the Council as the Local Planning and Highway Authority, as land owner and promoter of the site for allocation in the Site Allocations and Management of Development (SAMDev) Plan, support in the assessment of land for the suitability and deliverability of those areas identified in the plan.
- To identify resources to 'pump prime' development opportunities through capital investment in new infrastructure or investment to support regeneration.

Priority - Create a fit for purpose portfolio through economic redesign

Challenges and Outputs

- To create a platform of Economic Redesign to rationalise the Council's Economic Development portfolio to ensure it support the wider aim and objectives of the Council in delivering regeneration and business development across the County.
- To review all Council owned economic development properties to determine whether they are being held in support of Economic Redesign principles, aims and objectives or whether they should now be released to private sector ownership.
- To review and renew the Council's role as contributing to the embryonic initiation and development of business development and not to act as a property management company.
- To ensure land holdings or property is efficiently managed.

Priority - Create and deliver opportunities for local business

Challenges and Outputs

- To provide a construction framework utilising approved contractors which contains a high proportion of small and medium size contractors having the opportunity to work in and support their local community.

- To provide a compliant, straightforward means of procuring construction-related work.
- To make the process of applying for contracts simpler for small and medium sized businesses.
- To help Councils and other public sector organisations share contracts and expertise, and save money.
- To deliver best value and maximise continuous improvement.
- To promote training and apprenticeships for local people through procurement. Implement through contractual obligations for larger construction companies requirements around opportunities for young people.
- Proactively manage and maximise the economic development potential of our estate to increase business growth and employment in the county.

4. Reduce our Carbon Footprint

Priority - Review and improve corporate portfolio efficiency

Challenges and Outputs

- Through effective review and energy audits provide up to date information with regard carbon emissions.
- Through effective and efficient monitoring provide up to date information on energy usage.
- Through effective and efficient monitoring provide up to date information on running costs.
- Implement through buying, procurement and carbon reduction measures 30% improvement on existing building stock building performance.
- To meet the national timetable for reduction of carbon emissions for non-residential buildings.
- To ensure public buildings are maintained efficiently and opportunities for sustainable performance measures are fully realised.

Priority - Sustainable construction and development

Challenges and Outputs

- To ensure compliance with the Council Sustainable Construction Policy utilising Building Research Establishment Environmental Assessment Method for buildings

and large scale developments. Ensuring the best practice in sustainable design is evaluated and effectively implemented in respect of the environmental performance of buildings and communities.

- To commit to all new schools and non-residential buildings being designed to LZC (Low to Zero Carbon) standards aligned with on-going Government targets.
- To identify appropriate resources to create a programme of sustainable improvements which can then be approved by Cabinet and implemented appropriately.
- To ensure materials and equipment are consistent with good environmental practice are utilised.

Priority - Effective local, regional and national reporting

Challenges and Outputs

- To maintain a league table of property asset energy performance, identifying poor performing properties.
- To report property carbon performance information to Cabinet on an annual basis.
- To set appropriate benchmarking and key performance indicators for carbon improvement. Continuously monitor and improve.
- To report carbon reduction information to Government office on an annual basis.

Section 6 - Service Priorities – Corporate Landlord, Children’s Services, Adult Services, Commissioning & Resources and Support

Through the development and continuous improvement of Service Asset Management Plans, the Asset Management Strategy should cascade the ethos and principles which reflect the transformation of services under the four directorates. Through the rationalisation of the estate this will fit and connect with service transformation to ensure we have a fit for purpose portfolio to reflect the needs of customers, the public and the effective delivery of services for the Council.

Children’s Services

Academy Transfers – Those schools opting out of local government control naturally reduce the school estates down but leaves challenges around funding and the effective redeployment of resources. The reduction of funding provides challenges for the support services to be maintained for the rest of the estate.

Inspire to Learn

The model of consolidating all school support services into a provider which will form part of the Council’s wider delivery vehicle, being IP&E, presents the future challenge and direction for the service.

Adult Services

The ethos in strategic terms is that there is a very strong rationale to support the use of Council owned land for social care. Housing developments for vulnerable adults generally will deliver revenue savings that can outweigh the potential for capital receipts.

Therefore on this basis a number of specific proposals, as set out below, are made to realise these savings. It is recommended that this use of these assets meets the aims and objectives of the Council and contributes to the overall savings target.

