Causeway Coast and Glens Borough Council

Estate Strategy

2019-2024

Contents

1. Introduction

The benefit for any organisation with a complex estate in having set a broad direction for it's estate/ asset management over the medium to long term term – an Asset Management Framework

- A Robust basis for it's investment decisions and property transactions

- Maintains and improves its key assets

- Provides a solid basis that defines surplus assets and other commercial opportunities

- Increases the cost effectiveness and value of its portfolio

- Promotes innovation and development in asset management

- Listens and responds to customers and property users

SIB are currently working with the NIAO towards the publication of Best Practice guidance in relation to this area of public sector governance.

Vision & Objectives

Three overarching objectives for the development of the strategy were agreed at the outset:

1. To support a refreshed focus on communities and people, economic regeneration and tourism, the quality of our environment and the core services provided by the Council, and is partners.

2. To generate capital and revenue efficiencies, review income generation opportunities and support the delivery of corporate objectives and improved social outcomes.

3. To strengthen the process of developing and prioritising investment programmes.

Key stakeholders to benefit from a strategic approach

- Members; to support decisions on investment opportunities
- Council Directors and internal Heads of Service Delivery - to identify where asset changes can bring about improvements in their delivery
- Building Users – to enable the experience to be much more beneficial and informative
- Public – to make them aware that priorities are being developed in a prioritised manner
- Estates / Asset professionals – providing tools to allow significant / evidence based improvements
- Public Sector Partners- allows the Councils requirements to be used as part of any partnership arrangements

From study undertaken to date there appears to be a lot of scope for successful outcomes in the context of existing structures and cost parameters

Stakeholders & Strategies Consulted

Internal stakeholders:

- Council SMT
- Council Committee
- Council Directors
- Heads of Services who have a responsibility / engagement for assets
- GIS Team
- Officers with specific responsibility for relevant aspects of the estate
- Heads of Planning

External stakeholders

- o University of Ulster (Prof Kerise Hutchinson)
- o Tourism NI (CEO)
- o Chambers of Commerce
- o Enterprise Agencies (Causeway & Roe Valley)
- o National Trust
- o Tourism NI (John McGrillen & Rosemary McHugh)
- o Deloitte – report in to Causeway Coastal Route
- o Arup – report on 'over tourism' for NT
- o DfC – regeneration responsibilities

Council strategies as follows;

- Community Plan
- Corporate Plan
- Performance Improvement Plan
- Business Plans
- Sport & Leisure Strategy
- Culture Strategy
- Arts Centres Business Model
- Community Development Strategy
- Strategic Framework for Community provision
- Museums Options Appraisal
- Play Strategy
- Car Park Strategy
- Harbours & Marinas Strategy
- Energy Strategy
- Local Development Plan

2. Where we are...

2.1 Overview of Causeway Coast and Glens' land and property assets

In terms of the Council's asset base, it has over *970* property related assets, most of which are owned but some leased. However as a number of assets are linked to one location (and in some cases this rises to double figures), the number of sites that this relates to, based on the GIS evidence , is *324.*

The Council's asset portfolio includes; 74 assets related to parks & open spaces (over 68 sites); 161 car parks (including off street car parks and those linked to facilities); 59 Public Conveniences,104 play parks; 7 Leisure Centres, 31 cemetery sites; 30 marinas and harbours and piers ; 11 related to civic offices and functions; 20 community centres, 1 Enterprise Zone, 36 related to recycling centres, transfer stations & depots and 139 related to playing fields/ pitches.

A summary table defining these categories more specifically is shown below;

An excel format of the full
Asset Register is
available and a GIS version
is available
as a 'working' app

Category of Asset	No of Sites	No of Assets
Community & People		
Community Centres	20	20
Leisure Centres	7	7
Parks & Open Spaces & Public Gardens	68	74
Play Parks	104	104
Sports Pavilions, pitches MUGAS ,Playing Fields	106	139
Bowling Greens , Tennis Courts , Crazy Golf, outdoor Gyms	27	33
Allotments	4	4
Swimming Pools	1	1
Football Stadiums	2	2
Golf Courses	3	3
Regeneration, Tourism & Economic Development		
Car Parks	160	161
Museums & VICs	10	10
Public Conveniences	59	59
Cafes & Commercial Units	20	20
Caravan Parks etc	6	34
Data Centre & Enterprise Zone	1	1
Derelict Buildings & Gap sites	4	4
Glamping Pods	22	22
Residences	1	1
Railway Track	1	1
Bus & Railway shelters	3	3
Environmental		
Cemeteries	31	38
Coastal Paths & trails	Tbc	Tbc
Marinas, Harbours , Piers & Slipways & Ferry Terminals	30	36
Waste Recycling Centres , Depots, Transfer Stations	22	36
Grazing Fields	4	4
Boat Clubs & Parks	8	9
Beaches	12	12
Break Waters , Bridges & footpaths – river banks	32	32
Reservoirs & Lime Kiln plants	2	2
Admin & Service Delivery		
Admin Offices & Civic Buildings	11	11
Libraries	2	2
Town Clock	1	1
TOTAL	**Approx. 650 (TBC)**	**976**
TOTAL OVERALL COMPOSITE SITES		**324**

Cost profile of the estate

Category	No of assets	Total cost p.a (staff costs in brackets)	Total Income p.a	Gross loss / profit
Leisure Centres	7	4,765,843 (3,304,395)	2,090,044	-£2,675,799
Community Centres	19(Includes 4 Town Halls)	672,782 (406,584)	126,379	-£656,403
Admin offices & Civic Functions	4	1,255,486 (318,806)	42,921	-£1,212,565
Cemeteries	37	319,133 (243,249)	130,784	-£188,349
Pavilions & Playing pitches	Approx 60 pitches and MUGAs ,and play areas	1,293,625 (774,993)	160,158	-£1,133,467
Tourism assets & VICs	7 VIC/14 Tourist areas/2 Marinas/Caravan	2,848,717 (1,447,155)	3,333,136	+£484,419
Waste Facilities (Recycling)	11? CA Sites/ Letterloan/3 Transfer Stations/3 Landfill sites	1,124,614 (688,336) 182,771 (67,824) 1,433,124 (84,364) 2,901,891 (172,392)	58,648 5,061 0 626,595	-£4,952,096
Public Conveniences	59	439,761 (172,392)	381	-£439,380
Car Parks	58	467,938 (46,832)	1,080,608	+£612,670
Arts Centres	3	713,025 (480,039)	155,343	-£557,682
Museums	5	282,810 (160,320)	22,471	-£260.339
Harbours	9	356,503 (142,796)	112,716	-£243,700
TOTALS		£19,058,223 (£8,510,477)	£4,946,245	-£14,111,978

. In terms of financial information, the total 'net book' value of these assets sits at £225m within the Council's accounts. However, it should be noted that these valuations are for accounting purposes and as such they do not reflect current open market value, which can be very different.

The annual operating cost of the estate, based on the latest available data, is around £19.m, of which £8.5m is staff costs.
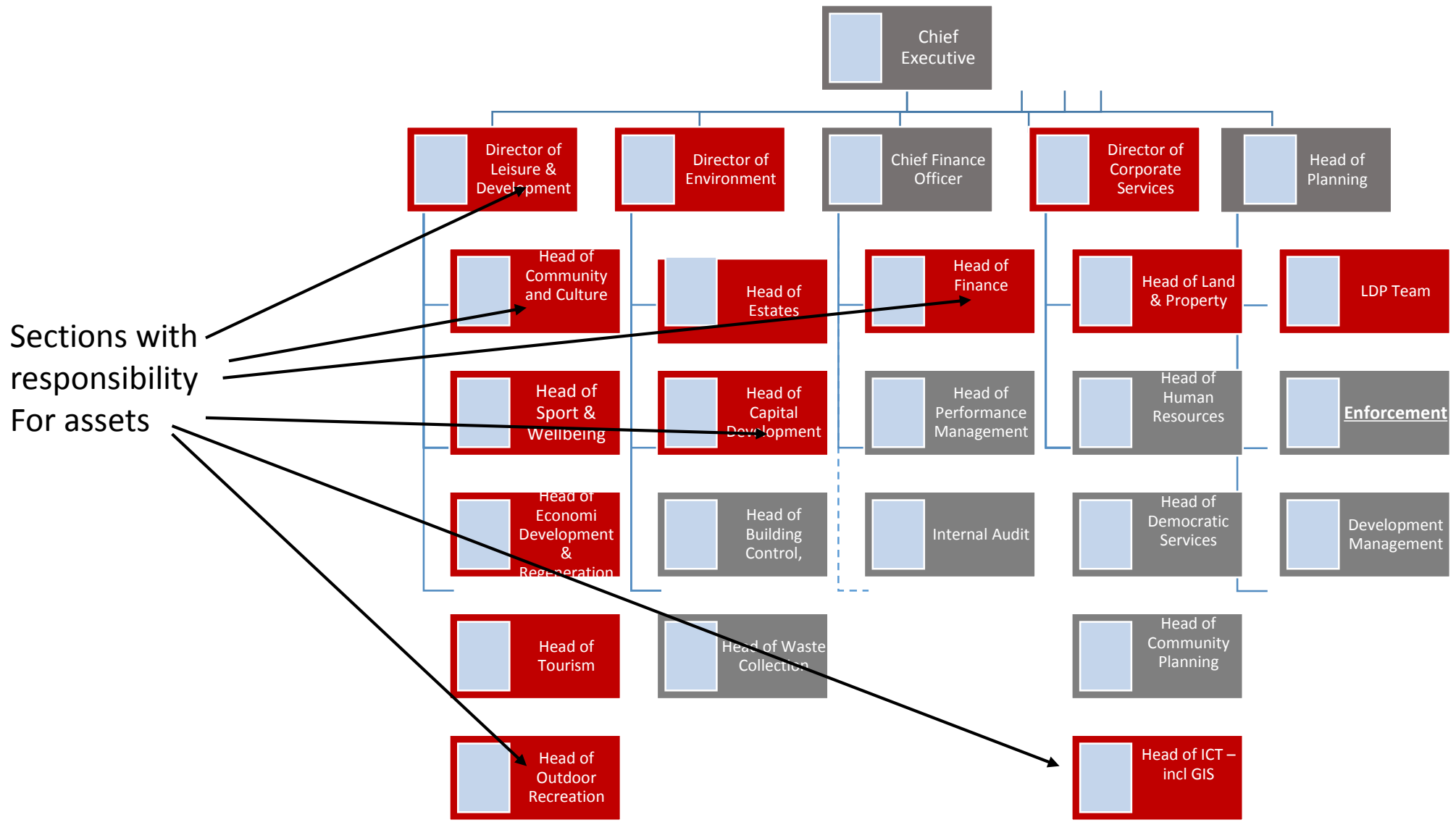
It can be seen from the above table that in most assets, the cost exceeds income, in some cases by a considerable margin, however both car parks and the tourism assets are in 'profit'. Some groups of assets have very low returns in relation to costs, such as the Arts Centres, Museums, pavilions, playing pitches and waste assets.

