

Redcar & Cleveland Borough Council

Asset Strategy 2020 - 2025



PRINCESS ROYAL
TRAINING AWARD
2019

ACHIEVEMENT
AWARDS 2019
WINNERS **IMJ**



North East
Better Health
at Work Award
Maintaining Excellence



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1 Council Vision, Values and Priorities

Redcar & Cleveland Borough Council has a well-established vision which sums up the organisation's optimism for the future as well as recognising the heritage and identity of the area. This is:



This vision is underpinned by a set of core values, which define organisational culture and the way that the council acts, these are:



PRIORITIES

To deliver positive change across the borough of Redcar and Cleveland the council has a set of agreed priorities that it will work towards alongside the local community and partners. These are:

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1 Cleaner and Greener

 - Become a carbon neutral borough
 - Deliver effective neighbourhood services
 - Ensure our communities live in an environmentally sustainable borough
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2 More and Better Jobs

 - Ensure local people are able to access local jobs
 - Promote economic prosperity by encouraging business investment & growth
 - Support a skilled and versatile workforce
 - Improve secondary school standards to inspire young people
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3 Proud Places

 - Strong and sustainable town and village centres
 - Promote our borough as a great place to live, work and enjoy
 - Thriving arts, culture and heritage sector
 - Quality community spaces
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4 Safe and Supportive Communities

 - Keep people safe from harm
 - Continue to provide an effective early help offer
 - Redesign youth service provision
 - Improve health and wellbeing
 - Focus on the most vulnerable to help them achieve their full potential
- 

5 Driving Change from Within

 - Support our teams to help boost productivity
 - Enhance the Council's reputation
 - Streamline management and performance
 - Financial resilience and sustainability

2 Policy Hierarchy

The council has a range of complementary policies and plans which set the strategic and political context in which the organisation operates for the betterment of communities across Redcar and Cleveland. The following simple diagram provides an overview of where the Asset Strategy sits.

Corporate Plan

The Corporate Plan sets out the council's vision and values and priorities. This is the strategic framework which elected members have put in place in order to ensure the delivery of their political priorities.

Medium Term Financial Strategy

The Medium Term Financial Strategy underpins all that the council will deliver within the corporate plan. It sets out within a robust plan how the council will fund agreed priorities.

Asset Strategy

The Asset Strategy articulates how the council will use its assets to facilitate the delivery of its priorities through a modern efficient property base. This is set at a strategic level and does not identify tasks or actions at an individual level.

Accommodation Plan

The council's Accommodation Plan sets out the specifications for individual property assets across the borough, informed by a property asset stocktake and set in the strategic context identified within the Asset Strategy.

Team Management Procedural Documents

In order to implement decisions with respect to the council's land and property assets the council is required to have open, transparent procedures which conform to relevant legislation. These documents include the Disposal Policy.



3 Introduction

Redcar and Cleveland Borough Council like many other local authorities in the country has undergone a period of substantial change over the past decade with significant budget reductions, political change, global issues such as climate change and Covid-19, as well as developments in technology redefining the way in which local government operates.

Key to council operations is a modern fit for purpose asset portfolio. The assets and property from which the council operates are fundamental to business operations facilitating the delivery of the council's priorities. This Asset Strategy sets out the overarching objectives that will guide the council in the management of its asset and property portfolio over the next five years.

The strategy is an ambitious one, looking beyond traditional approaches to property and asset management, seeking to ensure that the council's assets meet the current and future needs of the organisation as well as the communities that the council serves.

Redcar and Cleveland Description and Asset Snapshot

The borough of Redcar and Cleveland is located in the north east of England with the latest population estimates indicating that 136,000 people live across an area of 93 square miles. Across the borough there are over twenty settlements, each with their own character, identity and of differing geography ranging from coast, to countryside to urban and industrial areas. As a consequence of this diverse geography the council's asset and land portfolio is significant comprising 519 different assets of varying purposes, with an estimated net value of circa £177m.



The following table provides an overview of the various properties within the council's portfolio, their function and where they are located and as such are within the scope of the Asset Strategy. Of the 519 land and property assets around the borough, 62 are used by the council for providing back office, front line services or managed directly from council teams. The remaining 457 assets are either land or leased out to other organisations.

