Report of the Corporate Director of Economy and Place
Portfolio of the Executive Leader (incorporating Finance and Performance)

Community and Operational Asset Strategy – Development and Implementation

Summary

1. Executive approved the Asset Management Strategy for 2017-2022 on 28 September 2017 which set out the principles and approaches for taking forward the Corporate Asset Strategy. This report focuses on the Community and Operational Asset Strategy (CAS) element of this and sets out how the CAS will be delivered by:

    - Reviewing the progress made to date

    - Outlining how the future business models of the delivery of Council, other public sector and community services can be supported through the use of land and building assets by:

        o   Considering the suitability of the remaining land and building assets, including those owned and occupied by partner organisations to help deliver the ambitions and priorities for Council and partner services. This will be done by focussing on the following categories of assets where the greatest impact can be made in the next 2 years in achieving these ambitions for the Council and other public sector services, saving revenue costs and delivering capital receipts. These categories are as follows:

            1. Children's centres
            2. Community centres
            3. Health and adult social care
            4. Libraries
            5. Parks, playing fields and open spaces

6. Schools
7. Office accommodation and operational sites
8. *The wider public sector estate*

- o Review and update of the data required to enable informed decisions to be made on the future of those land and building assets which fall within the scope of this next stage

- Setting out the resources required to deliver this next stage of the implementation of the CAS

2. The implementation of this Strategy will take place over a number of years but will be the subject of a continuous review to ensure it remains relevant and up-to date

Recommendations

3. The E&P Policy Development Committee is asked to:

- note this report
- provide any comments on the contents of this report
- advise of any additional matters which should be considered

    Reason: To involve Members in the principles and approaches for taking forward the Corporate Asset Strategy

Background

4. Executive approved the Council's new Asset Management Strategy 2017-2022 in September 2017. One of the approved recommendations was to develop a Community and Operational Asset Strategy. A Commercial Project Manager was appointed in July 2018 to take this forward.

5. The Asset Management Strategy sets out three objectives for future asset planning:

- To use our assets to deliver policy goals

- To operate our estate efficiently and dynamically to support the effective delivery of council services

- To use council assets to generate maximum income to support the delivery of council priorities

6. These objectives are broken down into more detailed principles which guide the activity planning and decision making for the Strategy. Many of these principles have direct application to the development of the Community and Operational Asset Strategy and these are highlighted in italics below

   a. *We will use land and building assets to maximise positive outcomes for our communities*

   b. *In order to protect direct services we should reduce the overall cost of the estate through*
      i. *Rationalisation of assets*
      ii. *Disposal of poor quality assets*
      iii. *Exploiting commercial opportunities*
      iv. *Co-location of Council and other public sector services*

   c. We will use our commercial assets to generate income to support service delivery

   d. *We will use our assets to create efficiencies and reduce service costs*

   e. *Assets should support CYC and partners to achieve joined up services and improved outcomes – buildings should not be exclusive to one particular service and space should be wherever possible flexible and adaptable to support a range of uses*

   f. We will acquire or hold assets to drive economic development or regenerate an underperforming part of the city

   g. We will use assets to deliver and accelerate housing provision in the city

   h. *We will ensure assets comply with the Council's Sustainability policies, and we will explore opportunities to reduce the carbon footprint and water use across our retained estate, where financially viable*

   i. *Assets should be operated by the community where a community group is best placed to deliver the outcomes*

   j. *We should use assets to support area-based working – through the three-zone city model*

k. Where schools become Academies we will work to maximise the use of education land to the benefit of education and the wider community

7. In addition, because of the widening of the scope to include those services delivered by other public sector organisations in York – Health, Social Care, Fire, Police, Ambulance, Court Services and the universities – and the wider voluntary sector, the Council has been part of the Central Government One Public Estate programme (OPE) for a number of years which has the principles of

    - Encouraging joint working
    - Delivering efficiencies
    - Identifying new collaborative approaches
    - Releasing land for disposal which will be included as the plans develop.

8. It is important also that the principles of Inclusion and Accessibility are included as an essential element of the development of this strategy as many of the groups and organisations which will be involved will have their own requirements.