In a number of cases, staff costs represent a large proportion of the costs but notably there are a few exceptions, where staff costs only account for a small proportion – namely ; Waste facilities / Transfer Stations and particularly car parks.

*Key data missing from the above – notably

o Net Internal/ gross areas that relate to costs

o Costs per unit (eg per sq m) for benchmarking purposes

Governance of estates issues

Chief Executive

Director of Leisure & Development — Director of Environment — Chief Finance Officer — Director of Corporate Services — Head of Planning

Head of Community and Culture — Head of Estates — Head of Finance — Head of Land & Property — LDP Team

Head of Sport & Wellbeing — Head of Capital Development — Head of Performance Management — Head of Human Resources — **Enforcement**

Head of Economi Development & Regeneration — Head of Building Control, — Internal Audit — Head of Democratic Services — Development Management

Head of Tourism — Head of Waste Collection — — Head of Community Planning

Head of Outdoor Recreation — Head of ICT – incl GIS

Sections with responsibility For assets

Land Requests …

Commercial Land Request 18/19	Non commercial land request 18/19	TOTAL
50	60	110

Benchmarking data…

Outcome	Benchmark
Compliance	% of buildings that are fully H&S compliant. % of properties that are considered DDA compliant.
Condition	Percentage of properties in satisfactory or better condition. Percentage of gross internal floor area (m2) that is in satisfactory or better condition.
Suitability	Percentage of properties that are considered satisfactory or better in terms of suitability.
Efficiency / Effectiveness	Percentage of properties that are considered satisfactory or better in terms of sufficiency, utilisation and usage to support service delivery. Space Utilisation (% of time in use). Space Standards (m2/ staff member etc).
Energy	CO2 Emissions Electricity / Energy Consumption (key benchmark being kWh/ sq m / per annum) Overall energy consumption kWh.
Value for Money	Maintenance cost per m2 Space (sq m) per person
Social Return on Investment	New data relating to the impact on social outcomes eg physical health; wellbeing ; crime ; mental health
Affordability	Backlog as a % of annual maintenance (capital and revenue) budget.

At present the resources to establish this data and record it in an effective manner, are limited, with the Assets Team principally concentrating on the ongoing maintenance of assets to a programme that is defined by the most pressing, and obvious, need.

It will therefore be a recommendation within this strategy that appropriate benchmarks are established over time for each category of assets and that these are recorded on the Asset Information System.

GIS as facilitator – all Council land

GIS as facilitator – eg Council assets vs Development limits
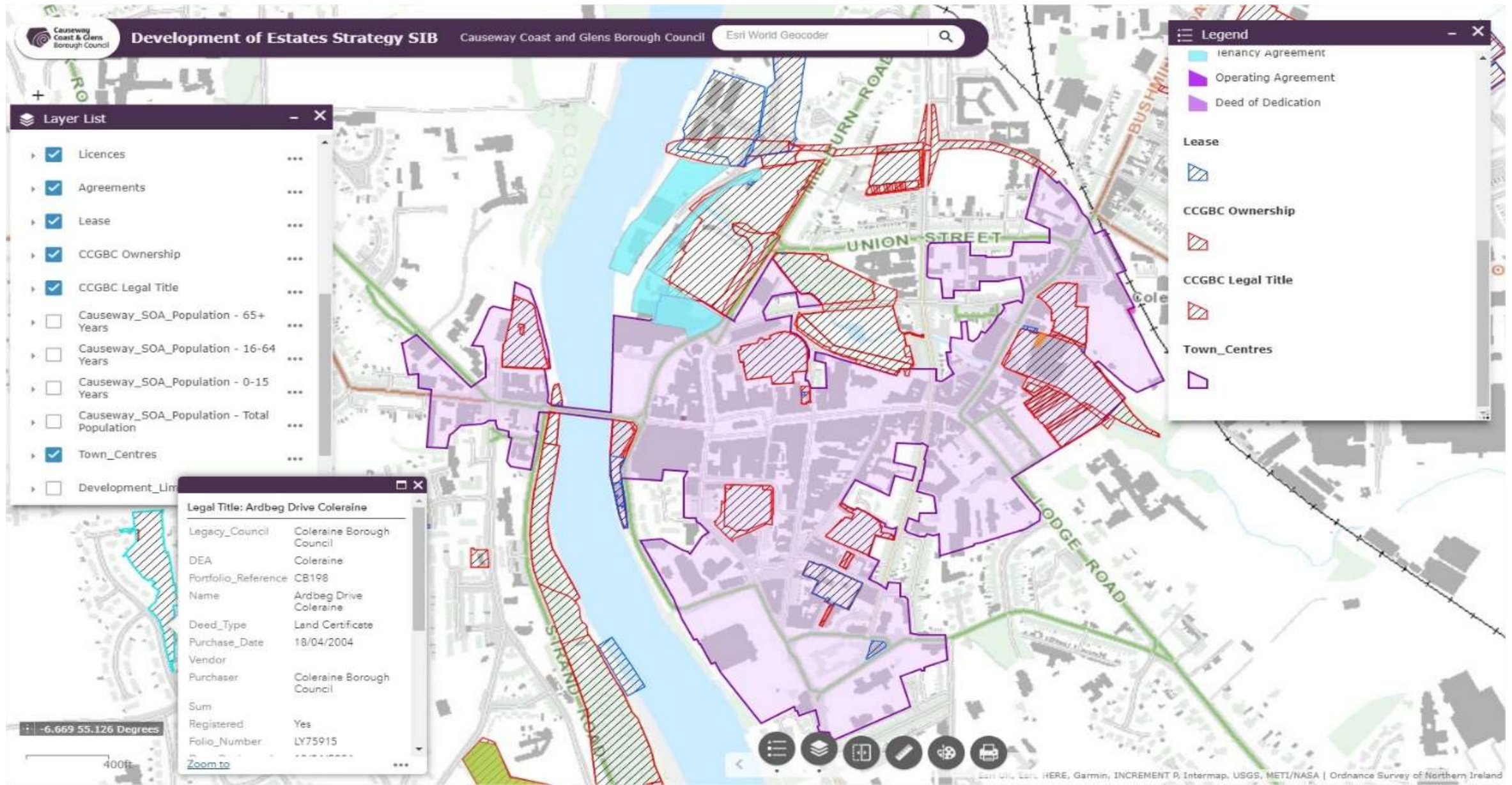
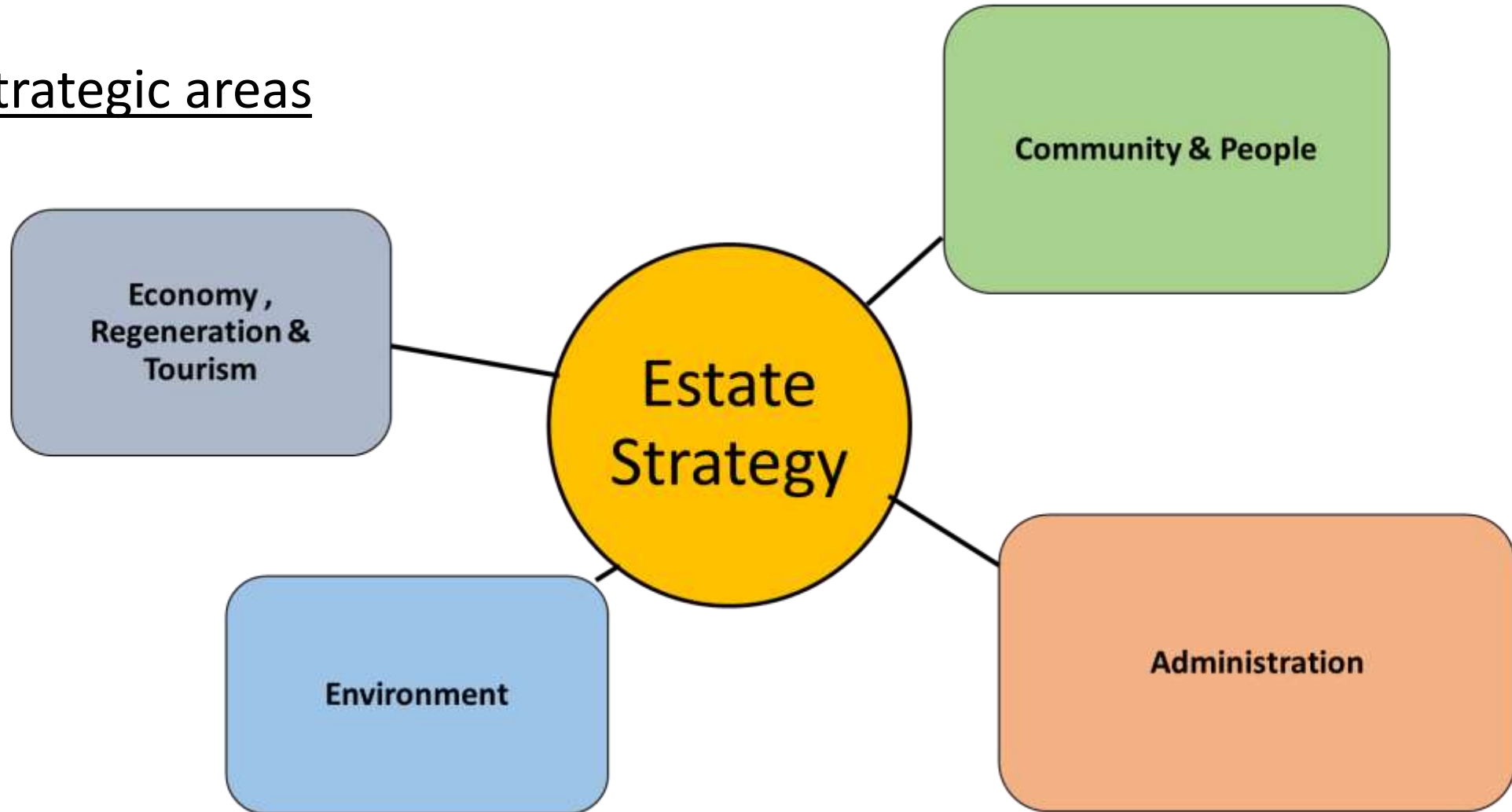# Location of council assets vs population numbers
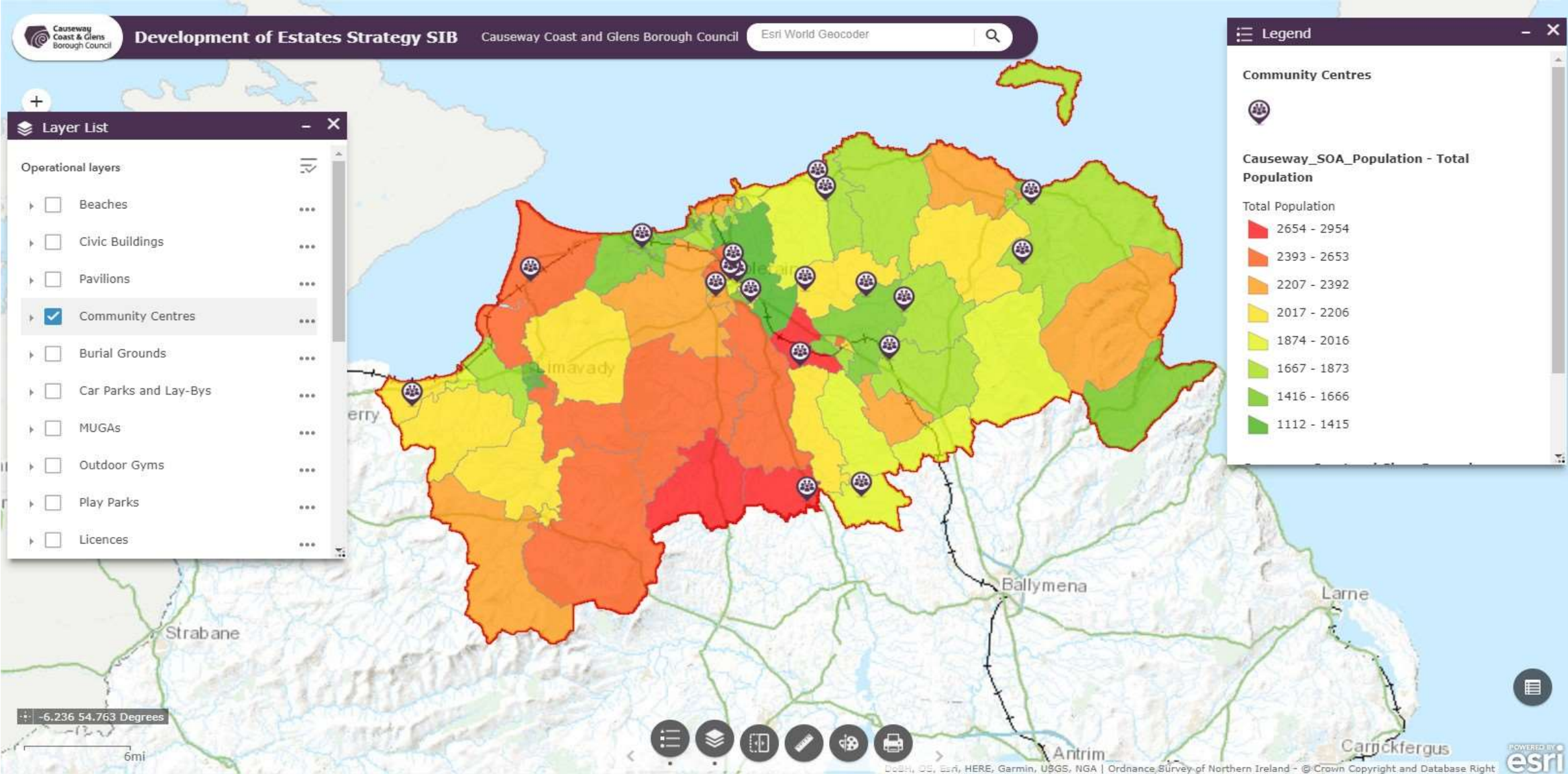
3. Building a strategy on which the estate can be planned ....

