

Knowsley Metropolitan Borough Council

'The Borough of Choice'

Corporate Property Plan

2012/13 – 2014/15



November 2012

Corporate Property Plan

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Foreword

I am pleased to present the Council's second Corporate Property Plan covering the period 2012/13 – 2014/15. The first version of the Plan was an important step forward in achieving the Council's aim of creating an efficient land and property portfolio, which makes a significant contribution to the Council's key aims and objectives.

The purpose of this version of the Corporate Property Plan is to provide an update on the significant progress made to move the Council's land and property estate from where it was in 2009 to where we are now and to set out where we would like it to be by 2015. Given the progress made during the last three years, the Council's Change and Transformation Programme, and the six Manifesto pledges to be delivered over the next five years, the emphasis of this Corporate Property Plan is significantly different to the last.

Considerable progress has been made but there is still much work to be done. The challenging economic climate and financial pressures placed upon the Council make it more important than ever that the Council's resources are utilised effectively and efficiently. There is no room for wasting money in under-utilised buildings that have significant levels of backlog repairs or have high carbon emissions from inefficient energy consumption or are generally not fit for purpose.

Whilst many difficult decisions have been made over the past three years, these will no doubt continue to have to be made as the need to rationalise the remaining property portfolio and dispose of property, which does not significantly contribute to the key aims of the Council continues. In some cases these decisions will undoubtedly be unpopular decisions, however Elected Members understand the need for such decisions and I have no doubt that the Council will continue to make them wherever necessary. I regard it as a key achievement that significant building rationalisation has already been achieved with no impact on front line service delivery and in many cases service improvements have been made.

Whilst the last Plan emphasised the need to rationalise the number of buildings held by the Council it also outlined the need for increased investment in buildings that would be retained in the long term. This was in the form of capital investment to refurbish existing buildings such as the Huyton Municipal Building and the Prescott Centre; capital investment in new world class facilities such as the Knowsley Leisure and Culture Park; and additional resources channelled towards the planned maintenance of those buildings to be retained to ensure that they remain in a condition where they are fit for purpose.

An important new strand of this Plan is the need to address the environmental sustainability of these core retained buildings in accordance with the Climate Change Strategy for the Knowsley partnership. This will involve further embedding the Council's commitment to sustainable energy and the reduction of carbon emissions within property related decisions.

Whilst the Council will continue to review the performance of its estate and explore opportunities for rationalisation through disposal, co-location, Asset Transfer etc, above all, it will seek to maximise the contribution that its land and buildings can make towards the organisation's key aims and objectives as set out in the Council's Manifesto pledges within the Corporate Plan. The thorough review of surplus land which has been undertaken with a view to establishing the contribution this can make to the development of new homes in the Borough is an important element of this new Plan.

I am proud of the achievements made during the life of the previous Corporate Property Plan and excited by the aspirations that the Council has for the future of its estate and look forward to seeing this Plan put into action.



Cabinet Member for
Regeneration, Economy
and Skills

Dave Looqa



Deputy Chief
Executive

Marshall

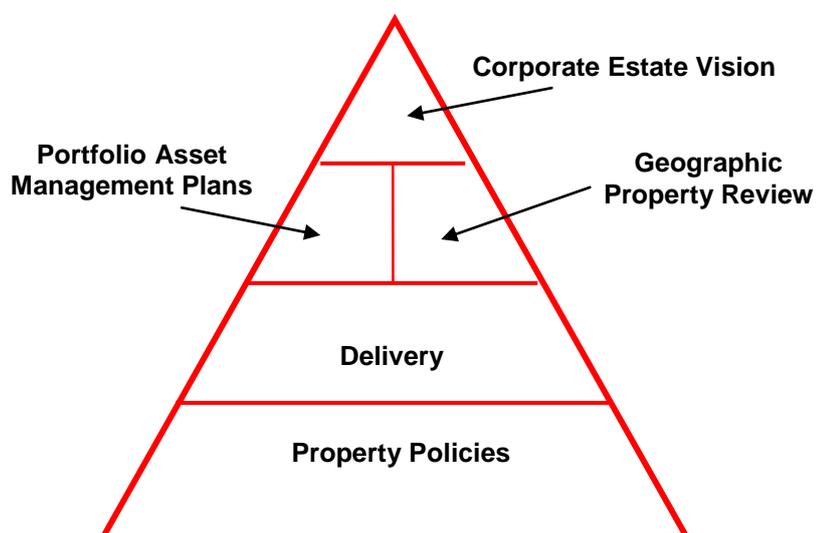
1. Introduction and Progress

Introduction

- 1.1 The Council's first Corporate Property Plan was approved by Cabinet on 17 June 2009. This Plan provided the strategic direction for a comprehensive and structured assessment of each of the Council's operational assets (both land and property) over the period 2009–2012. Significant progress has been made across all areas and the creation of a Corporate Asset Management Team has made a significant contribution to the progress made.
- 1.2 This document provides a review of the progress made over the past three years and an assessment as to what extent the Council's (operational and non-operational) property estate can support the Council to achieve a number of new and existing objectives. These are set out below in Section 2 as well as an updated framework for moving from the current position to where the Council's property estate is required to be to meet new challenges and changing priorities over the next three years.
- Since 2009, the most externally visible strand of the Land and Property Review has been the Building Rationalisation Programme, which has been undertaken on an area basis and in line with the key principles established in the initial Corporate Property Plan. These principles included:-
- The Council's administrative estate should support the vitality of its town centres;
 - Front-line services (such as the Borough's Libraries and the One Stop Shops) should be co-located in prominent sites attracting high levels of footfall; and,
 - Family Centres should be co-located with Children's Centres.
- 1.3 The programme has been undertaken in three area-based phases. The first phase covered the centre of the Borough (focused on Huyton), the second phase covered the south of the Borough (Halewood, Prescot, etc.), and the final phase covered the north of the Borough (Kirkby).
- 1.4 In addition to the three area-based reviews, there was a fourth strand covering all of the Community Centres across the Borough. These facilities were dealt with separately in view of the need to carefully consider the particular factors affecting these assets.
- 1.5 In relation to the Building Rationalisation Programme, progress to date has been considerable in each of the four phases. During the three year lifespan of the Corporate Property Plan (June 2009 – June 2012), the Council's property estate (excluding school sites) has reduced from 111 buildings to just 62, a reduction of 44%. A Summary of the buildings rationalised since the 2009 Corporate Plan is attached at Appendix 1.