9. These objectives and principles have already been used in dealing with the Council's operational and community assets and have achieved a number of successes and also are being applied to a number of current priorities as follows:

    - the Council's administrative accommodation – moving from 17 buildings into West Offices and Hazel Court supporting service integration within the Council and with partners and reducing revenue costs by over £1million pa

    - Older Person's accommodation – a programme of disposal of the general residential accommodation, no longer fit for purpose, and re-investment in specialist dementia nursing provision in purpose built new buildings and support at home

    - Libraries – the development of library premises into multi-use community facilities (current examples being The Centre@Burnholme and New Earswick Folk Hall) operated by an external provider (currently being re-tendered)

- Housing delivery programme – identification of a number of sites to provide a variety of housing types and ownership models

- Leisure and sports estate – work with an external provider to manage and develop the Council's sports provision including the Community Stadium

- The Burnholme campus – programme to provide a variety of services and uses (library, community, health, adult care, sports)co-located on one site and release of land for housing provision

10. The Council, and other public sector organisations, are continually reviewing how they can best deliver their services in a way that best meets the needs of the customers and residents which takes into account changing requirements, policies and initiatives and also resources available for that delivery. There are a number of different business models which can be considered:

- Centralisation of the point of delivery – expecting the customer to travel to the centre or access the service digitally

- Hub and spoke model – delivery of services in the areas of most need for that service with a central support function

- Locality based – range of Council and other services delivered in strategic locations across the City (could match the Local Area Team areas for instance) as a base providing easier access to these services by the customers

- Co-location – provision of a range of public and community services and facilities in a number of strategically placed locations around the city in buildings which are

   o Fit for these purposes

   o Have good consistent FM and IT support

   o Are economical to run and able to generate revenue from other community and commercial users

11. There is still the residual challenge of a number of buildings and sites occupied by a single Council service. Many of these are:

- in the wrong location to deliver the service effectively
- in buildings which are not fit for purpose
- have a lack of adequate Facilities Management (FM) and Information Technology (IT) support
- are expensive to run.

In addition there are a number of buildings occupied by other public sector organisations, particularly health and care-related, which are often located close to each other and also often Council buildings in the community but each not maximising the potential for co-location, both to the community in terms of easy access in one location and also to the public sector in respect of reduced costs.

12. A City-wide pro-active approach is therefore needed involving all public and community organisations to continue to deliver the vision and objectives set out below. The focus should be on delivering <u>modern fit-for-purpose facilities which are fully utilised and which give the occupiers the place and the resources they need to carry out their work and deliver their programme</u> – in other words to have a portfolio of **assets which work for everyone.**

The Challenge of Implementation

13. The scope of the Community and Operational Strategy covers a significant number of land and building assets. There are over 200 Council owned assets which have not yet been considered which should be included in the next stage of the delivery of this Strategy together with a significant number of other public sector assets – a large proportion of which contain health-related services. Annex 1 details those Council owned assets which are included.

14. There are a number of different drivers which could be used to take forward the implementation of the CAS.

- Evidence driver

  o thorough methodical approach covering all assets in scope
  o assess all assets against CAS and service objectives
  o measure performance and cost for individual assets

- o produce management plan for each individual asset with recommendation for retain/invest/dispose based on analysis
- o produce implementation plan to achieve CAS purpose

- • Tactical driver

  - o review and act on all opportunities as and when they arise
  - o carry out assessment on all assets which could be included within the scope of the opportunity
  - o measure against CAS and service objectives and benefits from being included within the opportunity
  - o produce project plan based on this information

- • Strategic driver

  - o Driven by priorities from either service or CAS
  - o Review city-wide how these can be delivered
  - o Decide on what else can be included from across the estate
  - o Produce implementation plan to deliver strategy

- • Spatial driver

  - o Review by area of the City
  - o Include all operational, community and partner assets within that area
  - o Identify the priorities for that area and then measure assets and the use made of them against those priorities
  - o Produce implementation plan which delivers the priorities for that area

15. The reality is that the way forward will be a mixture of all the above options and will need that overview which will sit above any local area based or service based proposals to optimise outcomes. This is particularly true when considering other public sector organisations such as the blue-light and health services whose area of responsibility is wider than just the York area and so the projects delivered in York will need to take into account these wider requirements. By adopting this 'blended approach' then this will ensure that all factors are taken into account and will avoid duplication of provision of buildings in any one area which provide the same or similar service and will maximise the use and delivery of objectives from any new or retained asset.

16. Because of the volume and complexity of the Council and other organisation assets which are potentially included in this Strategy and the service and community outcomes which should be delivered there is a need for prioritisation in determining and delivering the implementation plan. To try and break down the scope of this project and to provide a prioritised programme it is proposed to focus on a number of asset categories and then to consider

   - The ambitions and priorities identified by services and external organisations in delivering their objectives
   - The driver or drivers which are relevant in looking at the asset requirement to enable those priorities to be achieved.