The development of the Estates Strategy provided a number of guiding principles which would underpin the future use and acquisition of assets and which should be kept at the forefront of all transactions relating to the estate .
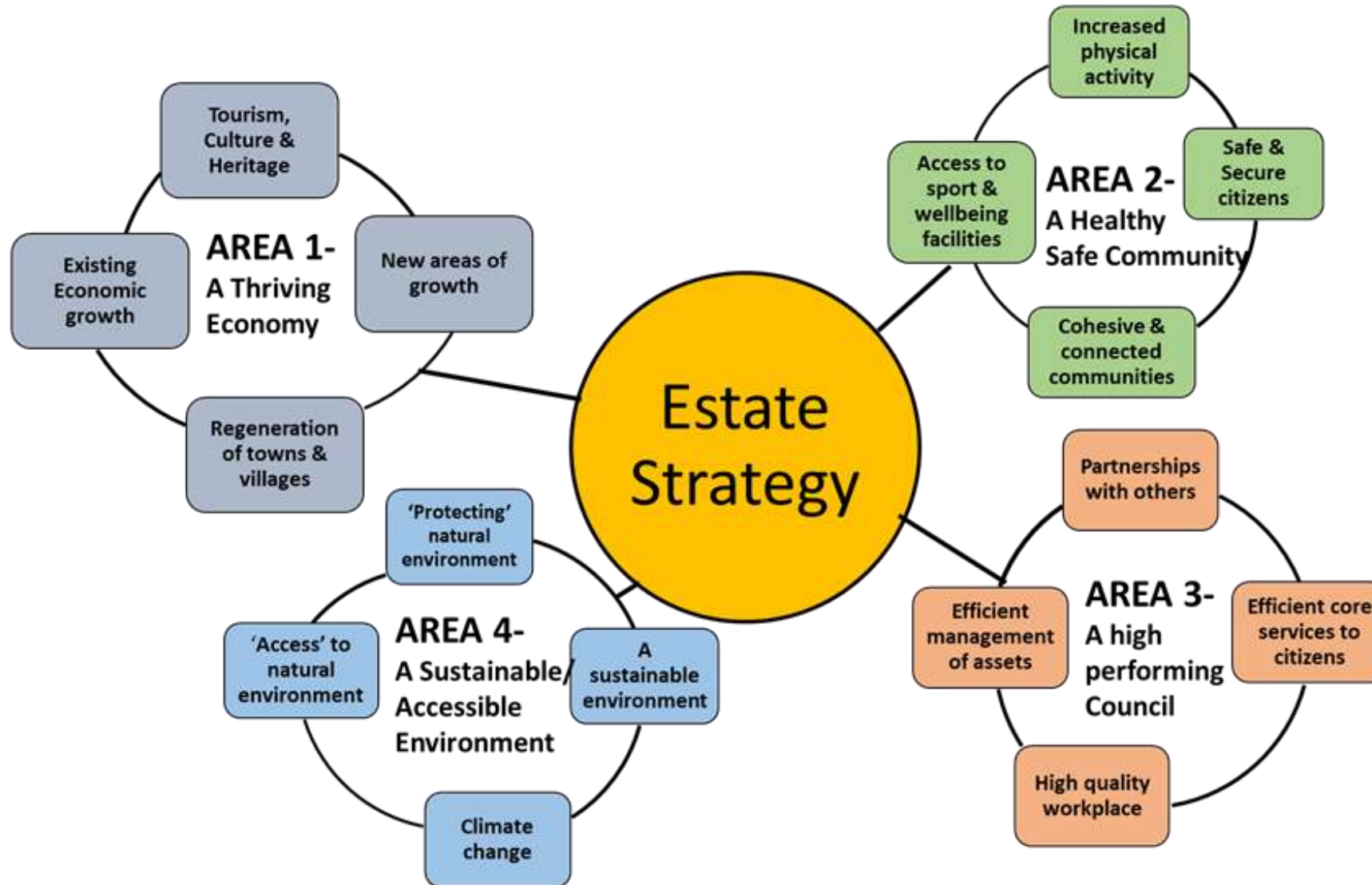
1. **Whole Borough Approach (to estate planning):** As the key stakeholder for borough-wide services, and using the Community Planning process as a forum, the council will adopt a 'whole borough approach' to the use of assets in relation to the objectives outlined this strategy. This will include providing support to strategic partners (financially or through other facilitation) or taking forward joint initiatives if this is the most effective and appropriate way to meet the objectives stated in this strategy.