- 1.6 The reduction in buildings has reduced the Council's backlog repair liability by 67% from £14.5m to £4.8m.
- 1.7 It is important to note that these reductions have been achieved with very little impact on service delivery. In most cases, relocated services are now in much more suitable accommodation and this has led to service improvements.
- 1.8 There have been a number of notable successes during the three years of the first Corporate Plan, which are highlighted below:
- A 30% reduction in the number of under-utilised and out-dated community centres. Since 2009 the number of Council owned centres has reduced from 13 to 10. The reduction has been achieved through the demolition of the Roundabout Community Centre (in Huyton) and Hilton Grace Community Centre (in Halewood) and the closure and proposed sale of St John's Community Centre (in Huyton). In addition the community asset transfer of Bryer Road Community Centre (in Prescot) is being explored.
 - A reduction in administrative buildings in Huyton from twelve to four (67%). This reduction has resulted in net permanent savings of £0.120m per year after funding prudential borrowing costs, which facilitated investment of £5.147m in the Huyton campus administrative buildings. As part of the wider programme of works the electricity supply to the administrative buildings was successfully redistributed to provide greater resilience, flexible ways of working supported by a new telephone system were introduced, and a Borough-wide employee car parking charging scheme was implemented which generates gross annual income of £0.190m. The final phase of the programme began in March 2012 and when completed will see the introduction of an emergency generator to support the former Computer Centre building and provide further resilience to the operation of the Council.
 - The Prescot One Stop Shop has been transformed into a public services centre, incorporating the One Stop Shop service, the Library service and Prescot Museum. This investment will provide a long-term future for those services in the Prescot area and will also provide an injection of vitality and footfall into the Eccleston Street part of Prescot Town Centre.

- The commencement of the remodelling of the Kirkby Suite to co-locate a number of existing services, including a library, One Stop Shop and a resource centre for adults. Public consultation demonstrated that the building is not sustainable in its current form and that through remodelling can provide a new home for key services valued by the residents of Kirkby.
- 1.9 In essence, the initial Corporate Property Plan provided the framework for the rationalisation of the Council's property estate, and has led to the Council utilising and investing in its retained buildings in a more efficient and effective manner to ensure the retained property effectively supports service objectives.
- 1.10 In addition to buildings within the estate, it was recognised in the earlier plan that the Council owned a significant land holding, some of which contributed to the delivery of Council services and some of which did not. It was therefore agreed that a comprehensive review of the Council's land holding should be commenced.
- 1.11 The initial findings of this Land Holding Review identified the extent to which Council owned land supported the objectives of the Authority and its partners. Following this exercise, a number of potential strategic sites were declared surplus to the Council's requirements and have been included within the Strategic Housing Land Availability Assessment for consideration as future housing land.
- 1.12 As a result 229 acres of potential residential development land have been identified, and this could facilitate the construction of around 3,500 new residential properties. Eleven acres of land is currently being transferred to various private developers and housing associations across the Borough to facilitate the construction of approximately 175 new affordable homes.
- 1.13 This next version of the Plan sets out the further steps to be taken to ensure that the Council's land and property assets are appropriate to meet future needs and are also making a significant contribution towards the organisation's key aims and objectives as set out in the Council's Manifesto pledges within the Corporate Plan.
- 1.14 The review of the Corporate Plan has led to an update of Portfolio Asset Management Plans, property reviews and various policies, procedures, which are set out in this document and which provide for a 3-year programme of work to address the issues raised. It should be noted that the plan continues to exclude school sites across the Borough as this is presented in the Future Schooling in Knowsley Strategy.
- 1.15 As with the original version of the Plan, the diagram below represents the approach adopted to review the Corporate Property Plan for Knowsley MBC.



The Plan has five sections and an overview of these is given below.

Corporate Estate Vision

- 1.16 We had previously developed a vision for our property assets within the initial Corporate Plan to assist us to deliver the Council's overall vision and priorities.
- 1.17 The Vision and aims for our estate are still for the most part relevant and remain active in this Corporate Property Plan. Those stated in 2009 are restated below in Section 2. However, The Vision and aims of the initial Corporate Property Plan provided the context and framework for the rationalisation of the Council's property estate and investment in buildings to be retained in a more efficient and effective manner. Whilst The Vision is the same, the aims are updated in this version of Corporate Plan to ensure that the Council's land and property is appropriate to meet the Authority's future needs and to ensure that it is also making a significant contribution towards the organisation's key aims and objectives as set out in the Council's Manifesto pledges within the Corporate Plan.
- 1.18 The "Vision" for Knowsley MBC's operational and non-operational property was to maximise the use of the Council's resources, provide 'fit for purpose' building facilities and assist in providing a safe and comfortable environment for the Authority's building occupiers and users to facilitate better ways of working (including flexible working styles), enhance/support and improve the delivery of Knowsley MBC services.

Property Performance Assessment (Portfolio Asset Management Plans and Geographic Property Review)

- 1.19 Portfolio Asset Management Plans have been reviewed for each Portfolio and an overview is contained in Section 3 of the Plan. Each Plan contains an assessment of all property used in terms of five attributes, which include: -
- Condition
 - Suitability
 - Sufficiency
 - Costs
 - Environmental Impact
- 1.20 The Geographic Property Review process has been used to identify co-location opportunities in each defined area, when assessed alongside the Portfolio Asset Management Plans. The results suggest one of five property holding options for operational property. These are:
- **Continued Maintenance** – This includes planned backlog and future maintenance (may include: small extensions; minor improvements; small scale Disability Discrimination Act [DDA] work; Fire Risk Assessment work; asbestos removal works), in addition to repair and replacement works. This is an appropriate outcome for property that is considered to be 'fit for purpose'.
 - **Improved Utilisation** – This requires an exploration of options for change of use, shared use, partnering (public and private) and flexible use (including 'hot desking'). The option also includes the undertaking of all the identified works required to implement the change. This option is specifically for property that is considered to be 'good', but opportunities to co-locate other services would benefit overall service delivery.
 - **Short Term Development** – Work will include new-build, major extensions or refurbishments (may include: large scale Disability Discrimination Act [DDA] work; Fire Risk Assessment work; asbestos removal works; elemental replacement work), relocation, acquisitions and demolition. This option is similar to Improved Utilisation but recognises the need for greater capital investment to exploit the property and fully support service delivery.
 - **Long Term Development** – This option exploits long term commerciality. The property is to be sold, when appropriate. Property that, in due course, should be vacated or will become surplus will fall into this category.
 - **Disposal** – For this option to be appropriate, property will be identified as under-performing with no prospect or potential to improve and should be sold.

- 1.21 The property holding options for non-operational property are:
- **Continued Investment** – This option involves continuing to manage, maintain and monitor investment performance.
 - **Improved Investment Strategy** – Assets not performing to the best of their ability, having the potential to be improved, will be ideally placed in this property holding option.
 - **Surplus** – For this option, property will be identified as under-performing with no prospect or potential to be improved and should be sold.
- 1.22 Further details of the Property Assessments and the Geographic Property Review process and the overall results are contained in Section 4.

Delivery

- 1.23 Prior to the creation of a single Corporate Asset Management Team in April 2010, there were a number of disparate teams in various separate Portfolios, each with different levels of resources and expertise. This situation was less than ideal for a number of reasons:-
- Individual property decisions were often taken in isolation and without knowledge of overall Council requirements;
 - Repair and maintenance budgets and spending were not always aligned to the greatest areas of need and this led to inconsistencies in the condition of assets;
 - The approach to statutory compliance issues (such as asbestos, water hygiene, fixed electrical testing, etc.) was uncoordinated and not sufficiently robust; and,
 - There was considerable duplication of roles and inefficiency.

The change to a more streamlined and efficient centralised model has largely addressed the issues identified above and led to significant savings.

More recently, a cross-Council Steering Group has been established to ensure that strategic decisions are being made in a more co-ordinated manner. The first meeting of the Land and Property Steering Group, which is chaired by the Director of Regulation and Enforcement took place on 13 October 2011 and the group meets fortnightly. The Steering Group reports directly into the Directors Cohort Group with agreed actions.