   These categories are as follows with a summary of the predominant driver, the ambitions and the priorities for each category following initial engagement with assistant directors and heads of services.

   - Children's Centres **CC**
   - Community Centres **Co**
   - Health and Adult Social Care (including Older Persons Accommodation) **HS**
   - Libraries **Lb**
   - Parks, public open spaces and playing fields **PF**
   - Schools **Sc**
   - Other Public organisations **OPE**
   - Office accommodation and operational sites **OO**

   It should be stressed that buildings and land can't drive the ambition but they should assist in delivering the priorities and outcomes. There will be links between these categories, especially as co-location and management of the assets will be of importance in all of them.

17. The need for accurate and current data on the suitability, condition and costs of the assets is also of high importance so that informed decisions can be made on whether to retain, invest or dispose of those properties identified which could deliver these priorities. The data currently available whilst extensive on Council buildings and land is, in the main, not up to date as the resources have not been available to carry out the necessary collection work. On other non-Council buildings the data available is variable. An exercise needs to be carried out therefore to scope and collect this data on an agreed list of properties. It would also

assist the decision making if valuations were carried out to highlight potential capital receipts which could be obtained for re-investment.

Project Categories

18. Children's Centres **CC**

There are currently 9 children's centres – all are attached to or are part of schools. Most of these centres are now not fully occupied by Council services as these services are being delivered in a different way and as a consequence some of the centres include third party lettings (such as nurseries).
Where the school has converted to an Academy, CYC have taken a lease back of the children's centre space for a term of up to 25 years

- Driver – Strategic (supported by Evidence)

- Ambitions

    o Ensure buildings are used to support all families
        ▪ Use buildings to develop community provision
        ▪ Provision either internally or by external groups with the same focus

    o Provide the buildings where families needs are greatest and the provision cannot be provided in the home setting

    o Make the best use of the buildings as currently empty for long periods of time

        ▪ Don't currently have FM capacity to manage outside of core use – e.g. Heath and Safety (H&S) requirements, agreements in place
        ▪ Consider use by other Council/Public sector services

19. Community Centres **Co**

Community Centres are held and occupied in a variety of ways across the Council area – there is no consistent approach. 24 buildings which the Council own or lease all/part have been identified initially and the

ownership/management arrangements include:

- Freehold ownership and direct management
- Community Asset Transfer
- Leasehold ownership – either of whole or part

The strategy for these centres has been to undertake community asset transfers where there is a strong voluntary group with a compelling business case. Transfers have already taken place at:

- Oaken Grove Community Centre
- Clements Hall
- Poppleton
- Priory Street
- Clementhorpe

There are still a number of centres where the occupying groups are not in a position to take over responsibility for the asset and also the Council requirement for operating services from these buildings is diminishing.

- Driver – Strategic (supported by tactical)

- Ambition
    - o All centres to be multi-purpose located in the right place to serve the community
    - o Have all community centres run, managed and occupied by the community, CYC using the facilities as and when needed
    - o Community asset transfers as the preferred model
    - o Maximise the opportunity for the community to generate income from the asset to guarantee future sustainability
    - o Support the community running these centres by providing central FM and IT where appropriate to release the staff to focus on maximising the use of buildings to deliver community needs
    - o Release any surplus assets (especially leasehold) for alternative uses or disposal

20. Health and Adult Social Care **HS**

Health and social care responsibilities are split between CYC and NHS and are delivered by a variety of agencies and organisations (including community groups) as well as directly by the Council and the NHS.

There is therefore a very complex picture for the user and this is mirrored in the variety and location of buildings used to deliver these services. There are at least 13 different Council venues, including those providing mental health services and residential and day centres, but many more NHS locations and buildings held on a variety of tenures and ownerships which all deliver a range of programmes and services for the community. It is currently a high priority for central government to improve the situation and the Sustainability and Transformation Plan for the CCG states that the NHS should prioritise efforts to integrate care based on close co-operation with local authorities in order to improve services. There is no overall Asset Strategy for Adult Social Care but a number of their transformational programmes, such as Future Focus reflect the need for community spaces and buildings

21. The type and size of project will vary from local integration of say GP services with an existing Council service to large scale provision of an city wide integrated health requirement such as the facilities currently being looked at on the Bootham Park Hospital site

   - Driver – Strategic (supported by spatial)
   - Ambitions (for both CYC and Health Providers)

      o An integrated Health and Adult Care Estate delivering co-located services
      o Location of these health and social care assets to meet the current and future need of the communities especially with the impact of the emerging Local Plan – York Central and the former British Sugar site being 2 of the largest examples
      o A range of services an programmes operating from each asset which meets the identified needs of the local community
      o Provision of specialist residential facilities
      o Primary Care Home – integrated service – GP, dentist, optician
      o Release of surplus assets to reduce revenue costs and also generate capital to be re-invested in the new/re-furbished facility as well as providing sites for housing
      o To create a model structure for the management of these co-located facilities which will reduce cost and maximise income and enable use by other community groups. This model can then be adapted to each individual situation.