2. **Partnering to unlock value:** As such it will look, as appropriate to use partnerships (with both the private and public sectors, as well as the 3rd sector and volunteering community) in order to achieve the best outcomes for the community that the Council serves. An example of this would be where a school site is utilised fully to include 3g & floodlit pitches, allowing the Council to release a site for housing or other development- the money for which is then fed back in to a needed Council development elsewhere.

3. **Maximising efficiency:** The council, will at all times, look to minimise its own spend and maximise efficiency in achieving its objectives. This will include the exploration and development of alternative models of delivery, including public / private partnerships: public sector partnerships (local and central) and joint ventures with other operators. It will also look to the establishment of a set of core policies that will minimise time spent on repeat activities and allow maximum time to be allocated to delivery of outcomes

4. **Strategic & Sustainable investment:** The Council will prioritize potential asset investments/divestments on the basis of strategic alignment and greatest long term need, in the context of finite resources. As such, the approaches, criteria and weightings as identified in the current Capital Prioritisation process for the current capital programme could be developed and adapted for use in the achievement of this principle.

- 4 strategic areas

Community & People

Economy, Regeneration & Tourism

Estate Strategy

Administration

Environment

Establishing the core strategic objectives on which all actions are based

NOTE: 3 OF THESE AREAS CAN DIRECTLY BE LINKED TO THE COMMUNITY PLAN OBJECTIVES –
THE 4Th IS LINKED TO CORPORTATE OBJECTIVES & PERFORMANCE IMPROVEMENT

5 Delivery Themes

Theme 1 Active Asset Management

Theme 2 Investing for strategic outcomes

Theme 3 Divesting (obtaining maximum value from) surplus or underperforming assets

Theme 4 Supporting service delivery & increasing resilience

Theme 5 Revenue Management

Strategic Area 1 – Economy, Regeneration & Tourism *OVERALL OBJECTIVE:* 'A THRIVING ECONOMY' (	Ensure that the borough is prepared for **new sectors of growth** and opportunities to lobby for improved infrastructure	**tourism, heritage** and world class events as key contributors to economic growth	Maximise business potential to **increase profitability** & employment opportunities	The Causeway Coast and Glens area as a well-connected infrastructure, **vibrant town centres and public realm**
Strategic Area 2 – Community & People *OVERALL OBJECTIVE* 'A HEALTHY SAFE COMMUNITY'	Increased opportunities to participate in **sustained physical activity**	supported in making **healthy lifestyle choices** - protect and enhance their physical and mental health	support people to **feel respected safe & secure**	Develop more **cohesive and connected communities**
Strategic Area 3 – Administration & Core Services *OVERALL OBJECTIVE* 'A HIGH PERFORMING COUNCIL'	Providing ambitious, accessible innovative and efficient services (**through partnerships with others**)	Creating maximum efficiency (through **management of assets**) whilst not impacting front line services.	Establish **efficient and effective core delivery** of services to the citizens	Providing **high quality workplace practices** for its staff) and improving staff satisfaction
Strategic Area 4 – Environment *OVERALL OBJECTIVE* 'A SUSTAINABLE & ACCESSIBLE ENVIRONMENT'	Protect unique built and **natural landscapes**	Area is recognised as a **sustainable environment**	Has physical structures and facilities that further **growth and access to the natural environment**	**Reduces climate change** and increases resilience

Analysis ....
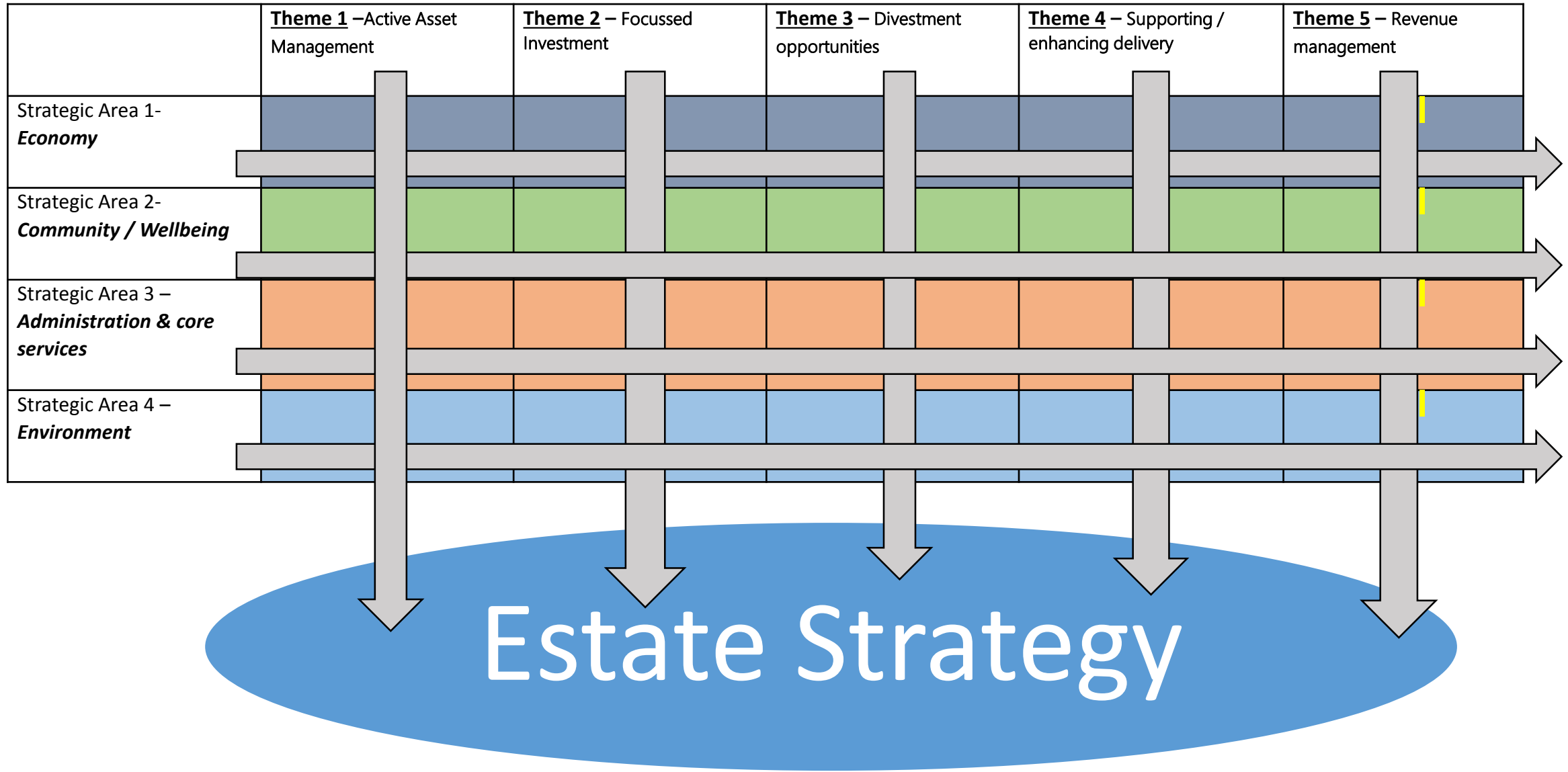
Themes vs strategic objectives – example resultant analysis

Strategic Objective	CC&G is widely recognised for its unique built and natural landscapes
Assets involved	1. Nature Reserves ; 2. AONBs :
Targets:	- More green spaces in urban areas - Initiatives to manage and protect natural environments - Other actions as defined by the Community Planning group for this objective
Where we are	The Council does not have direct control and ownership of most built heritage assets and natural environment in the form of monuments and open spaces that it will be much easier to ensure that these are accessible The
Gaps in provision (areas for investment)	There would appear to be gaps in provision at key locations that provide 'gateways' to key natural assets – specifically; the coastal routes. In addition to this work it may be worth analysing these assets (due
Opportunities for efficiencies (divestment / performance)	Further to the analysis highlighted above these may become more apparent. There is however an opportunity to partner with the third sector and central government when it comes to maximising the benefits associated with built heritage and natural heritage
Key Actions	Track the Community Planning Working Group and identify the interventions that the Council can make from an estates perspective Include the car parking provision required – as part of the overall review of car parking mentioned above

How we Plan to get there
(the strategy)

Theme 1: Active Asset Management

- **Adapt / reconfigure / reinforce governance structures as shown below to centralise all asset related business with (a) an SRO (Asset Champion) (b) Assets Working Group, and (c) Leadership roles well defined.**

- **Bolster the Assets team to allow all recognised benchmark data to be identified**

- Develop this Asset Management Strategy in to a full Estate Management Plan – in line with best practice and Section 5 below – which defines a forward plan for each and every asset going forward. A GIS map demonstrating how this would look is shown below.