Maximising partnering opportunities with Health and other partners for specific sites which can be earmarked for disposal for a specific use will be the catalyst for private investment.

Development land

There are a number of requirements for development land. The development of supported living accommodation for both adults with mental health needs and adults with learning disabilities and for extra care opportunities for older people is a key component of the adult services business plan.

Mental Health

The Council has a Housing Provider seeking land to purchase/transfer for the development of supported living accommodation for people with mental health needs. The provider has capital to develop and would allocate nomination rights to Shropshire. Land is required for developments of 8 to 14 single person flats in two storey buildings within local communities and market towns across the County and sites are being sought in South Shropshire, Oswestry and Market Drayton.

Adults with learning disabilities

The Council has been successful in securing on an on-going basis capital funding from a national charity for the development of supported living bungalows. Funding was confirmed in December 2014 for a bungalow site at London Road. Further funding is likely to be confirmed for two further bungalows subject to sites being available and provided by the Council.

Older people

Sites for extra care are required, potentially to accommodate up to 80 units per site. The Council has negotiated a land disposal in the north of the county for the development of 60+ extra care units. This however is a long way short of the overall demand for such accommodation.

Commissioning

The future model of service delivery and locality based commissioning challenges the way assets are utilised and managed. The repositioning of certain functions and services continue to be the priority of the directorate to transform the way the Council does business. There are a number of key touch points with property and asset management:-

- Use of the Council's assets to deliver change in line with strategic planning and development management policy.

- Development of a cohesive approach with regard Economic Redesign and Corporate Landlord.
- Enablement through Community Asset Transfer and Community Right to Bid to deliver better local solutions

Develop community service hubs in each of the market towns in Shropshire in collaboration with partners and voluntary and community groups.

Resources and support

The core services and delivery of the support function consists of the key services which will enable the required transformation across the Council.

The directorate is working to minimise the cost of Council overheads through the promotion of the Digital First Agenda which provides an opportunity to interact with our residents electronically reducing face to face demand.

Migration of first point of contact activity to the Customer Service Centre provides opportunities to channel shift activity online, which then allows staff to concentrate on their core activity anywhere reducing the demand and need for a multiplicity of buildings in the county. The Corporate Landlord model provides the platform for multi service buildings reducing the estate footprint as well as reducing costs.

Section 7 Corporate Asset Management Plan – Non schools and highways estate

Specific objectives and targets will be identified within the Council's Corporate Asset Management Plan, Place Based and Service Asset Management Plans. These documents will set out the strategy and operational and tactical planning framework together with identifying interdependencies with other key priorities. These objectives shall reflect the principles outlined in this Asset Management Strategy and will be aligned with the corporate and service aims of the Council and where appropriate of its partners.

The Council's Strategic Asset Management Team will consult the Evolve Board and Cabinet of:

- i) The Council's strategic Corporate Asset Management Plan and framework and development of Service Asset Management Plans.
- ii) Adoption of Place Based Asset Management Plans informed by the outcomes of capital and asset pathfinders.

The Evolve Board is a consultative group within the Council's Transformation Programme. The Asset Management Project Board has responsibility for overseeing the direction and scope of the Corporate Asset Management Strategy and for monitoring the delivery of agreed property asset management objectives and targets.

Section 8 Performance Data, Delivery and Outputs

The effectiveness of the Council's Asset Management Strategy will be defined by success criteria, financial and performance outcomes set out in the Council's Transformation Plan, Asset Management Plan, Service Asset Management Plans and the strategies agreed with our partners.

The transformation will also be benchmarked against best practice across the sector utilising RICS and CIPFA data.

The Council's Evolve Board and the Strategic Assets Board will evaluate the success of the Strategy and the need to re-scope its objectives, outcomes and focus in accordance with any new Government directives, new funding and investment opportunities and any changes required to local area and/ or service delivery plans.

Local communities and customers will be asked to evaluate the success of the strategy on an annual basis by asking them how effectively changes in property and facilities have made services more accessible, effective and affordable within their local area and the county as a whole.

Summary and Conclusion

The Asset Strategy sets out the clear direction and priorities for the Council and demonstrates how the future management of assets can support the corporate and service objectives. The detailed challenges and outputs must be achieved to deliver the level of transformation to ensure Shropshire Council continues to succeed in serving the public to the highest possible degree.