There will need to be close joint working between CYC ASC and Public Health services, NHS, CCG and the Hospital Foundation Trust in taking these ambitions forward right from the start to produce integrated

22. <u>Libraries</u> **Lb**

The Library and Archives service, currently located in 15 buildings, is currently being re-procured – proposed new 15 year contract from 1April 2019. The process for this has been approved by Executive on 21 June 2018. The vision for the service is set out in the report and includes a requirement for:

- o Fit for purpose, contemporary spaces meeting the needs of everyone
- o Outward looking, linking with the community and drawing people in to foster a sense of place
- o Maximise the use of the building assets through partnership working and innovative programming

It is proposed that there should be a range of libraries located in the type of buildings which meet the needs of different users and the community. As the new contract will be signed in April 2019 this category will be a key part of the CAS implementation programme as opportunities should be taken to deliver the ambitions and priorities of other categories.

- Driver – Spatial (supported by Tactical)

- Ambitions

  - **York Explore** – flagship facility where all services available including the Archive
  - **Explore Library Learning Centres** – three to be created in the areas of greater need – these defined as Acomb, Clifton and Tang Hall/Burnholme areas delivering. CYC will work with service provider in shaping the options

    - o Range of library, information and educational facilities and opportunities
    - o Cafe
    - o Space for multiple community use

  - **Explore Gateways and Reading Cafes**– variety of venues co-located with other community activities, with a cafe if

appropriate. Service provider will take a lead on bringing forward options which can then be considered in as part of any other CAS initiatives/projects

23. <u>Parks, Open Spaces and Playing Fields (Active living)</u> **PF**

In September 2018 Executive approved the progress of the interim Green Infrastructure draft SPD to assist in informing decisions prior to the adoption of the York Local Plan. Included in this work is the development of the Green Space Strategy and implementation programme which will include relevant Council assets. The Council's parks and playing fields (excluding school playing fields) are a variety of sizes and locations and have been acquired and held for a variety of reasons. Initially 74 sites and buildings have been identified which could be looked at as part of this theme. Although the spatial distribution appears to be random and does not match the population distribution, the current strategy is to focus on the green corridors into the City and also to maximise the positive impact on local air quality especially near school sites . These spaces are also managed in a variety of ways – some are directly managed by the Council, some let on short term licence/hiring agreements, others on leases of varying lengths. There are also a number of parks, open spaces and playing fields which are owned by other groups and organisations. Developments resulting from the Local Plan will also produce a number of new open spaces, the future management of which will need to be considered

- Driver – Spatial (supported by evidence)

- Ambitions

  o Match park and playing field space to identified needs and the objectives of the Live Well York project
  o Maximise the improved air quality resulting from these spaces
  o Minimise the cost to the Council of managing these assets
  o Maximise community involvement in the future management of existing assets and also new areas of parks and open spaces which will result from the emerging Local Plan
  o Maximise commercial opportunities to maintain future viability for community management

24. Schools **Sc**

There are 63 school sites (excluding private schools) which currently deliver educational services within the City. CYC either own the whole site or, in a number of cases, share ownership with the Diocese or another body (VA and VC schools). In addition a number of these schools are now a member of one of the 5 Academy Trusts set up in York (these are held by the Trust on 125 year leases). These are distributed throughout the CYC area and a recent report to the Council's Executive has stated that with modest expansion at some schools, they match the requirements of the existing population.