- Training and support for incumbent staff in the principles and processes of Asset Management

- Development and implementation of new processes & policies

- Implementation & population of a new Asset Information System, in parallel with the existing GIS system

Re-aligning governance
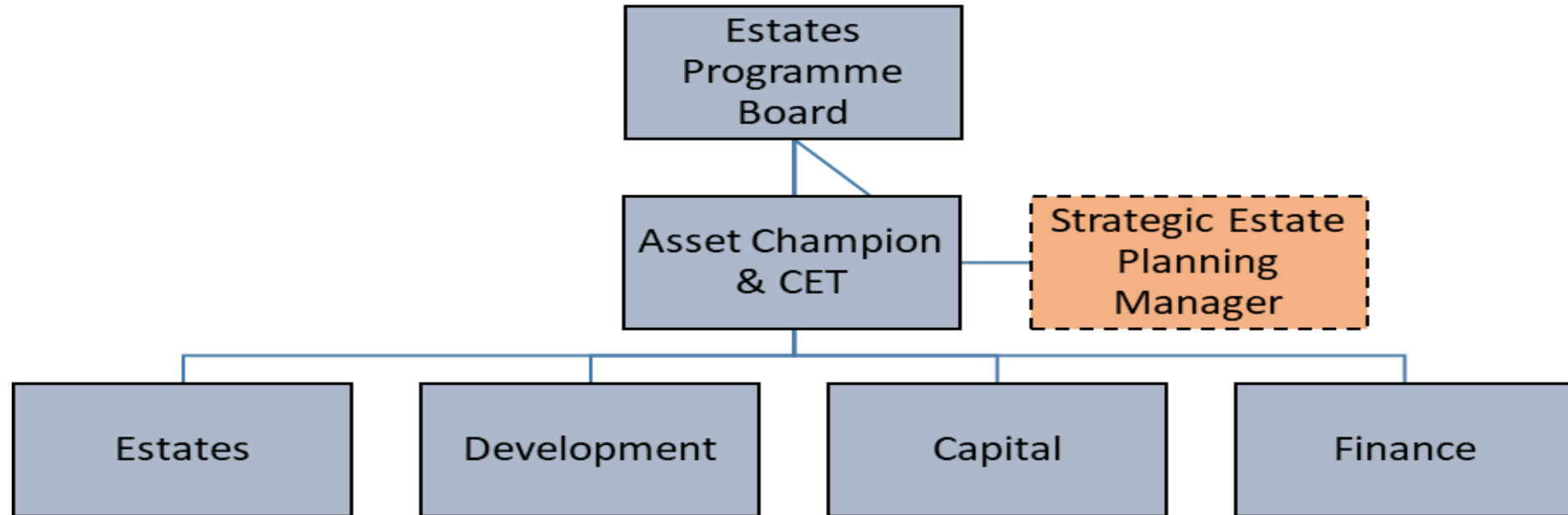
Role of the Asset Champion

The Asset Champion will carry out the following roles as a minimum

- Chair the Assets & Estates (Programme) Board

- Act as the owner of this Estate Strategy

- Act as the single point of ownership/ responsibility for all issues relating to any changes in relation to <u>any</u> council asset

- Continually monitor all Council estate issues as identified in the Asset Management Plan and update this plus the Asset Management App

- Ensure all actions as stated in this strategy are carried out and the strategy up-dated as necessary

- Facilitate the collation of all estate related opportunities as identified through the Community Planning (estates) forum

- Ensure All benchmarking data is collated that will allow performance measures to be put in place

- Enable new 'social return on investment ' data collation measures to be established

Developing use of GIS – to define the future
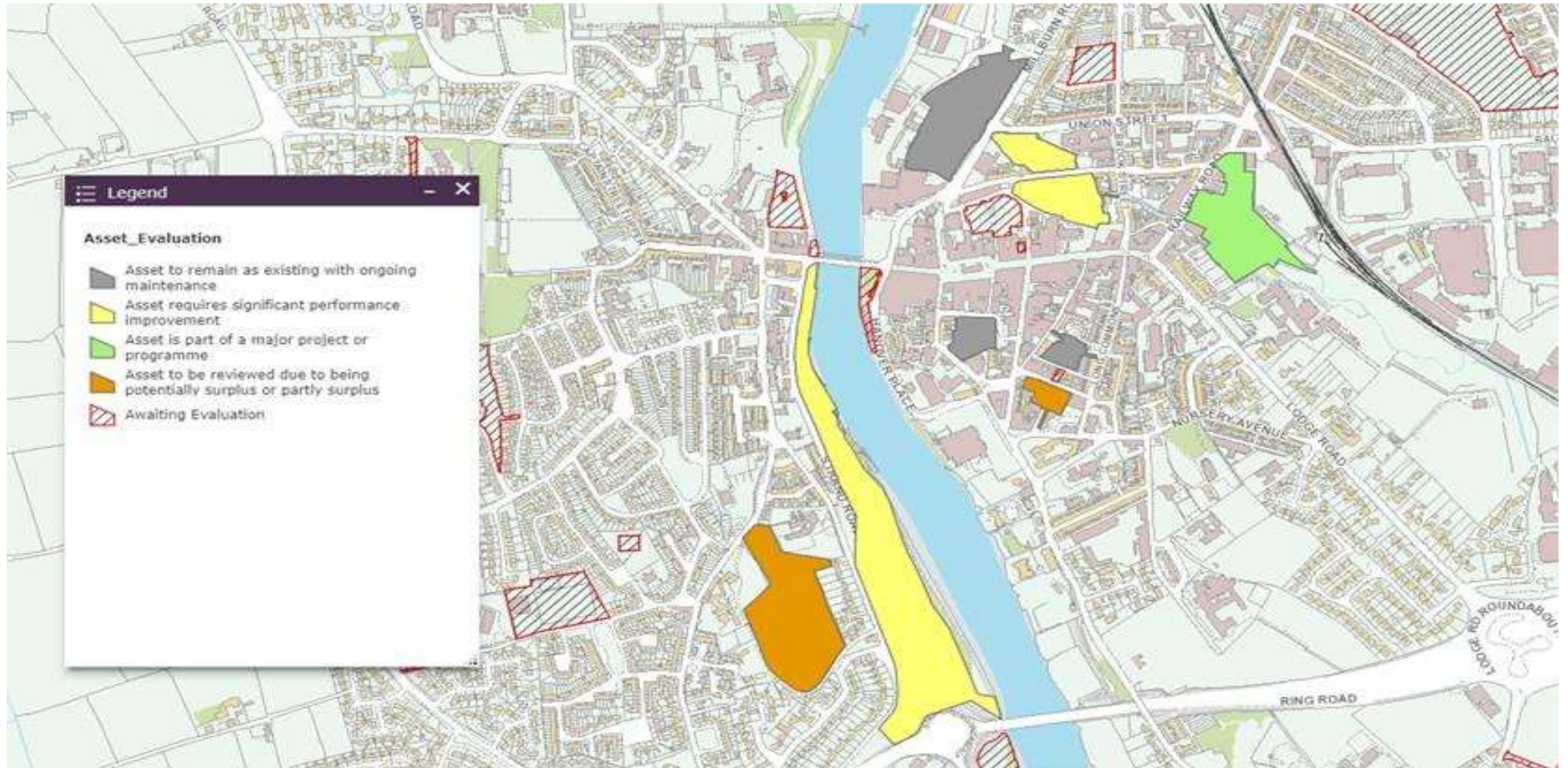
Theme 2: Investing for strategic outcomes

- **Community & People**

- -**Outdoor Recreation** offers huge potential to support citizens becoming even more active- and at relatively **low investment costs**

- Trails and coastland walks are the core of this. Any investment that enhances these (by increasing access particularly) achieves many targets.

- Due to the reduction in need for retail space in towns & villages there is increasing opportunities for regional and urban parks that both provide families with

- Gaps in Sport & Leisure provision are very defined in the Sports Facilities Strategy, the Pitches Strategy and the Play Strategy:

- Investment opportunities emanating from key initiatives / developments such as Portrush Recreational project and the Ballycastle partnership project

- Joint projects with education/ health or others as appropriate

- **Economic, Regeneration & Tourism**

- The further development of the **Enterprise Zone** , at Atlantic Way- through the City Deal process potentially

- Regeneration of towns & villages through acquisition or redevelopment in line with the strategic plans being developed –