Settlement	Staff Accommodation & Services	Children & Youth Services	Libraries	Care Services	Tourism & Leisure (RCBC staff) Cultural & Leisure
Brotton			1		
Carlin How		1			
Dormanstown	1	1	1		
Eston	1	1		1	
Grangetown	2	2	1	1	
Guisborough	1	2	1	1	1
Kirkleatham				1	2
Lingdale		1			
Loftus		1	1		
Marske		1	1		1
Ormesby	1	1	1		
Redcar	8	4	1	1	2
Saltburn		1	1		1
Skelton	2	2	1	1	
South Bank	2	2	1		
Sub-total	18	20	11	6	7
Total	62				

* It is to be noted that the primary function of each building determines the column in which the building is listed within the table. For example whilst there are 13 libraries in the borough 1 of them is located within Redcar and Cleveland House which has primary function as staff accommodation so is listed in the table as such.

4 Asset Strategy: Key Objectives

To guide the approach to the management of the council’s land and property assets a series of interlinking objectives have been established. These are set out over the following pages and are broken down into the categories ‘strategic’ and ‘financial resilience and sustainability’.



STRATEGIC

To take a place based approach to asset management, creating complementary multi-use public facilities within neighbourhoods.

Where there are multiple council owned assets within a specific place, consideration will be given to whether there is scope for consolidating services, creating multi-use easy to access facilities for residents.

To work with key partners, the local community and the voluntary and community sector to generate social value by exploring opportunities for co-location or community asset transfer.

Through maximising the opportunities to work collaboratively with partners ranging from other local authorities, public service providers, residents and community groups the council will explore where there is potential to use assets differently, be it through co-location, community asset transfer or to enable the delivery of shared services.

To regenerate and positively shape places through an intelligent approach to the acquisition, consolidation, disposal and development of land and buildings.

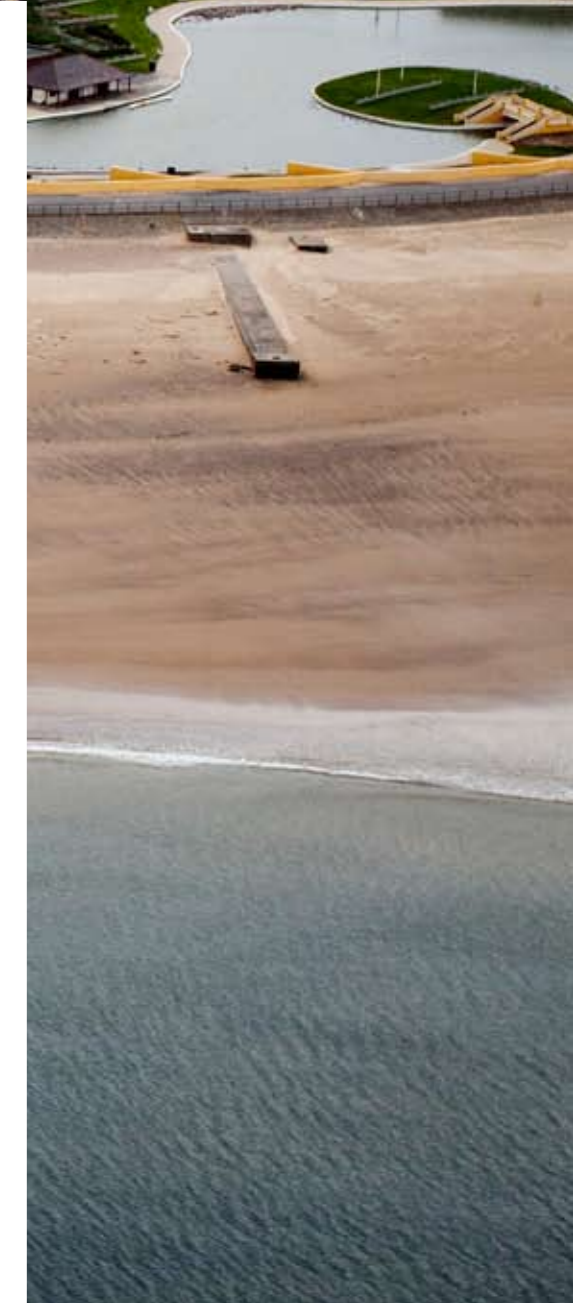
The council is committed to creating strong and sustainable towns and villages by improving high streets, enhancing car parking capacity, developing tourism assets, expanding industrial estates and delivering new housing. The intelligent use of the council’s land and property assets will be a key enabler. On occasion this will necessitate the acquisition of new assets, the demolition, redevelopment or disposal of assets.

To reduce carbon emissions from the council’s asset portfolio, supporting the aspiration to become a carbon neutral borough by 2030.

The council is fully committed to creating a cleaner and greener borough and has made a commitment to become carbon neutral by 2030. Having a modern, well maintained, energy efficient asset portfolio will be crucial in minimising the carbon emitted through council operations and meeting this target.