Property Policies, Standards, Procedures and Performance Measures

- 1.24 The final component of the Corporate Property Plan details activities in relation to developing property policies/processes/procedures. **Section 5** contains property policies, procedures and performance measures adopted by Knowsley MBC although some of these are still in draft form and will be kept under regular review.

2. Corporate Estate Vision

- 2.1 The Vision and property aims stated in the 2009 Corporate Property Plan, fundamentally remain active and are restated below, with some appropriate amendments to ensure that the Council's land and property is making a significant contribution towards the organisation's key aims and objectives e.g. the Carbon Reduction Commitment.
- 2.2 The "Vision" for Knowsley MBC's operational and non-operational property as stated in the 2009 Corporate Plan was to maximise the use of the Council's resources, provide 'fit for purpose' building facilities and assist in providing a safe and comfortable environment for the Authority's building occupiers and users. This will facilitate better ways of working (including flexible working styles), enhance/support and improve the delivery of Knowsley MBC services
- 2.3 In terms of operational property, Knowsley MBC's aim is to maximise the use of assets in meeting current and future service needs, by ensuring that premises are:
- **Maintained** in a satisfactory condition;
 - **Sufficient** and **Suitable** for their purpose;
 - Sufficiently **Accessible, Safe** and **Secure**;
 - In an **Appropriate Location**;
 - Reviewed regularly to ensure that they continue to **Meet Service Needs**; and
 - **Co-located** alongside partner agencies as appropriate to deliver services to the Borough's residents
- 2.4 There is a requirement that existing and new assets deliver services in an efficient, cost effective and sustainable manner, in particular by ensuring that premises and other assets are:
- **Efficient** in terms of **Property Management**;
 - **Intensively Used** and reviewed to detect opportunities for the **Acquisition, Rationalisation, Disposal**, and/or **Sharing** of property assets;
 - **Efficient** in overall **Use of Resources and Contribute to borough-Wide Carbon Reduction Targets** by sourcing sustainable energy sources and reducing energy consumption in accordance with the Climate Change Strategy for the Knowsley partnership. (2012);
 - **Resilient** to future climate change (2012); and

- Assessed over time to identify potential **Sustainability Improvements**.

2.5 In terms of non-operational property, the Council's vision also includes:

- That the use of external sources of **Funding are maximised**, where these further the Council's objectives and support partnership working with other agencies where appropriate;
- To use property as a **Tool to Directly Contribute to the Council's Key Aims and Objectives** as opposed to simply maximising the financial return (2012).

2.6 Given the progress made during the last three years, the Council's Change and Transformation Programme, and the Manifesto pledges, the emphasis of the Corporate Property Plan has shifted for the coming three years.

2.7 Furthermore, over the period of the first Corporate Property Plan, the Council has invested in the region of £60m in the renewal of its property estate. This level of investment has made a significant impact and addressed the keys areas of need. Consequently the requirement for further significant investment in the Council's assets in the near future is greatly reduced. A proportion of this investment was funded from capital receipts generated from the sale of surplus assets and to achieve this it has been necessary to maximise the returns from such sales. The reduced requirement for capital receipts over the next three years frees up the Council to use its surplus assets to more directly contribute to the Council's key aims and objectives as opposed to simply maximising the generation of capital receipts.

2.8 Whilst the above vision for Knowsley is still relevant, the wider economic and policy context has now changed. The Council is amongst one of the hardest hit by the Government's public sector spending and at the same time is facing increasing levels of service demand, which it will be difficult to meet within existing budget constraints. In the future it will be important that we use our assets to support Knowsley's communities together with our partners.

2.9 **Links to Other Plans and Policies:**

2.10 **Corporate Plan 2012-15 'The Borough of Choice' - "We want Knowsley to have a sustainable and diverse population with successful townships that provide a sense of place and community."**

The "Vision" for the Council's operational and non-operational property will ensure that its land and buildings are utilised in the most effective and efficient way and managed to directly contribute to the Council's Key Aims and Objectives. The Corporate Property Plan will therefore assist the Council, together with partners, in achieving the 10 identified outcomes and the delivery of the six pledges contained in the "The Knowsley Plan - A

Manifesto for our Communities Future”, which have been incorporated into the Corporate Plan 2012-15. These are to be delivered over the next 3 years and are critical to the delivery of the Council’s longer term outcomes.

The 10 outcomes are as follows:

1. Empowered, resilient, cohesive communities.
2. Safe, attractive, sustainable neighbourhoods.
3. Quality infrastructure and environment.
4. More people appropriately skilled and able to work.
5. More Knowsley residents get into and are able to progress in work.
6. Improved outcomes for our most vulnerable young people.
7. Everybody has the opportunity to have the best health and wellbeing throughout their life.
8. People are protected from risks that can affect their health and wellbeing.
9. More people look after themselves and support others to do the same.
10. Children get the best possible start in life and have opportunities to reach their potential.

The six pledges critical to delivery of our longer term outcomes are:

1. The Knowsley Centres for Learning will achieve national averages or better for 5 GCSE A* - C, including Maths and English (minimum of 50%).
2. We will put 10,000 Knowsley residents into long term jobs;
3. The Council will take a key leadership role for jobs, skills and tackling poverty in the Liverpool City Region, and ensure Knowsley benefits from the new investment and plans to create over 100,000 new jobs over the next decade.
4. We will invest in the development of 426 new affordable homes and make land available for up to 2,250 additional homes in the Borough.
5. Every resident will have access to free debt and money advice and affordable credit.
6. We will bring 5 new community owned businesses into the local economy to get local people into work and build capacity and resilience into our neighbourhoods.

2.11 Sustainable Community Strategy

In 2008 the Council and The Knowsley Partnership launched a Sustainable Community Strategy (SCS), providing a fifteen year vision; 'Knowsley - the borough of choice'. This vision, aimed at residents, businesses and agencies working in Knowsley, has seven key drivers identified to deliver the objectives set in the overarching strategy. The Sustainable Community Strategy and its seven strategic drivers will be reviewed as part of an exercise to refresh the Strategy during 2012. The seven strategic drivers of the Sustainable Community Strategy currently are:

- A diverse and prosperous economy;
- Increasing economic activity at all levels;
- Raising attainment and skills;
- Unlocking potential and raising aspirations;
- A well connected Knowsley;
- Safer more cohesive communities; and
- Improving the offer and quality of place.

The Corporate Property Plan is directly linked to the Sustainable Community Strategy (SCS), the Community Strategy being the driver for the initial Corporate Property Plan. Additionally, the SCS reflects national, regional and local policy drivers.

2.12 Climate Change Strategy for the Knowsley Partnership

Knowsley's Sustainable Community Strategy (SCS) 2008 – 2023 includes action on climate change under the key driver 'Improving the offer and quality of place' and is also directly relevant to 'a well connected Knowsley', 'safer more cohesive communities' and 'a diverse and prosperous economy'. The SCS states that by 2023 we want to have a borough with low carbon emissions, and we will mitigate and adapt to climate change through the Borough's Climate Change Strategy, monitor and manage flood risks and address the environmental and health impacts of increased heat waves.'

