

MAYOR AND CABINET			
Report Title	Lewisham Council Strategic Asset Management Plan 2015-2020		
Key Decision	Yes		Item No.
Ward	All		
Contributors	Executive Director for Resources and Regeneration		
Class	Part 1	Date: 4 March 2015	

1. Summary of the Report

- 1.1 Lewisham Council's Strategic Asset Management Plan 2015-2020 sets out the Council's approach to management of its assets and provides links to the operational and technical details that underpin the overall strategy. The Asset Management Plan is intended to shape delivery of a resource at the heart of the Council's current and future offer to residents and provide the framework for decision-making on assets across the corporate estate.
- 1.2 The Council's assets are the frame within which service delivery takes place. They have a significant, and growing, value and represent a means to drive investment and resources despite the significant pressures on public finances. The Strategic Asset Management Plan is therefore at the heart of delivering the corporate vision and the Council's policies and programmes going forward.

2. Purpose of the Report

- 2.1 This report sets out the context for the Council's management of its assets and provides a summary of the contents of the Strategic Asset Management Plan.
- 2.2 The report is intended to provide the basis for agreeing and publishing the draft strategy.

3. Recommendations

- 3.1 It is recommended that the Mayor approves the Council's Strategic Asset Management Plan 2015-2020.

4. Policy Context

- 4.1. The Council's vision is to work together to 'make Lewisham the best place in London to live, work and learn'. This vision is set out in Shaping our future, Lewisham's Sustainable Community Strategy 2008-20. The contents of this report are consistent with the Council's policy framework. It supports the achievement of Lewisham's Sustainable Community Strategy priority outcomes. Lewisham's core values are to:
 - Put service to the public first
 - Respect all people and all communities
 - Invest in employees
 - Be open, honest and fair in all we do.
- 4.2. Lewisham has ten enduring corporate priorities which outline the Council's distinctive contribution to the delivery of Shaping our future – Lewisham's Sustainable Community Strategy. These include: Community leadership and empowerment; Clean, green and liveable; and Strengthening the local economy.
- 4.3. The Council's Strategic Asset Management Plan has been developed to reflect and respond to the Council's set of strategic documents, including those currently in development. This includes the Local Development Framework, the Housing Strategy, the Asset Management Plan (Highways), the Regeneration Strategy and Lewisham's Sustainable Community Strategy.

5. Background

- 5.1 The Strategic Asset Management Plan sets four interlinked objectives:
 - Compliance with regulation and responsiveness to risk
 - Improving the quality of services delivered by the corporate asset function
 - Reducing expenditure associated with the Council's assets
 - Increasing the level of income generated by the Council's assets
- 5.2 Section 2 of the Strategic Asset Management Plan provides a summary of the Council's asset register including the number and classifications of assets.
- 5.3 The Council has strengthened management of the corporate estate, prioritising regulatory compliance and the quality and value for money of the services delivered from the corporate estate. Section 3 of the document describes the foundations of this change which includes more robust data and process, increased capacity and stronger governance and decision-making.
- 5.4 The Council's Accommodation Strategy, set out in section 3, describes how assets will be managed to maintain the quality of service provision while reducing exposure to costs. Over the period of the last Asset Management Plan (2010-2014) the Council made savings of over £100m through better use of assets. The financial pressures now faced across the public sector increasingly requires a transformational approach, but with rising values for property and land there are opportunities to use the Council's portfolio to open up income sources.
- 5.5 Understanding risk and ensuring compliance with statutory requirements are fundamental priorities for the Strategic Asset Management Plan. Section 3 of the document identifies the different strands of this activity including fire safety, asbestos

management, water hygiene, compliance with the Equality Act 2010, Energy Performance Certificates, staff safety and third party management of assets.

- 5.6 Effective management of the commercial estate is an essential part of getting value for money from the corporate estate and responding to the Council's wider financial pressures. Section 3 of the document includes the approach proposed to the commercial estate in terms of fully utilising assets, increasing income by achieving market rates and the proactive collection of income.
- 5.7 The final section of the Strategic Asset Management Plan describes the proposed approach to delivery, and summarises the outcomes and projects included within the body of the document, the approach to performance and risk management and the overall timetable for delivery.
- 5.8 The individual strands of activity intended to deliver the Strategic Asset Management Plan's priorities are summarised in the table below.