- - Key areas e.g. coastal route - development of **a 'chain' of stop-off** or destination points have huge potential. eg Bushmills
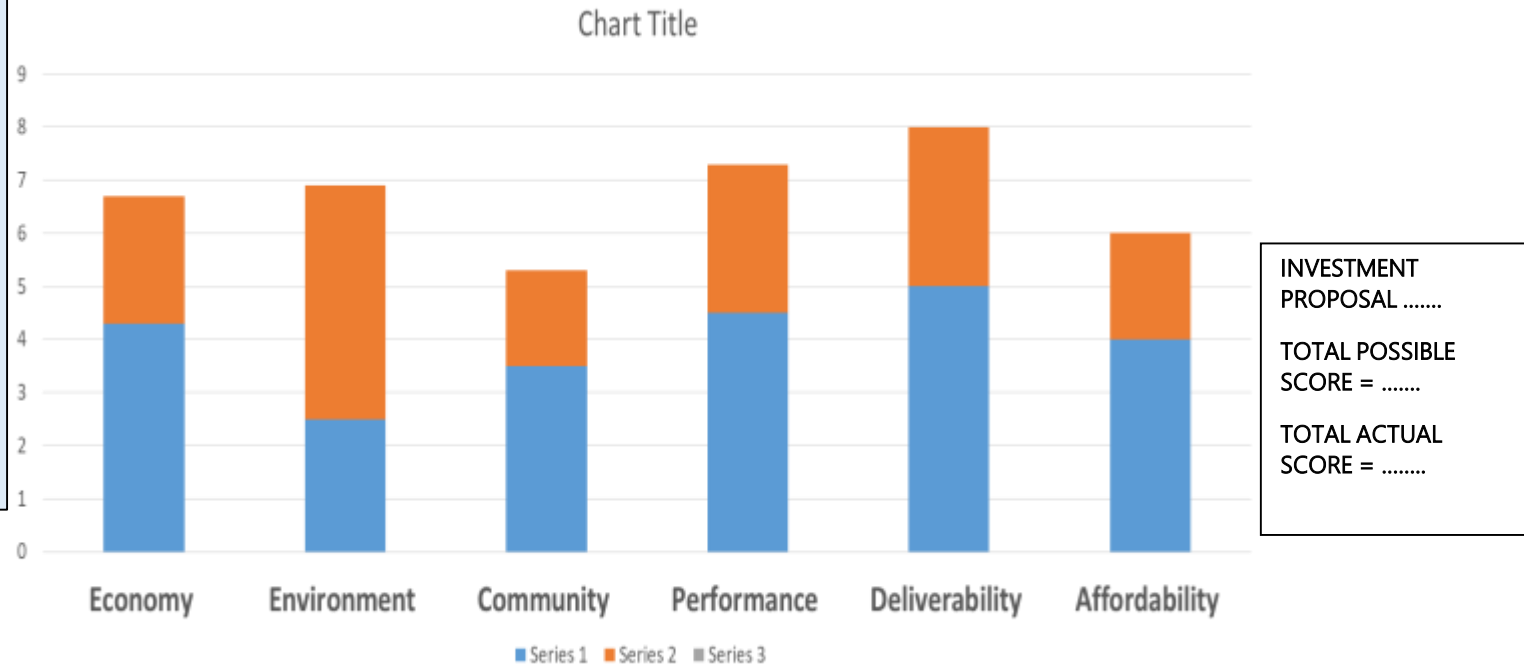
Facilitating and steering development ..
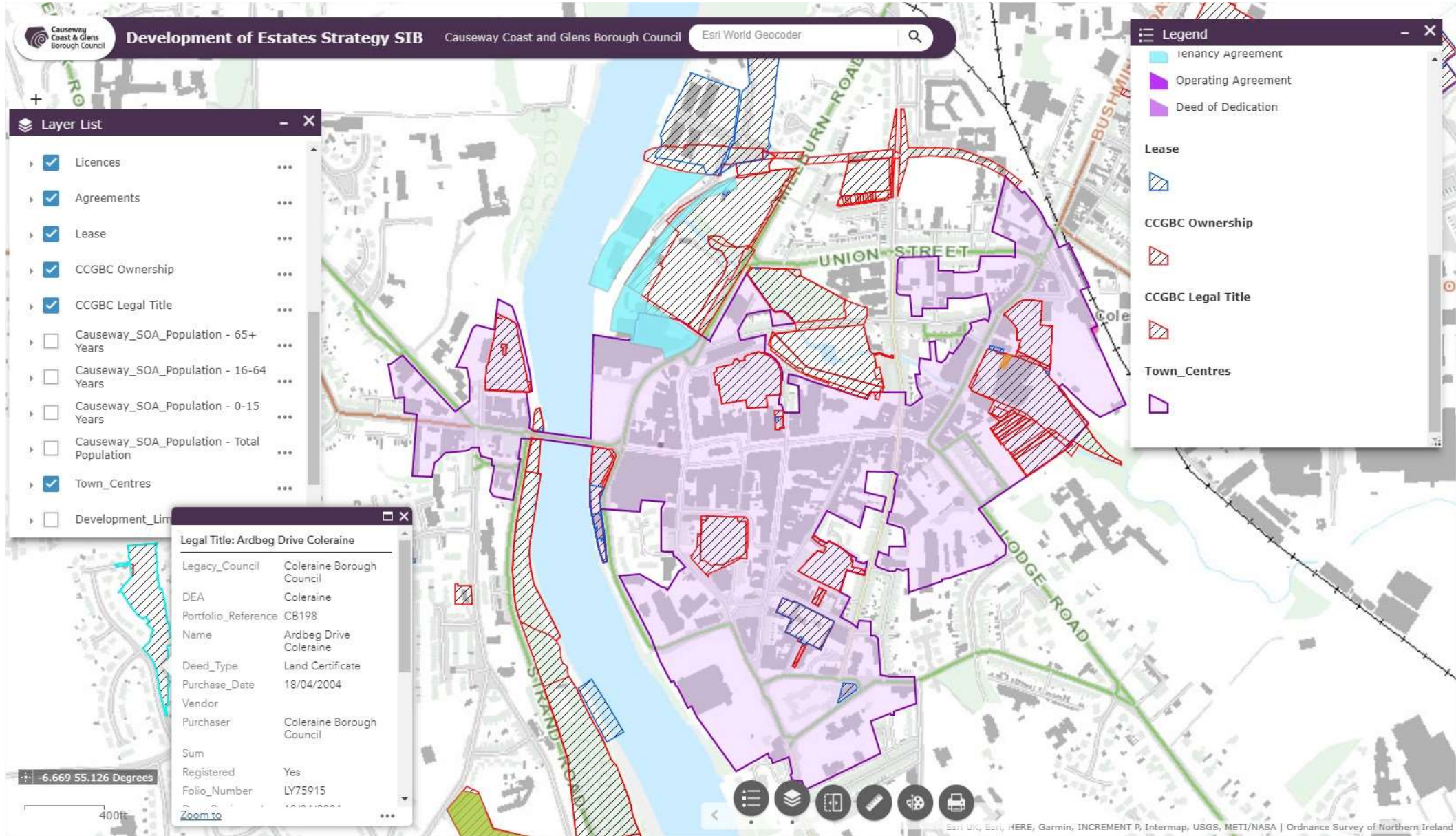
OVERALL: There are a lot of potential areas for investment across all of the 4 Strategic Areas. HOWEVER- AFFORDABILITY is a significant factor: There are a number of mitigating actions:

(a) To determine how the risks & costs of delivery of the investment requirements — can be shared across partners eg other public sector / private sector
(b) To determine alternative financing arrangements,
(c) To set in place now, a process for determining the prioritisation of the list of investment areas.

- Criteria for establishing a robust priority order for an investment strategy. The table below outlines a suggested approach whereby a set of criteria is established, each is weighted, and each proposed investment area is scored against each criteria.

Chart Title

INVESTMENT PROPOSAL …….

TOTAL POSSIBLE SCORE = …….

TOTAL ACTUAL SCORE = …….

■ Series 1   ■ Series 2   ■ Series 3

Theme 3: Divestment

Community

- Small pockets of space that are of use to others rather than the Council appear to be available

- Strategically important sites eg Waterworld in Portrush

- Assets released as result of Sports Facilities, Play & Pitches Strategies

Economic

- Land in town centres / development areas; eg car parks – that could potentially become valuable regeneration assets.

- Council land within Development boundaries whose function could be relocated outside of these boundaries and release the core asset

- Pockets of ;land that is currently part of a larger asset but is in very valuable locations and even a small parcel of land could be of considerable value. Such areas include: Ballycastle; Portrush : Portstewart: Castlerock – and this is evident when using the GIS

- Land that will be of use in meeting the housing needs in the area (see **Appendix 4** for details of demand)

- Some assets, such as the Larelhill site in Coleraine

Environment

- The waste part of the estate is the most costly in terms of annual costs and for this reason there would appear to be merit in looking at a rationalisation across the relevant assets – which could release

- Amenity land that may be of value

- Smaller assets such as Public Conveniences are an asset that are purely a cost.

Divestment – key actions

a) To hold a robust 'asset challenge' session , using GIS to inform the recommendations – across all areas – as to which assets could potentially be released

b) To establish if there would be an appetite for a target 'capital receipt' figure, the funds from which could be recycled directly in to the capital programme. On initial consideration, it would appear that a figure between £20-30m could be reasonable if a commercial approach could be taken.

c) Establish a policy around the Disposal Process to ensure that it is as efficient as possible – identifies the role for Community asset Transfer and identifies the most appropriate procurement routes in each case

d) To ensure the LDP is aligned as far as possible, and practical, with the aspirations contained within this strategy. To continue an ongoing 'early engagement' with LDP team on any divestment proposals

DISPOSAL POLICY

- Discussing any alternative internal use of the asset within the Council – through the revised governance structures that will centralise such discussions

- Ensuring the marketable value of the asset is maximised through consultations with Planning and other key consultees (private sector included)

- Identifying all title issues within the asset database to ensure that the council's right to dispose is clear and unequivocal

- Agreeing whether it is policy to use the centralised public sector disposal process and giving other public sector organisations