With the adoption of the new Local Plan the population is due to significantly increase and so expansion on existing school sites will be needed. There will also be significant house building in areas of York where the educational provision within the locality will need to be provided for the first time. The recent report to the Council's Executive sets out the key issues for the service in the provision of school places as follows:

- Having an in-depth understanding of the capacity of the current school estate;

- Maintaining an overview of patterns of parental choice through the annual school admissions process;

- Understanding the patterns of demographic change and growth created by existing population trends and by new and projected housing developments;

- Understanding the processes for adding additional school places in academies and having an understanding of the local authority's role in the presumption process related to the development of new schools. The opening of new schools is currently governed by the Department for Education free schools programme;

- Working with neighbouring local authorities to better understand supply and demand pressures and to identify the opportunities for joint strategic planning to aid the efficient and cost effective delivery of additional school places. This is particularly important in reviewing the viability of small schools and the provision of specialist provision.

- Driver – Evidence (supported by spatial)

- Ambitions

  o Have sufficient school places to meet current and future need in the right locations
  o To encourage appropriate community use of existing and especially new school sites to generate income and potentially free-up other sites for disposal/re-use. This will need a good working relationship to be established with the various Academy Trust bodies and also the Headteachers and Governing Bodies of retained schools, due to the limited influence the Council has on the use and development of these sites
  o To create potential vacant/surplus space on school sites for alternative uses particularly on school re-organisations and Academisation.

Most of the known additional places needed over the next 5 years can be met by expanding the existing school estate where needed. However the longer term (post 2025) will see substantial expansion of educational need as the key growth areas in York are delivered which will result in the need to re-think how the additional places will be provided. Key outcomes include the potential for new, and/or re-organisation/expansion of existing, schools. Individual business cases will need to be developed for each proposal including the opportunities for co-location with existing schools in the area.

25. <u>Other Public Organisations</u> **OPE**

For many years the Council has worked with other public sector and voluntary sector organisations to deliver service-lead solutions through making the best use of public land and building assets. The York-wide multi-organisation Assets Board was established in 2010 and has included representatives with an asset responsibility from the Fire, Police and Ambulance services, Health (including the Hospital), both universities, voluntary (represented by CVS) and church organisations as well as the Council.

The One Public Estate programme (OPE) was initiated by the Cabinet Office in 2013 (see details in paragraph 6) and has assisted in raising the profile of this vital work. This Council has been involved since the early days in this programme which, as well as providing funding to carry out feasibility and other early work on several projects has also enabled the

profile of the York OPE Assets Board to be raised and for central government departments also to attend and be involved in delivering the joined-up approach to the delivery of customer-focussed services in fit for purpose buildings.

- Driver – Tactical (supported by evidence)

- Ambitions

  - Joined up approach to the delivery of customer-focussed services in fit for purpose buildings
  - Health STP Strategy to become project specific and resourced
  - Co-location of back office functions
  - Release of sites for residential development

- Priorities

  - Review of blue light asset requirements across the city
  - Definition of a work programme to deliver the priorities identified in the Health Estate Strategy of the Humber Coast and Vale Sustainability and Transformation Programme and the Council's Adult Social care and Public Health programme to implement a combined Health and Adult Care Strategy
  - Options for the maximum re-use of public sector sites and buildings which will becoming surplus in the next few years such as:

    - Bootham Park Hospital site
    - Lowfields and Burnholme – mixed use sites delivering Health and Well-being facilities

26. <u>Office accommodation and operational sites</u> **OO**

A lot of work has been done over the last few years in successfully reducing the size of the office accommodation estate by reducing 17 unfit office and customer service buildings to 2 – West Offices and Hazel Court – which have met the requirements for office staff and public access to customer services well over the last few years. Due to a reduction in staff numbers and space requirements West Offices has also been used to generate an income of £1million from lettings to other organisations.

However there is now an opportunity to review the use of these 2 buildings in delivering this function due to a number of recent and current factors

- Growing CYC staff base plus staff transferring into West Offices and Hazel Court from other sites causing a strain in capacity for CYC staff

- Poor support (FM and IT) facilities in other buildings used by CYC

- A reduced need for customer space in West Offices due to the growth of the digital programme impacting the way residents and customers interact with the Council resulting in less face-to-face meetings

A separate project has recently started to look at this but this needs to be seen in the context of the broader service delivery models for other operational services within CYC and how their changing requirements are driving their asset strategies.

- Driver – Strategic (supported by evidence)
- Ambitions

  o To deliver the operational property needs of Services in 'fit for purpose' land and buildings in the right location
  o To co-locate services where possible (including with non- Council services) – to enable a flexible workforce
  o To further realise commercial opportunities within the office and operational estate including disposals where possible

Summary

27. As can be seen from the categories set out in the above paragraphs and the priorities which have been identified the implementation of this strategy will make a significant contribution to the Council and partner's organisations future service delivery and achievement of service and corporate priorities and objectives.