It is increasingly important that the Council minimises the negative impact upon the environment from the use of its buildings. The rising cost of energy and the financial implications of the Government's newly introduced Carbon Reduction Commitment Energy Efficiency Scheme have brought this more sharply into focus. A number of initiatives to reduce energy consumption have been implemented, including the introduction of voltage optimisation units and energy efficient lighting. Further initiatives (such as electricity generation from solar panels and improved heating generation

schemes) are currently under investigation and will be implemented during the life of this plan. This approach will ensure that the Council's buildings are managed in a way which accords with the Climate Change Strategy for the Knowsley Partnership.

2.13 Other Reports/Initiatives

In addition to the above over-arching Strategies, a number of additional strategies have been developed which provide clear direction for the Council's property assets. These include:

- Leisure Facilities Strategy;
- Future Schooling in Knowsley; and
- Housing Strategy 2011-14 – 'Housing Choices for All'

2.14 The Corporate Property Plan takes into consideration the objectives associated with the above and aims to compliment and support the work being undertaken across the organisation and by its partners, particularly NHS Knowsley, Clinical Commissioning Groups, Knowsley Housing Trust and the North Huyton New Deal for Communities.

2.15 As outlined in the Knowsley Sustainable Community Strategy 2008 and reiterated in the Corporate Plan 2012, "We want Knowsley to have safe, attractive, sustainable neighbourhoods with a wide choice of housing and excellent facilities and vibrant, welcoming town centres."

2.16 A key factor in ensuring the sustainability of Knowsley is the stability of both our population and economy. Attractive and affordable quality housing, good educational provision, a safe, clean and green environment together with strong employment prospects and a vibrant retail offer.

2.17 This plan extends the vision to take account of the wider economic and policy context by making a commitment to using the Council's assets to directly contribute to the key aims and objectives of the Council as opposed to simply maximising the generation of capital receipts or other financial return, which was a priority of the 2009 Plan.

2.18 The Council has already contributed land valued at £1.39m to enable the development of 175 affordable homes in the Borough. To help to meet the Manifesto pledge "*to invest in the development of 426 affordable new homes and make land available for up to 2,250 additional homes in the Borough*", the Asset Management Team are looking at opportunities to release further land to bring forward additional new private sector and affordable housing.

- 2.19 Cabinet approval has been received and preparatory work has begun to enter into a strategic partnership or framework, potentially with representation from registered social landlords and/or private house builders. This will enable the Council to align its land disposal strategy more closely with its aims to deliver new homes. In addition it will enable the Council to exert a greater degree of influence over the type of development to ensure the delivery of the Housing Strategy. Such an arrangement could also offer scope for the Council to achieve a greater share of the financial benefits which development can bring and stimulate the local economy at many levels, including the creation of local jobs.
- 2.20 By its very nature, community asset transfer creates a number of potential risks to the Council, although it can bring significant benefits. In any event, the Council acknowledges that there is clear commitment from both the current government and the previous government to encourage and facilitate the transfer of ownership and management of public sector assets to community organisations. Transfer is increasingly seen as a means to achieve a range of key objectives, from promoting civil renewal, active citizenship and improving local public services to tackling poverty and promoting economic regeneration.
- 2.21 In this regard, the Localism Bill 2011 which became an Act on 15 November 2011 provides a formal process by which community groups can be given an opportunity to bid for assets of community value when the owner decides to sell them. The Act does not however oblige the owner to accept any bid from a community group. The Council is required to consider nominations to include assets on the list of assets of community value and is required to administer the list and the notification process once an owner decides to sell an asset on the list.
- 2.22 The Assets of Community Value (England) Regulations 2012, (“the Regulations”) specify the details necessary to bring into force the Assets of Community Value provisions (“the Assets Scheme”) set out in the Act. The Assets Scheme requires a local authority to maintain a list of buildings and other land in its area proposed by ‘community nominations’, which satisfy the definition of having ‘community value’ (and which is not excluded from being listed), and ensures that when such land is to be sold local community groups will have the opportunity to delay the sale to enable them to prepare a bid to buy it. This Assets Scheme came into effect on 21 September 2012.

- 2.23 The Land and Property Review has enabled the Council to identify and dispose of its most underused or surplus assets, which can no longer be afforded, whilst, at the same time, investing in large infrastructure projects across Knowsley. Given the changing aims of the Corporate Property Plan and the Manifesto Pledges, there is acknowledgment that there needs to be a balance of sales of assets to maximise investment and to support the regeneration and cohesion of communities e.g. asset transfers, the release of land for new homes or community projects.
- 2.24 In addition to the above, the transfer of assets to recognised and well established community organisations can be a way in which the Council can reduce its costs, whilst at the same time maintaining an asset in the community. Therefore asset transfer can often be the preferred route as opposed to the complete closure of a facility.
- 2.25 The general economic climate has proved challenging for community organisations and this has hampered progress with asset transfers such as Bryer Road. Discussions are however ongoing and should they come to a successful conclusion, it may provide a model for future transfers and assist with the wider objective set out in the Manifesto Pledge of *“creating 5 new community owned businesses in the local economy to get local people into work and build capacity and resilience into our neighbourhoods”*.

3. Property Performance Assessment -(Portfolio Asset Management Plans and Geographic Property Review)

Portfolio Asset Management Plan

3.1 The purpose of Portfolio Asset Management Plans (DAMPs) is to determine the suitability of the properties held by each Portfolio in terms of service delivery and to identify actions/priorities to provide the required solutions.

3.2 The Portfolio Asset Management Plan process collects data for each of the five attributes listed below: -

Condition

3.3 A Property that is considered in good condition would provide a safe environment, project a positive image to users and staff, reduce costs in the long term and help to maintain property value.

Suitability

3.4 A Building classed as being suitable would be 'fit for purpose' allowing services to be delivered effectively and would actively contribute to the service and the experience of using the service.

Sufficiency

3.5 A Property classed as having "sufficient" capacity would allow the required level/s of service to be provided to meet local need. In the case of property having surplus capacity, excessive running will result. Additionally, other aspects of service delivery will be deprived of resources owing to the "trapping" of capital. In the case of property having a deficit of capacity, the standard of space being provided is likely to be reduced. Under and over-utilisation impact on the quality of service delivered.

Value for Money

3.6 A Property which provides value for money would have appropriate running costs and would therefore free up resources for other aspects of service delivery.

Environmental Impact

- 3.7 A Property that is environmentally friendly would not consume excessive levels of non-renewable resources in its use or operation, or cause excessive waste or pollution. As a result, the impact on the local, national and global environments would be reduced.
- 3.8 Properties are assessed and scored against the above to determine suitability and identify significant deficiencies/problems. A health & safety and overall asset assessment is also made. The results are presented graphically using a Red/Amber/Green traffic light system, for example.

Property	1 High Street, Any town	
	Dept: Dept XYZ	
Property Attribute	Score	Notes on assessment
Condition	Red	C1 – New heating system required, currently electrical under floor provision
Suitability	Green	Suitable for purpose
Sufficiency	Green	Property well used and adequate capacity
Costs	Red	High energy costs
Environmental Impact	Amber	At higher end of benchmark for property of this type
Overall Assessment	Amber	Building generally OK but needs a new heating system. Undertake feasibility and include cost within capital programme

Colour Code	Definition
Red	Property that is partially, or wholly unfit for purpose and may not be able to be economically improved sufficiently to become fit for purpose.
Amber/Orange	Property that is partially, wholly, and/or materially unfit for purpose but may be able to be economically improved.
Amber/Yellow	Property that is generally fit for purpose, and which meets relevant service and serviceability standards.
Green	Property that is Fit for Purpose and will sustain service delivery for seven years.