- Clarifying if the asset is suitable under the Community Asset Transfer process

Divestment – key land issues – alignment with LDP
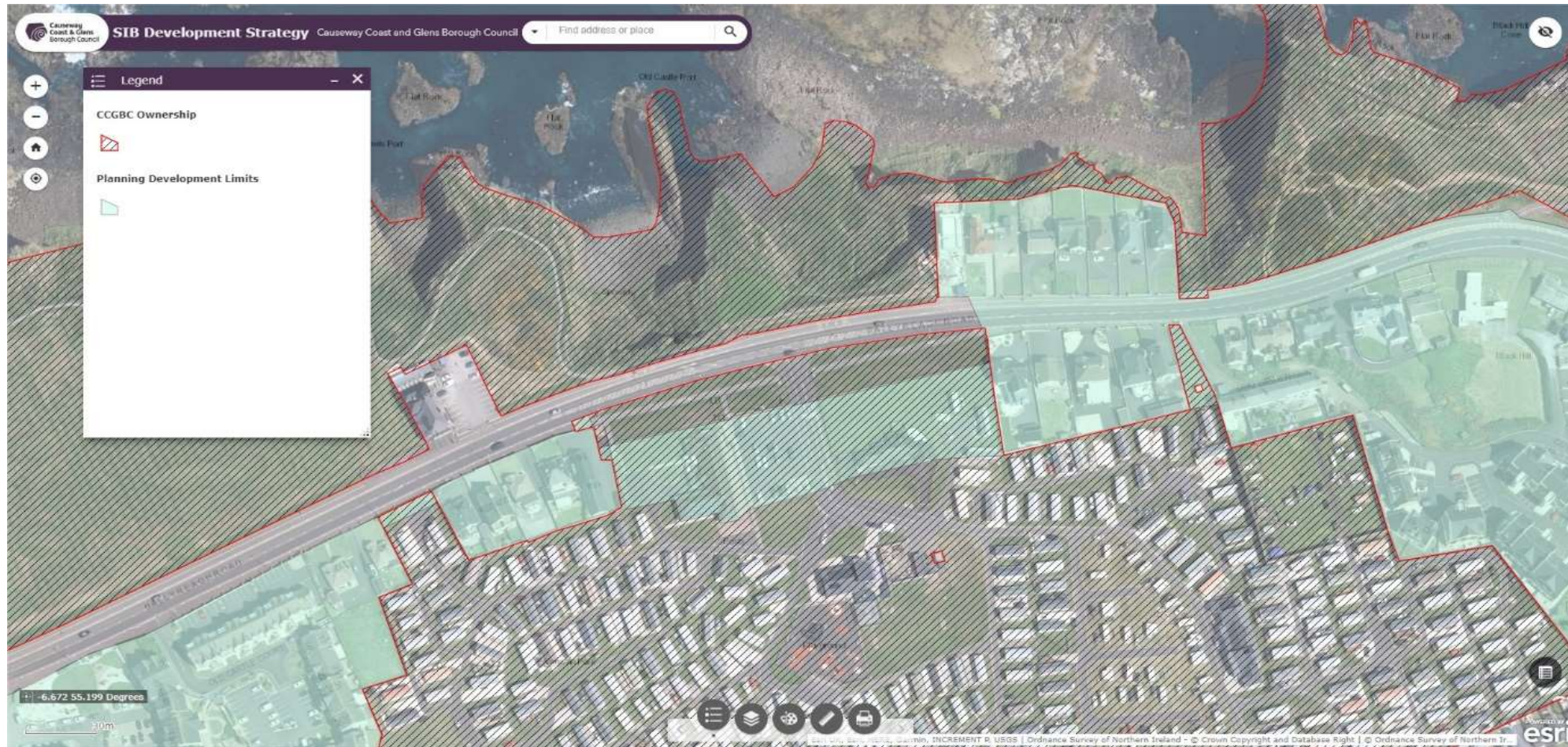
Theme 4 – Revenue management:

Community

- Continued Improved information around room / space availability

- **Improved booking & charging mechanisms for space in Council facilities and land**

- Maximising the spaces available for use by community & private sector across ALL Council facilities *(all through GIS 'app' that is just set up)*

Economic

- Improved mechanism for charging

- Establishing robust mechanism to track and monitor demand for assets in the borough **(expand GIS ability)**

- Review the Visitor Information servicing in key assets – tourism facilities; beaches?

- Establish all available commercial space in Council's asset base and match against potential demand (office bases)

Environment

- Identify areas where car parking could be located to allow access to environment

- Ensure charging policies for outdoor spaces & heritage sites is appropriate

- Reduce cost of travel of waste vehicles by optimising the locations of depots

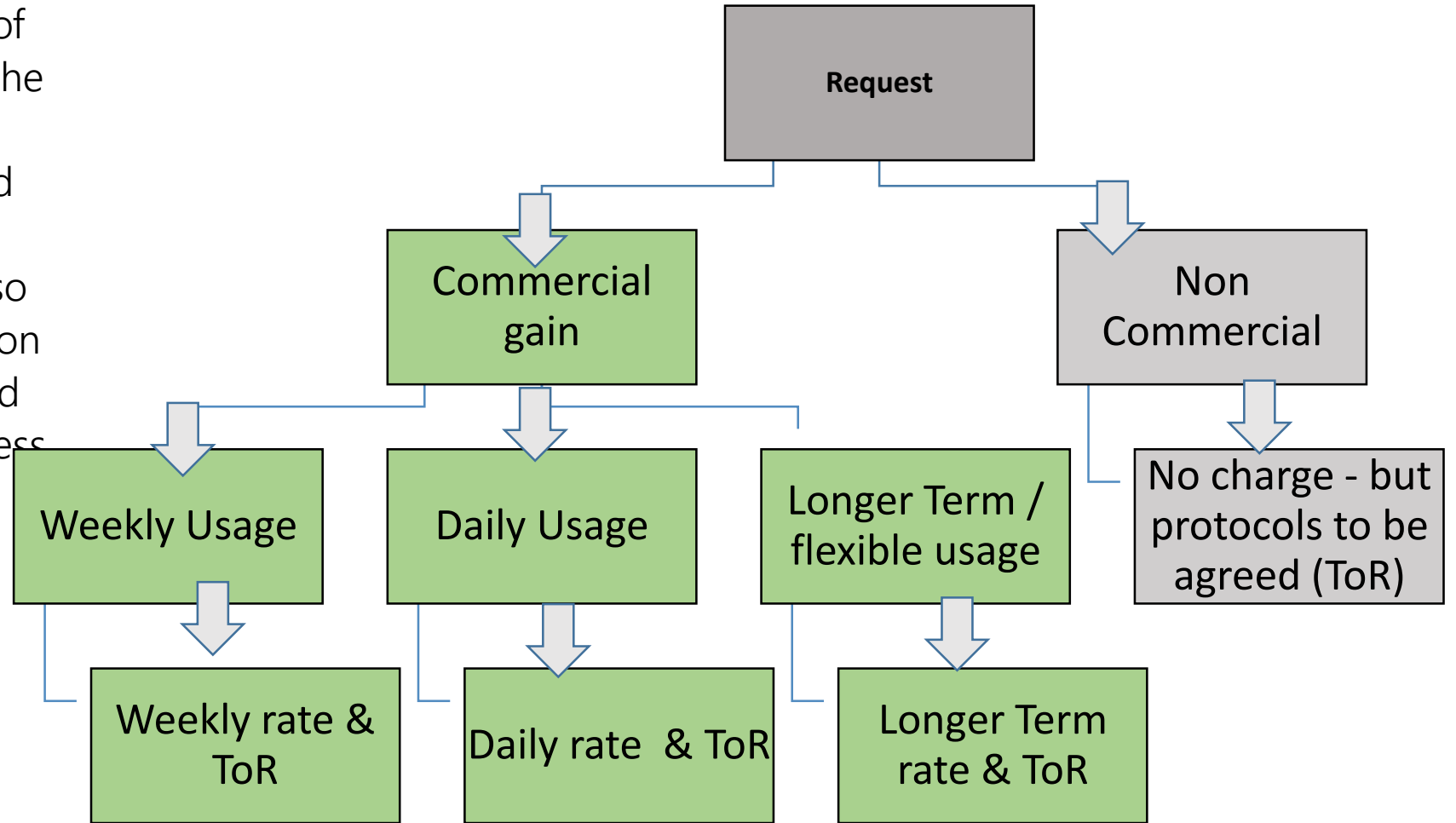- Reduce cost of recycling centres by optimising the facilities

Admin and Core Services

- Implementing the Estate Strategy and Asset Management Plan to ensure that the Council focuses and prioritises investment in areas of most need

- Reducing energy costs across the council's asset base by targeting appropriate benchmarks

OVERALL: There is a definite need for the Council to establish and adopt a 'Charging Policy' for use of assets that would (a) ensure that the Council receives the maximum available revenue in each case and (b) allows these issues to be addressed quickly and efficiently so as Council resources can contrite on the strategic deliverables identified in this strategy. A suggested process diagram is shown below.

This could include looking at charging for access to assets that are not currently charged – for example beaches (Benone: Magilligan) and certain car parks.

From here

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Theme 5 – Support service continuity and strengthen resilience:

Community

- Ensure condition reports obtained for all existing Community provision that is prioritised within the Asset Management Plan

- Use of Council land and facilities to meet broadband targets

- Use the Community Planning forum and other appropriate forums to identify how the potential use of Community Centres can be maximised

Economic

- Ensure the operational processes in each are robust for tourism facilities and car parks

- Maintenance programme in place for all assets (car parks, museums, cultural facilities and tourist facilities) that are fully functional

- In terms of tourism there would appear to be a number of opportunities to utilise key assets further to meet ongoing demand – for example; use of sites at key coastal locations to maximise parking and create links to key assets)eg viewing points at north coast : car parks adjacent to Dunluce) : land at Benone could become a multi-faceted indoor/ outdoor

Environment

- Ensure the operational processes in each are robust

- Instigate the maintenance programme in place for public toilet provision

- Collate a maintenance programme for all harbours & marinas as a consequence of the ongoing strategy

Admin and Core Services

- Monitor the delivery of services to citizens and take account of necessary changes

- Benchmark the current workplace against the recognised steps / standards for workplace environment – both in terms of accommodation that encourages high productivity and quality of the internal environment that is conducive to healthy workplace environments

Public Sector Estates Forum

As identified in section 2.3 above, one underpinning aspect that has become apparent through this process is that the Council should not be responsible for the direct delivery of all of the community requirements, however it should act as the **facilitator** in delivering these objectives. In particular:

- The Community Planning process should be used to establish which of the Community Planning partners are most appropriate (either individually or collaboratively) to meet the specific objective or requirement