The development of the implementation plan for the CAS is still in the exploratory phase. A number of new projects are likely to be created as the work is developed but resources will need to be in place from at least the following areas to enable these projects to progress as currently

all these teams are fully committed to existing prioritised workstreams

- All operational and community focussed services
- Property Services (Asset Team and Facilities Management)
- Legal Services
- Planning
- Other public sector organisations (especially Health and the Blue-Light Services)

Each individual project will need therefore need their own business case and project methodology applied to it and even then prioritisation of these projects will have to be decided.

The direction of travel overall is for the Council to:
- Use fewer assets to support the delivery of public and community services and facilities
- Reduce the net cost to the Council of operating these assets with a high energy and sustainability performance
- Improve the quality of the retained assets to provide fully supported, fit for purpose contemporary facilities and ensure the link with the digitisation programme

Programme Definition

28. The successful implementation of the Community and Operational Strategy will <u>only</u> be effective if:

- Operational services understand their future service delivery model

- There is a full consideration of the condition and value (current and potential future) of the existing estate

- Work with the project manager in designing an asset estate fit for 21st Century public services

- Engagement and ownership at all stages by the services and organisations including

  - Operational services within the Council
  - Council officers dealing with community engagement
  - Representatives from other public sector services

- Community and voluntary groups
- Ward and executive members

- Resources are made available by the stakeholders in terms of staff and finance to deliver the resulting programme

29. The method of engagement with stakeholders and partners will vary according to the nature of the project involved and also the other parties included and so the types and timing of the engagement will need to take place at the early stages of any project planning. The opportunity should also be used to incorporate elements of the new Council's new approach to engagement successfully employed as part of the My Castle Gateway and My York Central process. In particular there needs to be shared governance concerning the nature of the engagement with the users of the asset and in the creation of a brief for any public or wider engagement. The purpose and result of any engagement will need to be transparent to all.

Council Plan

30. The Council's 3 key priorities, as set out in the Council's Plan 2015-19 are at the heart of the CAS and its implementation.

- a prosperous city for all - where local businesses can thrive and residents have good quality jobs, housing and opportunities

  The CAS should release buildings and sites across the city which can be used to deliver much needed housing. Residents will also have opportunities to get involved in the future management and use of these assets

- a focus on frontline services - to ensure all residents, particularly the least advantaged, can access reliable services and community facilities

  The CAS is all about providing a portfolio of well located, fit for purpose land and building assets which meet the residents need for easy access to operational services and community facilities, not just for the Council but also other public sector and the voluntary sector services and facilities by prioritising co-location and local management wherever possible.

- a council that listens to residents - to ensure it delivers the services they want and works in partnership with local communities

The portfolio of land and building assets produced as the CAS implementation plan progresses will have been the result of partnership working with local communities and public sector services establishing what is required and where it can be delivered to maximise the benefit. This will be evidenced in the delivery of the priorities

Implications

31. The implications are as follows

- **Financial** – funding has been set aside for the commercial project manager to take this CAS forward. There are no other funding requirements at the moment but as individual projects are progressed there will be a need for funding. Investigation will need to take place at the time as to the sources of any funding requirements including that available through other public sector organisations and nationally. As part of the PID for any project then savings will also need to be identified – both revenue and capital (through for instance disposal of surplus sites)
- **Human Resources (HR)** None
- **Equalities** None
- **Legal** None at this stage
- **Crime and Disorder** None
- **Information Technology (IT)** Contained in this report
- **Property** Contained in the report
- **Other**

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	Report Approved	✓	Date 9/11/2018

Wards Affected: All ✓

For further information please contact the author of the report

Background Papers:

Executive Report   28 September 2017   Asset and Management Strategy
http://democracy.york.gov.uk/ieListDocuments.aspx?CId=733&MId=10191

Annexes

Annex A – List of assets to be included in this Strategy

List of Abbreviations Used in this Report

Blue Light = Fire, Police and Ambulance Services
CAS = Community and Operational Asset Strategy
CAT = Community Asset Transfer
CCG = Clinical Commissioning Group
CVS = Community and Voluntary Services
CYC = City of York Council
DfE = Department for Education
FM = Facilities Management
GP = General Practice Health Centre
HR = Human Resources
H&S = Health and Safety
NHS = National Health Service
OPE = One Public Estate Programme
SPD = Supplementary Planning Document
STP = Sustainability and Transformation Plan
VA = Voluntary Aided School
VC = Voluntary Controlled School