- 3.9 The Portfolio Asset Management Plans are based on either service areas or Portfolios and in total 62 building assets have been considered. The assessment was undertaken in 2011/12.
- 3.10 The table below reflects the buildings, which are utilised to support service delivery by each Portfolio. For example, Neighbourhood Services includes Operational depots and Community Centres.

Portfolio / Service	Total number of properties 2012	Total number of properties 2009
Children & Family Services	8	11
Library Services	4	7
Health & Social Care	9	38
Leisure Community & Cultural	12	20
Corporate and Customer Services	12	17
Neighbourhood Services	13	24
Regeneration Economy & Skills	4	5
Total	62	122

Nb. The above table excludes the Council's shopping parades and these are dealt with in the section below.

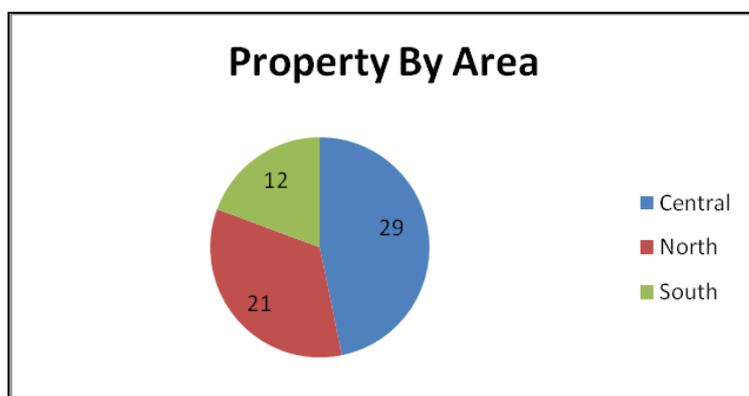
Geographic Property Reviews

- 3.11 The purpose of the Geographic Property Reviews is to identify the co-location and building rationalisation opportunities in any defined area. The reviews work by answering 13 questions for each property across 7 areas of assessment (Condition, Suitability, Sufficiency, Location, Tenure, Commerciality and Utilisation). The answer to any question is either Yes or No. Each answer, whether Yes or No, suggests one or more of the property holding options described in Section 3, (Continued Maintenance, Improved Utilisation, Short Term (minor) Investment, Long Term/ (substantial) Investment and Surplus). For example a property which is categorised as Short Term (minor) investment would benefit from minor capital investment, such as refurbishment or small extensions.
- 3.12 The final suggested proposal for each property is the property holding option that scores the highest. The greater the difference between the highest scoring property holding option and the second option, the greater the justification for the final proposal.

3.13 Once the Geographic Property Review process has been completed, the overall assessment result from the Portfolio Asset Management Plan informs the next stage of the process. This stage involves the development of individual projects, including specific building clusters and applying any relevant “service delivery” principles. This exercise will then lead to specific recommendations supported by a robust business case. The production of such business cases will undoubtedly require the investment of any potential capital receipts generated from the disposal of properties within the relevant cluster.

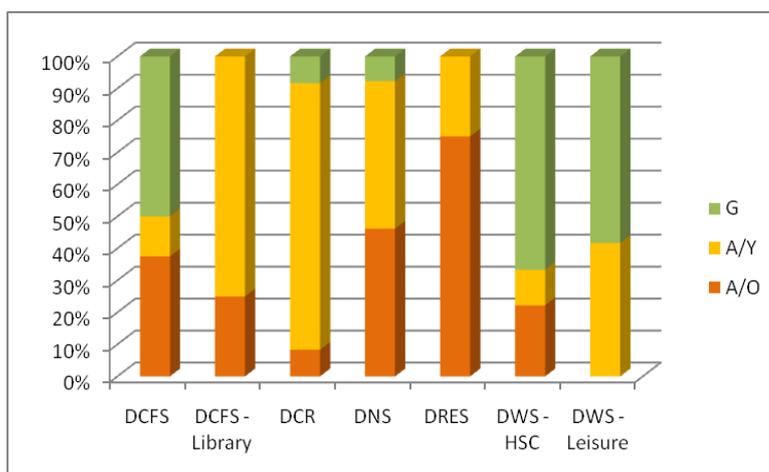
Results

3.14 For the purpose of the analysis, 62 retained operational properties were assessed in 2011/12, the distribution of which is illustrated in the chart below.



3.15 The table below sets out the overall results of the assessment process across Portfolios. In summary, 74% of properties are considered to be either generally fit for purpose or fit for purpose and only require expenditure to maintain or to improve sustainability. This is a significant improvement from the 49% in the same category in 2009.

3.16 None of the buildings that the Council use are categorised as being partially, wholly, and/or materially unfit for purpose and may not be able to be economically improved sufficiently to become fit for purpose, compared with 17% in 2009. 26% of the Council’s buildings are still considered to be partially, wholly, and/or materially unfit for purpose but may be able to be economically improved.



3.17 It can be concluded that this substantially improved position has been arrived at due to a significant rationalisation programme and a co-ordinated and prioritised approach to capital investment across the estate.

3.18 Whilst it is notable that the majority of properties are considered suitable for retention, i.e. Continued Maintenance (74%), over half the properties (60%) are identified as having potential for greater usage. This could be in the form of shared use with complimentary services, increased opening hours, and for offices increased occupancy, etc.

3.19 In addition to the above assessment criteria there are a set of over-riding principles and policies, which provide the framework for taking property related decisions.

- The Council will seek to minimise its property related expenditure through the proactive rationalisation of buildings
- The Council will seek to collocate complimentary services either within Council buildings or with partners, other agencies etc where this reduces property related expenditure
- The Council will seek to locate all none area based office functions with a single administrative hub located in Huyton
- All Council buildings should facilitate flexible work styles
- Facilities for community use will be primarily provided at Centres for Learning and Leisure Centres. The Council will actively encourage and promote the transfer of other community facilities to community groups provided this can be achieved on a sustainable basis, prior to ceasing provision.
- All family centres should be co-located with children's centres
- Provision for adult services should be co-located within all new leisure or community facilities but supported by discrete facilities for service users with more complex needs

- Information and customer contact facilities such as one stop shops, libraries, advice centres etc should be collocated and only provided (if required) in the core town centre locations of Huyton, Kirkby, Halewood and Prescot
- Where new investment in property facilities has occurred or is contemplated an exit strategy will be formulated for all existing facilities which provide services that are duplicated by the new provision
- Council buildings will be appraised to compare the service delivery benefits with the whole life cost of provision to assess value for money
- Surplus council buildings will be disposed of at the earliest appropriate opportunity and will be managed to minimise holding costs in the interim.
- Non-operational assets such as shops and industrial units/ground leases will only be retained where these provide an acceptable level of financial return and/or contribute to the Council's key objectives

3.20 The next step in the Asset Management cycle is to consider the findings alongside the "service delivery" principles and policies and prepare and implement of a series of plans and programmes for those assets requiring further review to move the property estate from where it is now to where the Council wants it to be.