- The private sector can be engaged, as and when appropriate, and in line with public sector and EU procurement legislation, to deliver the specific objectives or requirements as deemed appropriate.
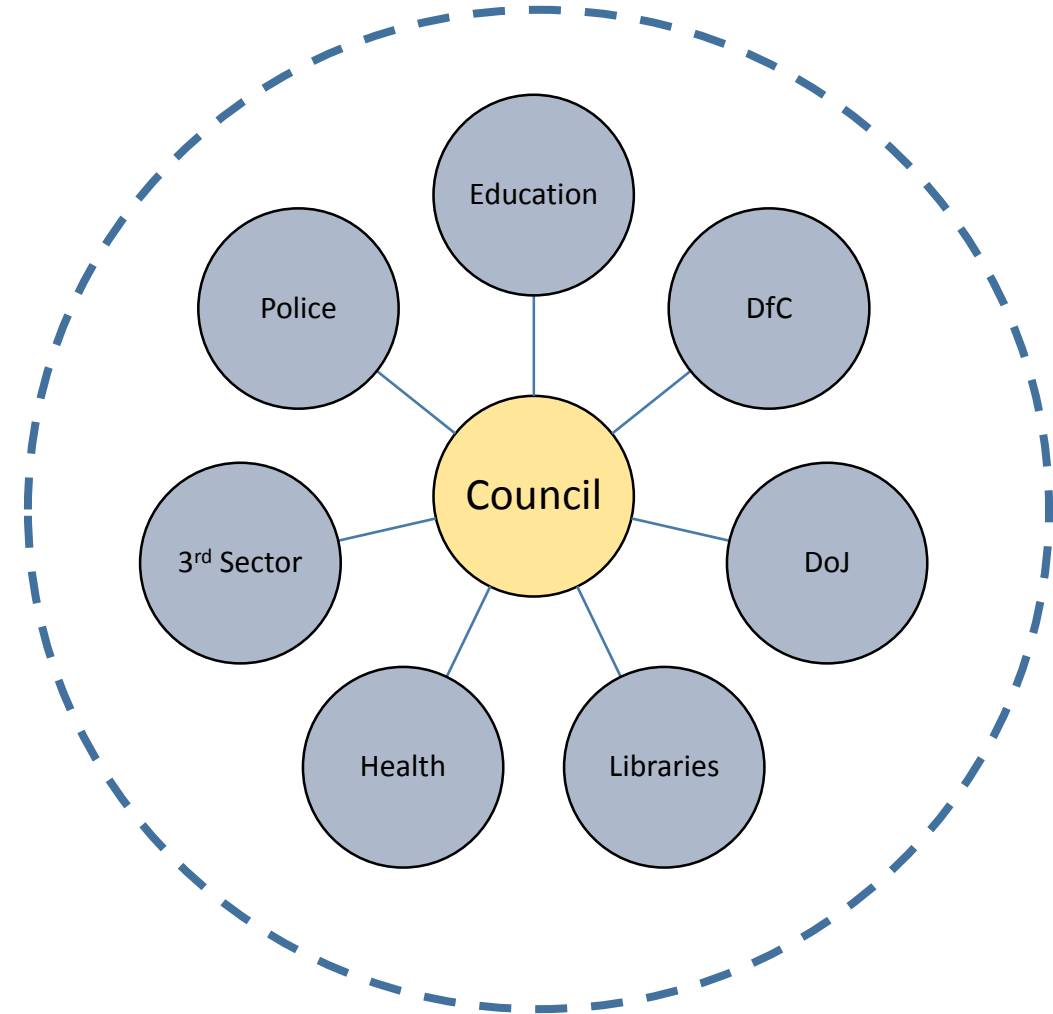

One Public Estate

Ongoing Public Sector partner estates forum – areas of need (example)

Partner	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6
CC&G	Sport & wellbeing	Economy	Sport & wellbeing	Community services	Play Provision	Tourism
Health Trust – Primary Care		Replacement GP accommodation		Replacement GP accommodation		New hub to replace a range of existing services
Health Trust – other care	accommodation for multi-disciplinary team	Mental Health accommodation	Community based services currently in leased accom	Community based services currently in leased accom	Community based services currently in leased accom	accommodation for multi-disciplinary team
Education Authority	New replacement post primary	New primary school				Replacement post primary - Movilla
PSNI	Surgery space for drop-in of citizens		Surgery space for drop-in of citizens		Surgery space for drop-in of citizens	
NIHE	social housing need	Rationalised admin accommodation	social housing need		social housing need	Priority services accommodation
DoF		Potential for agile workspace	youth services	probation services	appeals accommodation	

Use of Council assets to support broadband coverage
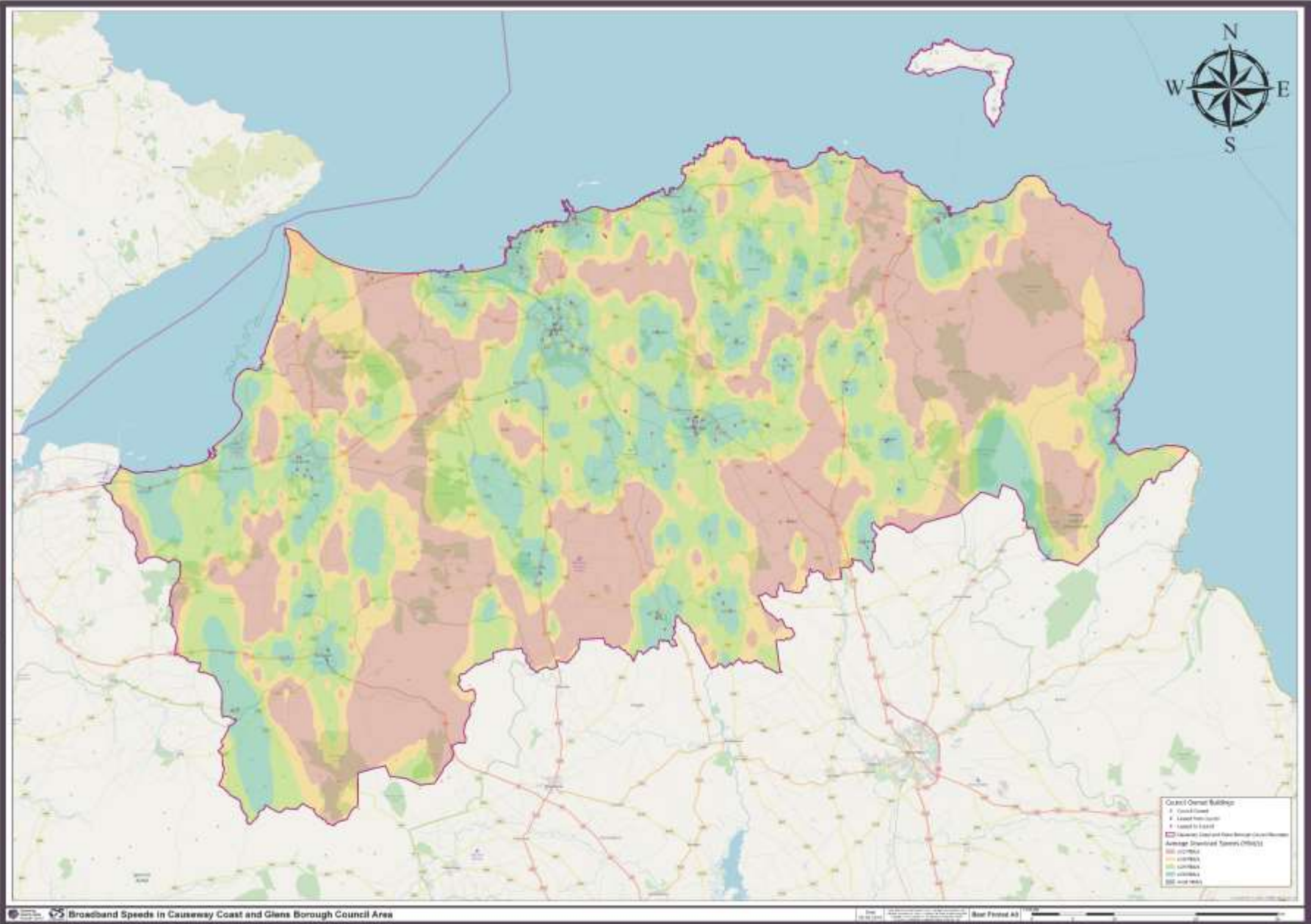
Context in relation to best practice

SIB are currently working with the NIAO towards the publication of Best Practice guidance in relation to this area of public sector governance.

This guidance identifies a number of principles which, if are embedded into, and more importantly acted upon, in local councils, would ensure a robust and consistent approach being adopted across the board.

when implemented, this strategy will tick the boxes as above, but there are still a number of aspects still to be covered – hence the necessity that this strategy is embedded in to the natural working machinery of the Council as soon as can possibly be managed and it is viewed as the start of a long term change rather than the completion of anything

Steps in best practice	Status
1. Asset Register:	√
2. Asset Management Strategy:	√
3. Asset Management Plan (AMP):.	
4. Asset Management Champion / resourcing:	√
5. Challenge function:.	
6. Risk management:	
7. Multidisciplinary approach:	
8. Benchmarking:	
9. Appropriate Policies:	√

Recommendations

1. That this Estate Strategy , along with the principles and recommendations contained within it, is accepted and adopted as the way forward. In particular;

a)   A senior member of the Council staff should take **ownership** of, and responsibility for, delivery of the Council's Estate Strategy. Further, to create new, or adapt existing, governance arrangements to centralise all estate-related outputs and decisions. This could take the form of a committee, panel, forum, department or other structural arrangements. An additional resource that takes responsibility for delivering this strategy , in a Strategic Planning role to be considered

b)   An **Estate Management Plan** that details the future plan for all assets should be developed over the next 3-4 months from the approval of this strategy

c)   The establishment (possibly as a sub-group, to the Community Planning Strategic Partnership) of a **Public Sector Assets forum**, that will take forward collaborative estates issues on a whole-public sector approach to estate planning in the borough. This will be facilitated (and served by) the GIS team, who could compile a 'one public sector estate' map as time goes on. This group to be chaired / facilitated, by the Council

d)   All recommendations as detailed in **Section 4** under the 5 delivery themes , are adopted, albeit to be tailored to suit the specific arrangements and context within the Council structures..