Programmes	Work strands	
Compliance and risk	Statutory compliance	<ul style="list-style-type: none"> • Fire safety • Asbestos policy and management plan • Water hygiene plan • Equality Act 2010 access to buildings and services • Energy Performance Certificates • Staff safety • Third party management of assets
Strategic approach to assets	Data capture, storage and analysis	<ul style="list-style-type: none"> • Asset Management System (AMS) • Systems and processes
	Capacity and functions	<ul style="list-style-type: none"> • Restructuring • Backlog clearance
	Estate management	<ul style="list-style-type: none"> • Classification of assets • Third sector and community assets • 'Urban Files'
	Governance and partnerships	<ul style="list-style-type: none"> • Asset Management Board • Partner engagement • Schools estate
Accommodation strategy for the operational estate	Asset optimisation	<ul style="list-style-type: none"> • Refocusing the operational estate • New income
	FM	<ul style="list-style-type: none"> • Realignment of contracts • Integration of functions
	Sustainable and efficient estate	<ul style="list-style-type: none"> • Carbon/energy targets • Corporate sustainability
Commercial estate	A better balanced portfolio	<ul style="list-style-type: none"> • Development of underutilised commercial and housing assets
	Increased income	<ul style="list-style-type: none"> • Rent review of all assets and programme of lease renewals and re-

		gears <ul style="list-style-type: none"> Proactive income collection, void minimisation and debt recovery
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5.9 A draft of the Strategic Asset Management Plan was discussed by Public Accounts Committee on the 10 December 2014.

6 Financial Implications

6.1 There are no specific financial implications arising from this report. The expenditure to be incurred or income achieved in delivering the asset management plan relates to existing budgets. Any expenditure required outside of existing budgets, particularly with regard to longer term investment to generate income streams, would be subject to the approval of Mayor and Cabinet where required. The plan is aligned with existing specific and council wide savings targets in the short to medium term period up to 2017/18 and forms the basis of potential savings for the longer term to 2020/21, and beyond.

7 Legal Implications

7.1 The Equality Act 2010 (the Act) introduced a new public sector equality duty (the equality duty or the duty). It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

7.2 In summary, the Council must, in the exercise of its functions, have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- advance equality of opportunity between people who share a protected characteristic and those who do not.
- foster good relations between people who share a protected characteristic and those who do not.

7.3 The duty continues to be a “have regard duty”, and the weight to be attached to it is a matter for the Mayor, bearing in mind the issues of relevance and proportionality. It is not an absolute requirement to eliminate unlawful discrimination, advance equality of opportunity or foster good relations.

7.4 The Equality and Human Rights Commission has issued Technical Guidance on the Public Sector Equality Duty and statutory guidance entitled “Equality Act 2010 Services, Public Functions & Associations Statutory Code of Practice”. The Council must have regard to the statutory code in so far as it relates to the duty and attention is drawn to Chapter 11 which deals particularly with the equality duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found at:

<http://www.equalityhumanrights.com/legal-and-policy/equality-act/equality-act-codes-of-practice-and-technical-guidance/>

- 7.5 The Equality and Human Rights Commission (EHRC) has previously issued five guides for public authorities in England giving advice on the equality duty:
- The essential guide to the public sector equality duty
 - Meeting the equality duty in policy and decision-making
 - Engagement and the equality duty
 - Equality objectives and the equality duty
 - Equality information and the equality duty
- 7.6 The essential guide provides an overview of the equality duty requirements including the general equality duty, the specific duties and who they apply to. It covers what public authorities should do to meet the duty including steps that are legally required, as well as recommended actions. The other four documents provide more detailed guidance on key areas and advice on good practice. Further information and resources are available at: <http://www.equalityhumanrights.com/advice-and-guidance/public-sector-equality-duty/guidance-on-the-equality-duty/>

8 Crime and Disorder Implications

- 8.1 There are no direct crime and disorder implications arising from this report.

9 Equalities Implications

- 9.1 The Equality Act 2010 became law in October 2010. The Act aims to streamline all previous anti-discrimination laws within a Single Act. The new public sector Equality Duty, which is part of the Equality Act 2010, came into effect on the 5 April 2011.
- 9.2 Lewisham's Comprehensive Equality Scheme (CES) for 2012-16 provides an overarching framework and focus for the Council's work on equalities and helps ensure compliance with the Equality Act 2010.
- 9.3 The CES 2012-16 describes the Council's commitment to equality for all citizens, service users and employees. The CES is underpinned by a set of high level strategic objectives which incorporate the requirements of the Equality Act 2010 and the Public Sector Equality Duty.
- 9.4 The Council's equality objectives through the CES include:
- Improve access to services;
 - take reasonable steps to ensure that services are inclusive; responsive to risk; physically accessible and provided through the most efficient and effective channels available;
 - close the gap in outcomes for citizens;
 - take reasonable steps to improve life chances for citizens by reducing outcome gaps that may exist within the borough as well as those that may exist between the borough and elsewhere

10 Environment Implications

10.1 The Council's operational estate, schools and the wider asset portfolio are fundamental to the Council's overall environmental impact. The Strategic Asset Management Plan recognises this issue and supports the inclusion of performance measures that can drive improvements in identifying and responding to the environmental implications of managing the Council's assets.

11 Conclusions

11.1 It is recommended that the Mayor and Cabinet approve the Council's Strategic Asset Management Plan 2015-2020.

12 Background documents and originator

Background documents:

- Report on the Council's non-housing property assets 16 July 2014
<http://councilmeetings.lewisham.gov.uk/ieDecisionDetails.aspx?AllId=9110>
- Report on the draft Strategic Asset Management Plan to Public Accounts Committee 10 December 2014
<http://councilmeetings.lewisham.gov.uk/documents/s32622/05SAMPReport10122014.pdf>

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