To facilitate modern, flexible ways of working by maximising the opportunities for digital working across the council’s estate.

The council’s estate is to be such that it enables modern, flexible ways of working, providing an environment suitable to the needs of the variety of professionals operating across the organisation. Staff are to be agile, maximising technology to undertake their work in different locations be it an office or at home.





FINANCIAL RESILIENCE AND SUSTAINABILITY

To reduce the costs of the council's estate through a rationalisation of the overall number of land and buildings.

Where there is a strong business case for doing so the council will take the opportunity to rationalise land and property assets. Doing so will enable the council to reduce the costs for operating the estate and generate capital receipts which can be reinvested to deliver the council's priorities.

To act commercially developing further income streams which help to offset the cost of operating the council's estate.

The council's estate is used in a variety of different ways, ranging from leisure centres, to tourist attractions, to business centres. There is however scope to generate additional income through taking a more commercial approach to the use of council land and property. The council will strive to become a land lord of choice, maximising opportunities for financial and social value in the management of its assets portfolio.

To ensure that the council's assets are well maintained reducing the costs associated with any unplanned repair or maintenance work.

The council will continue to operate a preventative planned maintenance programme of its assets, informed utilising the intelligence from condition inspections that are regularly undertaken. A multi-use forward plan will be maintained to look to remove the need for reactive repairs and unanticipated expenditure at a greater cost.



5 Governance of Assets and Asset Strategy

The overall responsibility for the council's assets and responsibility for the application of the objectives of the Asset Strategy are as set out as follows:

Political Ownership

The Cabinet member for Corporate Resources has the overall responsibility for the council's land and property assets.

Officer Leadership

As the Corporate Landlord, The Managing Director is the owner of the Asset Strategy. The Corporate Landlord has the responsibility to ensure that a corporate approach is adopted in the management of the council's land and property assets ensuring that their use is maximised, their operational costs are minimised and that they provide value for money in the delivery of services.

Decision Making

Within the council's Constitution a range of day to day property and asset decisions are delegated to the Property Manager, Assistant Director Finance, Governance Director and/or the Managing Director. Property decisions above the threshold for delegation to officers are taken by Cabinet and are reported as such.



6 A Business Case: Investing, Acquiring, Disposing, Leasing of assets

The council will ensure that a uniform approach is adopted at the point in which investment is required in an asset or to purchase property. A business case will be mandated and considered for approval subject to the value through the Cabinet Member, Managing Director, Assistant Director Finance or Property Manager which considers:

- THE STRATEGIC CASE:** does the investment meet the council's strategic priorities and objectives?
- THE ECONOMIC CASE:** does the proposal optimise social, economic and financial value for the council, other organisations and the local economy and community?
- THE COMMERCIAL CASE:** have various options for project delivery been considered including the requirement to procure a delivery partner?
- THE FINANCIAL CASE:** can the council ensure that the investment is fully funded, affordable, and clear on the whole life costs of the scheme once it is operational.
- THE MANAGEMENT CASE:** can the council ensure the investment can be delivered successfully and in accordance with a robust project plan and effective risk management arrangements? How will the asset be managed once it is live and what are the arrangements for post-implementation delivery and monitoring?

In disposing of assets, entering into lease arrangements, each case will be considered on its own 100% merits, guided by the objectives of this strategy. Approvals will be made either by the Cabinet Member, Managing Director, Assistant Director Finance or Property Manager subject to their value.

The disposals process requires that the council complies with statutory requirements when disposing of land and property assets. The procedures are open, transparent, consistent, competitive and market related.

7 Tracking Progress and Reporting Performance

As an action within the Corporate Plan progress on the delivery of the council's Asset Strategy will be reported through the regular performance reports to Cabinet and Scrutiny and Improvement Committees. This will be done in conjunction with the implementation of the Accommodation Plan.

The following performance measures which feature in the corporate plan and Resources directorate service plan, and will be reported against quarterly, provide some indication of the impact of the delivery of the objectives set out within this Asset Strategy.

ACTION	TARGET
The total tonnage of carbon emissions from council buildings and operational use (quarterly)	10% annual reduction of Carbon Emissions
Percentage of electricity supplies sourced from renewable sources (annual)	100%
Percentage of leased/licenced properties providing a net yield for the council. (quarterly)	90%
Percentage of council services operating in properties which house more than three services (annually)	75%
Percentage of council properties which have the ability to support flexible working including wireless networking and shared space. (quarterly)	100%