3.21 Having considered the findings of the property assessment in the context of the above principles, the overall property assessment outcomes and recommendations are summarised in the table below.

	Outcome / Recommendation	Portfolio / Service							Total
		DCFS	DCFS (LS)	DCR	DNS	DRES	DWS (HSC)	DWS (LCC)	
Overall Assessment	Red	0	1	0	0	0	1	0	2
		0%	2%	0%	0%	0%	2%	0	3%
	Orange / Amber	4	2	5	9	3	3	0	26
		7%	3%	8%	15%	5%	5%	0%	42%
	Amber / Yellow	4	1	6	2	1	4	3	21
		7%	2%	14%	3%	3%	7%	5%	34%
	Green	0	0	1	2	0	1	9	13
		0%	0%	2%	3%	0%	2%	15%	21%
	Total	8	4	12	13	4	9	12	62
		100%	100%	100%	100%	100%	100%	100%	100%

- 3.22 3% of properties are either surplus or considered suitable for long term development. These properties, which include the Kirkby Library and the Resource Centre, Sedburn Road, are to be disposed of to release capital to invest in the assets within the Continued Maintenance category.
- 3.23 The implementation phase and delivery of the Plan is outlined in Section 4 of the Plan.

The Shops Portfolio

- 3.24 The performance of the shopping parades held within the Regeneration, Economy and Skills Portfolio are evaluated using separate criteria, which includes:

Internal Rate of Return – Financial performance of the parade.

Accessibility – The percentage of the population located within 1 mile of the parade or shop.

Days vacant during the past 3 years – Reflects the demand for the shop or shopping parade and helps flag up sustainability issues that may threaten the longevity of a shop or parade (e.g. changing demographics in an area).

Condition – Building surveys are carried out to assess the condition and priority of repair works required for individual shops or parades.

Community benefit – An assessment of the community or social contribution that a shop or parade makes to the local community. For example, the approach scores uses such as fast food shops, tanning salons or off-licences poorly due to their potential to have a detrimental impact upon the health and wellbeing of the communities they serve. On the other hand, Post offices, dentists or doctors surgeries score favourably.

Shops Portfolio

- 3.25 The table below sets out the overall results of the assessment process for the Shops Portfolio. In summary, 68% of the Council's shopping parades are considered to be either generally fit for purpose and only require expenditure to maintain or to improve sustainability.
- 3.26 1 (5%) of the shopping parades are categorised as being partially, wholly, and/or materially unfit for purpose and may not be able to be economically improved sufficiently to become fit for purpose. A further 6 (27%) of the Council Shopping Parades are considered to be partially unfit for purpose but with investment could be improved.

Overall Assessment of Shops Portfolio

Overall Assessment	Outcome	Portfolio / Service
		DRES
	Red	1 5%
	Orange Amber	6 27%
	Amber/ Yellow	15 68%
	Green	0 0%
	Total	22 100%

- 3.27 During 2011/12 the management of the Council's shopping parades, which transferred to the Corporate Asset Management Team during 2011, was the subject of a Scrutiny Review. The Scrutiny Working Group has completed its review and proposed a series of recommendations which provide clarity in relation to the management of the Council's shopping parades and potentially provide additional support to existing and new local businesses. In addition, the proposal to provide a clear management/lettings policy should have a positive impact upon the general health and well-being of the residents of the Borough.
- 3.28 The Asset Management Team, in consultation with other services within the Council has implemented the following Scrutiny Review recommendations:
1. The Council should retain ownership and continue to manage its shopping parade portfolio;
 2. A detailed review should be undertaken of each shopping parade to assess its contribution towards the local community which it serves with a view to developing a repairs and maintenance programme incorporating any necessary physical improvements;
 3. The Council should introduce a formal policy for the management of Council owned shopping parades;
 4. The management policy should aim to influence the type of businesses which operate in the Council's shopping parades, including a complete ban on any new off-licences and betting shops and limitations on the number of fast food takeaways;
 5. The Council should seek to retain, attract and encourage certain traditional businesses, particularly where they provide healthy products (such as butchers and greengrocers) through the introduction of financial or other incentives.

6. The Council should seek to minimise the negative environmental and health impacts of the shopping parades through the range of initiatives available to it as landlord, including (for example) introducing service charges where applicable and promoting responsible retailer schemes.
7. The Director of Finance and Information Technology should be requested to contact all local retailers to ensure that they are taking advantage of any small business rate relief to which they may be entitled.
8. The Council should work with fast food takeaways to improve the nutritional content of takeaway food and the information on display to consumers, as well as continue to work with Heart of Mersey to develop an adaptation of the Food Charter to apply to takeaways.
9. The Council should consider the merits of introducing supplementary planning guidance to influence the location and number of fast food takeaways across the Borough.
10. Any findings or best practice arising from this review should be shared with the tenants and landlords of privately-owned shopping parades.

4. Delivery

Delivery Organisation

4.1 Embedding Asset Management

During the life of the first Corporate Property Plan 2009/10 to 2011/12 Asset Management has become more embedded within the Council's corporate decision making structure with the recognition of the importance of the Land and Property Steering Group, and the importance of the Asset Management Team in the management of Capital Projects and its ability to manage assets to deliver Council priorities.

Furthermore the team has been instrumental in supporting all Portfolios to implement their Asset Management Plans, which allowed Services to understand how properties contribute in the delivery of their services.

4.2 Head of Asset Management

Under the new organisational structure the post of Head of Asset Management was established. The Head of Asset Management was appointed in September 2009.

4.3 Asset Management Team (Function)

A new structure for the future delivery of Asset Management was approved in April 2011 and has now been implemented. The approved revised structure identifies Asset Management is split across two managerial areas. These are:-

- Professional Services and Strategic Asset Management
- Property Maintenance and Capital Investment

4.4 The Asset Management Team has brought together Asset Management, Estate Management, Property Maintenance, Project Management, Energy and PFI Contract Management. This has paved the way for closer joint working in areas such as property performance, management of the condition & suitability programmes and data management.

4.5 Nevertheless, there remains a number of strategic land and property related programmes and initiatives, which will be undertaken across the Council and continue to be led by Director's across the organisation. These include:

-

- The Future Schooling in Knowsley Programme
- The Leisure Facilities Strategy
- The Local Development Framework
- North Huyton New Deal for Communities Programme

4.6 However, it is essential that these strategic initiatives are co-ordinated to ensure that a true strategic Borough-wide approach is being adopted. To this end, more recently, a cross-Portfolio Steering Group has been established to ensure that strategic decisions are being made in a more co-ordinated manner. The first meeting of the Land and Property Steering Group, which is chaired by the Director of Regulation and Enforcement was on 13 October 2011. The Steering Group reports directly into the Directors Cohort Group with agreed actions.

