



Lead Member: Cabinet Member for Climate and Culture, Councillor Carrie Richardson
Officer Leading on Delivery: Chris Moon, Assistant Director Climate Sustainability and Culture

Asset Strategy 2024-2027

STRATEGY AIMS:

- Establish a strategic use of Council assets either for Council business or through effective lease management
- To facilitate modern, flexible ways of working by maximising access for hybrid working across the council's operational estate
- To regenerate and positively shape places through an intelligent approach to the acquisition, consolidation, disposal and development of land and buildings
- To reduce carbon emissions from the council's asset portfolio, in line with the council's climate change policy
- To be flexible supporting community groups, charitable organisations in accessing and utilising council assets

FINANCIAL AND SUSTAINABILITY

- To reduce the costs of the management of the council's estate through a rationalisation of the overall number of land and buildings
- To act commercially developing further income streams which help to offset the cost of operating the council's estate
- To ensure that the council's assets are well maintained, reducing the costs associated with any unplanned repair or maintenance work

ALIGNMENT WITH COUNCIL PRIORITIES

Start Life Well	Live and Age Well	Prosper and Flourish	Clean and Tidy	A Strong and Sustainable Council
Provide fit for purpose Youth Centres, Family Hubs and Early Help properties within our communities.	Supporting Adult Services in providing activities and care facilities.	Provision of modern and flexible use of Business Centres for start-ups through to established businesses.	Managing utility consumption of our buildings and continuing to reduce the council's carbon footprint.	To achieve the best possible income from the hire of business centre accommodation and the evolution of commercial development of project management services to third parties.

PRINCIPLES

Principle 1	Principle 2	Principle 3	Principle 4
Establish a strategic use of all Council assets whether this is via Council business or through effective lease management.	To facilitate modern, flexible ways of working by maximising access for hybrid working across the Council's operational estate.	Reduce carbon emissions from the council's asset portfolio, in line with the council's climate change policy.	To ensure that the Council's assets are well maintained, reducing the costs associated with any unplanned repair or maintenance work.



To see the full strategy document, go to:
www.redcar-cleveland.gov.uk/corporate-plan

this is Redcar & Cleveland

ACTIONS

Principles	Actions and timescales	Survive: Years 1 - 2 – Quarter to be delivered 2024/25, 2025/26	Strive: Years: 3 - 5	Thrive: Years 6 - 10
Principle 1/A	Review the operational requirement of Council assets on where services are provided, determining if properties are required for the long term. Reducing the cost of property management through rationalising overall number of land and buildings.	2025/26 Q2	Further reviews to be established based on Council priorities and asset strategy	To be developed in line with asset strategy and climate change strategy
Principle 1/B	Review all leased/licensed properties addressing commercial benefit to the Council, disposing of those which have no economic benefit. Acting commercially developing further income streams offsetting the cost property management across the portfolio.	2025/26 Q2	To be developed based on a case-by-case basis as lease/licence agreements are due for renewal	To be developed based on a case-by-case basis as lease/licence agreements are due for renewal
Principle 2/A	Establish increased access to Council assets for all officers increasing opportunity for collaborative working across teams and directorates, increasing focus on central office working in Redcar.	2024/25 Q4	Development in line with technology developments	To be developed in line with asset strategy and climate change strategy
Principle 2/B	Increase opportunities for hybrid working of Council business supporting officers working within Council buildings with those operating from home.	2024/25 Q4	Further development in line with digital strategy and Technology advances	Development in line with technology developments
Principle 3/A	Introduction of greener heating systems such as Air Source Heat Pumps/Ground Source Heat Pumps when existing gas heating system reach end of operational life.	South Bank Family Hub 2024/25 Q4	To be aligned with Planned Capital Improvement programme	To be developed in line with asset strategy and climate change strategy
Principle 3/B	Deliver programme of solar PV installations projects to Council buildings	Seafield House 2024/25 Q2 Fairway House 2024/25 Q2 Guisborough Branch Walkway 2024/25 Q2 Guisborough Library 2025/26 Q2	South Bank Family Hub 2026/27 Q2 Fairway House Depot 2027/28 Q2 I2L 2027/28 Q2 Meadowgate Care Home 2027/28 Q2	To be developed in line with asset strategy and climate change strategy
Principle 4/A	Continued development of accurate Condition Surveys across Council properties and assets, with reviews being carried every 3 – 5 years depending on age and general condition.	Annual updates of progress via Asset Strategy Board	Continued review of condition surveys	Continued review of condition surveys
Principle 4/B	Continued development of Planned Capital improvement programme informed by data provided from Condition Surveys.	Project development and approval via Programme Management Group on an annual basis with progress reported through to Asset Strategy Board	Continued development of Capital Improvement Programme	Continued development of Capital Improvement Programme



Measure of success	Performance indicator/outcome	Outturn position 2023/24	Survive: Years 1 - 2	Strive: Years 3 - 5	Thrive: Years 6 - 10
Principle 1/A	Clear model of asset retention based on operational and service delivery requirements		2025/26 – detail of asset position and requirement supplied to Asset Strategy Board	Annual update on asset retention	Annual update on asset retention
Principle 1/B	Development of a programme of planned income increases or capital receipts from asset disposal		2025/26 – updates to Asset Strategy Board on Asset retention, disposal, or lease changes	Annual update on disposal and lease arrangements	Annual update on disposal and lease arrangements
Principle 2/A	Through increased office access centrally, office accommodation across the Estate is to be reviewed and disposed where practical		2025/26 – detail of asset position supplied to Asset Strategy Board including cost avoidance of capital improvements and associated running costs.	Annual update to Asset Strategy Board	Annual update to Asset Strategy Board.
Principle 3/A and B	Reduction of carbon emissions from the operation of Council assets.		Seafield House 2024/25 Q2 Fairway House 2024/25 Q2 Guisborough Branch Walkway 2024/25 Q2 Guisborough Library 2025/26 Q2	South Bank Family Hub 2026/27 Q2 Fairway House Depot 2027/28 Q2 I2L 2027/28 Q2 Meadowgate Care Home 2027/28 Q2	To be developed in line with asset strategy and climate change strategy
Principle 4/A and B	Principle 4/A and B	Reduction in costs associated with reactive maintenance inspections	Annual update to Asset Strategy Board on position of cyclical and reactive maintenance revenue position	Annual update each year on financial position	Annual update each year on financial position