4.7 **Land and Property Steering Group**

The Director of Regulation and Enforcement) chairs the group, with the following officials representing each Service:-

- Director of Regeneration and Housing
- Director of Schools and Educational Attainment
- Director of Community and Leisure
- Director of Neighbourhood Delivery
- Head of Asset Management
- Head of Knowsley Solutions

4.8 The group now meets on a fortnightly basis with support coming from the Asset Management Team.

Resource Implications

4.10 The outputs from the Land & Property Review will have a number of resource implications:

Property Budgets

4.11 At the time of writing the first Corporate Property Plan, day to day maintenance of each of the Council's buildings was the responsibility of the Portfolio who occupied that building. Consequently there was no corporate or planned approach to building maintenance and this contributed to the existence of significant backlog repairs simply because different Portfolios adopted different approaches. This is also reflected in building maintenance budgets, as in some cases these were adequate whilst in others they were either inadequate or non-existent.

To address this issue the Council has adopted a Council-wide planned and prioritised approach therefore: -

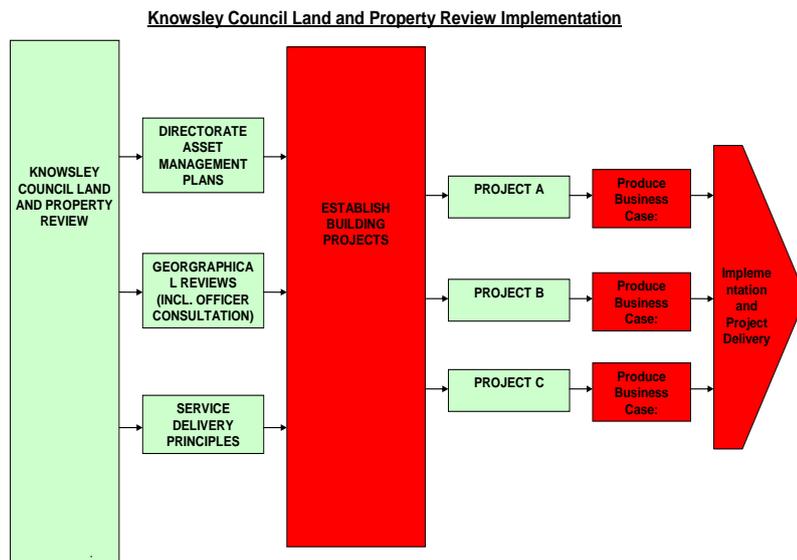
- (a) The responsibility for the building maintenance of all Council buildings transferred to the corporate team together with resources to the Regeneration, Economy and Skills Portfolio. This transfer, which excluded schools revenue funding, is based upon actual

expenditure on maintenance and repairs as opposed to actual building maintenance budgets.

- (b) All building maintenance services are provided by the Corporate Team. This would include, for example the provision of annual condition surveys and inspections; and the commissioning of contractors to carry out repair works and service contracts.

Next Steps and Programme of Activity

- 4.12 The Portfolio Asset Management Plan and the Geographic Property Review provide a useful and important position statement for the Council.
- 4.13 This Section of the Corporate Property Plan includes a comprehensive list of properties that are surplus to the Council’s requirements or to be subject to further review. The next steps in the delivery of the outcomes of the Corporate Plan are to: -
 - (i) Dispose or demolish surplus assets (a programme of disposals for 20012/13 has been agreed by Cabinet);
 - (ii) Prepare options and plans for assets requiring ongoing reviews;
 - iii) Develop a programme of improvements to reduce carbon emissions from retained Council properties; and
 - iv) Develop a strategic approach to the sale and development of Council owned land.
- 4.14 A Programme will be developed for surplus properties, those requiring further review and for the retained properties where actions can be taken to reduce carbon emissions with a series of action plans for individual properties reflected in various projects, as illustrated in the diagram below.



Surplus Assets

- 4.15 Cabinet has agreed a list of properties over the course of the year that are surplus to requirements and will form the basis of a building rationalisation programme in 2012/13. These properties include:

Rationalisation Programme 2012/13	
Property	Location / Area
VSS Resource Centre, Sedburn Road	Kirkby
Kirkby Library, Newtown Gardens	Kirkby
Montgomery Road Resource Centre	Huyton

Assets for Review

- 4.16 Whilst significant rationalisation of the Council's estate has been achieved a number of properties will be subject to ongoing review during the life of this plan as they provide the potential for further efficiencies or for the wider Council objectives to be achieved through rationalisation, co-location, disposal (Asset Transfer) and improvement.
- 4.17 Included in Appendix 2 is a comprehensive list of properties that will be subject to review and incorporated into the process outlined at paragraph 4.14 above. The review of Community Buildings across the borough will be an ongoing process as these assets are most likely to offer the opportunities for Asset Transfer to community groups under the Localism Act.
- 4.18 It is important to note that these reviews will not be carried out in isolation as there are likely to be clear links with other initiatives, such as the Future Schooling in Knowsley programme, the review of the Council's Huyton Civic Suite and the Leisure Facilities Strategy.
- 4.19 In moving the programme forward, consultation with Area Partnership Boards and Elected Members will be fundamental.

Options Appraisal

- 4.20 In some cases the property data gathered by the Council and service requirements will lead to relatively straightforward decisions and will not require in depth options appraisals. Although, some decisions will be less obvious, due to local circumstances, and in such cases feasibility studies and options appraisals would be required.

Planned Maintenance Programme

- 4.21 The assets considered for Continued Maintenance are now being managed together in a planned maintenance programme. The advantages to this approach have been clear with economies of scale and a reduction in procurement costs being exploited in some areas. The emphasis on reducing the Council's carbon emissions is embedded within this Corporate

Property Plan and will be considered as part of the decision making process.

Key Risks to the Successful delivery of the Plan

4.22 A number of risks which could impact upon the delivery of the Corporate Property Plan and the achievement of the Council's vision exist. These include: -

Key Risks	Mitigation
Available resources are insufficient to deliver "vision"	Implementation will be broken down into projects and any capital receipts generated will be reinvested into that project.
The Council fails to maintain a Strategic approach	The Land and Property Steering group
The Council does not possess the necessary expertise to deliver the "vision".	<p>The Asset Management Team now has a proven and successful track record of delivering the desired outcomes identified with Corporate Property plan. The Corporate Asset Management Team includes officers with the relevant expertise and experience and this is supported by officers from other technical disciplines such as planning, legal and finance.</p> <p>The Council has received advice from external consultants regarding the suggested way forward in respect of the Kirkby Industrial Park.</p>

5. Property Policies and Standards, Procedures & Performance Measurement

5.1 In order to ensure that the Corporate Estate provides and maintains a fit for purpose built environment, which effectively supports service and Council objectives; it is essential that the Council retains policies, procedures and standards for its property. These will ultimately ensure the safety of the occupants; protect the asset value of Knowsley Council's built estate; ensure value for money by optimising the life and use of buildings for their intended uses; and ensure that the estate can be used as a tool to directly contribute to the Council's key aims and objectives.

5.2 Consequently, Asset Management maintains the following property policies:

Property Policies and Standards

Asbestos Management

5.3 The Council acknowledges the serious health hazards associated with exposure to materials containing asbestos. It accepts its responsibility to protect its employees and any other persons who may be at risk from asbestos in the buildings that it owns, leases and manages. The policy outlines the processes and procedures which are necessary for the Council to fulfil its duties by reducing the risk of exposure to asbestos.

Water Hygiene (Legionella)

5.4 This policy outlines how the Council will ensure compliance with all aspects of the Health and Safety Executive's approved code of practice on Legionella.

Sustainable Cooling

5.5 The changing climate threatens to affect all business operations including working conditions for staff. The policy identifies sustainable management arrangements for dealing with the threat of a poor internal environment specifically brought on by increased summer temperatures.

Energy

5.6 This policy sets out the Council's commitment to mitigating the effects of Climate Change by minimising the environmental impact of the Council's activities.

Accommodation Standards

5.7 The intent of these standards is to ensure equity and consistency in the provision of office space throughout the Council. In particular, the policy establishes standards for utilisation rates, furniture, IT and decoration to encourage improved property utilisation and presentation.

Property Holding Arrangements

5.8 The Land and Property Review Implementation Team has refined the categorisation for land and property assets to reflect the restructuring of the Council's Portfolios and the current property holding arrangements.

Procedures and Standards

Declaring Property Surplus to Requirements and Disposal

- 5.9 This procedure note sets out, in sequence, the procedure to be adopted in connection with the disposal of surplus/under-used operational property.

Transferring a Property Asset to another Portfolio

- 5.10 This part of the document sets out the procedure to be adopted when Portfolios are considering the transfer of property between portfolios.

Acquiring New Land and Property

- 5.11 This procedure note sets out, in sequence, the steps to be adopted in connection with the acquisition of land and property.

Permitting External Agencies etc to Occupy Council Property on a Full-Time Basis

- 5.12 This document sets out the procedure to be adopted when consideration is being given to permitting external agencies to occupy Council property.

Property Implications on Appointing New Staff

- 5.13 The appointment of additional staff by the Authority may create a requirement for additional accommodation resources. This document sets out the procedure to be followed when appointing additional staff.

Asset Transfer to Community Groups

- 5.14 This procedure note sets out, in sequence, the procedure to be adopted in connection with the disposal of surplus/under-used operational property and land to community groups at potentially less than best consideration.

Performance Measurement

Performance Indicators

5.15 A set of Performance Indicators have been developed to measure the effectiveness of the Council's property management arrangements. These indicators will be reported on a regular basis to Elected Members and will be updated over time as appropriate.

- The percentage of buildings where periodic statutory inspections have been completed in accordance with the defined frequency. For example, asbestos, water hygiene, fixed electrical wiring (monthly).
- The number of days lost through building closure due to lack of maintenance (monthly).
- The percentage of shops which are available to let and currently occupied (monthly).
- The proportion of the target rental income from shops achieved (monthly).
- The percentage year on year decrease in carbon emissions from council buildings (quarterly).
- Number of new homes facilitated through the disposal of surplus council land and buildings (quarterly).

5.16 Full details of the Property Policies and Standards, Procedures & Performance Measurement can be found at:

<http://knowit.kmbc/sites/DCRCouncillors/Corporate%20Property%20Plan%20Policies/Forms/AllItems.aspx>

7. Action Plan

7.1 Key stages for developing and implementing the new Property Plan are: -

Action	Timescales
Implement Rationalisation Programme – Disposal / Demolition of surplus property	April 2012 – April 2013
Undertake initial pilot project for the installation of Solar Photo Voltaic Panels on the Annex to the Huyton Municipal Buildings	April 2012 – December 2012
Report back following the implementation of the pilot project (installation of Solar Photo Voltaic Panels)	January 2013
Subject to results of pilot, investigate opportunities within the wider estate for sourcing green energy or improvements to reduce carbon emissions.	October 2012 to April 2013
Exploration of a new approach to the disposal and development of council owned land to achieve key aims.	March 2012 - July 2012
Report back to the Land and Property Steering Group/Senior Management Group with recommendations as to how best to proceed and subsequently Cabinet.	July 2012
Undertake property reviews of those buildings requiring further review and report findings to Cabinet – see Appendix 2 (Excluding Community Centres)	July 2012 – April 2013
Knowsley Industrial Park Review (KIP) – Provide property data information to consultants to enable soft market testing exercise to be conducted. Develop strategy for KIP in light of the findings from the soft market testing.	April 2012 to September 2012

Appendix 1

Building Rationalisation Programme 2009 - 2012

(Properties identified as Surplus to requirements which have been disposed of or are to be disposed)

Deacon Park, Kirkby
Training and Conference Centre, Huyton
Poplar House, Huyton
Court Hey Park Offices, Huyton
The Gate, Huyton
Halewood One Stop Shop at Ravencourt, Halewood
Astley Bungalow, Huyton
Education Offices, Huyton
Portacabin, Brookside School, Stockbridge Village
Stockbridge Village Library, Stockbridge Village
Stockbridge Village Community Centre, Stockbridge Village
Wardens Office, 168 Round Hey Road, Stockbridge Village
Scotchbarn Sports Centre, Prescot
Prescot Museum, Prescot
Prescot Leisure Centre, Prescot
Depot, The Grange, Wood Road (Part of Hilton Grace Site), Halewood
Former Halewood Resource Centre , Halewood
Community Mental Health Team Pirelli Building, Prescot
Prescot Library, High Street, Prescot
Bryer Road Community Centre, Prescot
Heatwaves, Stockbridge Village
Kirkby Pool, Kirkby
Bowring Park Golf Course, Huyton
Central Recreation Ground Changing Rooms, Kirkby
Huyton Leisure Centre, Huyton
Northwood House, Kirkby
Centre 70, Kirkby
Old Tower Hill Community Centre, Kirkby
Roundabout Youth Club, Huyton
St John's Community Centre, Huyton

Old Tower Hill Clinic, Kirkby	
MACE, Kirkby	
Delfby Crescent Resource Centre, Kirkby	
Halewood Family Centre, Leathers Lane, Halewood	
Astley House, Huyton	
Sunrise Centre, Huyton	
Hilton Grace Community Centre, Halewood	
Halewood Library, Halewood	
Public Toilets, Cherryfield Drive, Kirkby	
Court Hey Park Garage, Huyton	
Caretaker Cottage - St Leos RC School (VA), Whiston	
Former Page Moss One Stop Shop, Huyton	
The Barn, Kirkby	
Kirkby Family Centre, Kirkby	
Offices at St Joseph the Worker School (PCT), Kirkby	
1 Norbury Close, Kirkby	
3 Norbury Close, Kirkby	

Appendix 2 Properties Subject to Further Review

Centre of the Borough

Huyton Town Centre

- CCTV Suite
- Huyton Suite

Community buildings – Central

- Mosscroft Community and Youth Centre
- Roby Community Centre
- Swanside Community Centre
- Knowsley Specialist Resource Facility, Liverpool Road
- Page Moss Library
- Shop Unit 33-35 Manor Farm Road (Info Zone)

Stockbridge Village

- Stockbridge Village Resource Centre

South of the Borough

Prescot Town Centre

- West Street Offices

Community buildings – South

- New Hutte Neighbourhood Centre
- Whiston Library, Dragon Lane

North of the Borough

Kirkby Town Centre

- Kirkby Municipal Building
- Multi-storey Car Park

Community buildings – North

- West Vale Community Centre
- Southdene Community Centre
- Tower Hill Community Centre

Community buildings – North

- Northwood Community Centre
- Copthorne Centre
- Mill Farm Centre
- Resource Centre, James Holt Avenue
- Business Resource Centre