



Causeway
Coast & Glens
Borough Council

An Estate Strategy for
Causeway Coast and Glens Borough Council
2025–2030

Contents

Foreword	4
The Underlying Principles	6
Who we are	7
Where we are	8
Where we want to get to	13
How we plan to get there	27

Foreword

Causeway Coast and Glens Borough is going through an important period of positive transformation with a refreshed focus on communities and people, economic regeneration and tourism, the quality of our environment and the core services which we provide.

Central to this transformation is the need for prudent resource management, ensuring long-term financial stability, value for money and sustainable growth. Physical infrastructure is an important part of our community, place shaping along with the property assets which the Council owns and leases contribute significantly to generating social and economic wellbeing.


As a result the Council has committed to critically examine the land and property assets it owns and leases on a recurring basis to ensure that they are aligned to our aspirations, optimised in terms resource efficiency and organised to support the needs of our community.


It is clear that moving forward our role in managing our land and property assets is changing from one of simple stewardship – providing and maintaining buildings – to one


which is more outcomes focused, managing the value of the portfolio for the benefit of the community, thereby ensuring our assets are configured to serve both public and corporate priorities.


The Council owns and operates a significant portfolio of land and property assets. As well as presenting a visible image by which the public can perceive the Council and the area in which they live, they have the potential to have a beneficial effect on the communities in which they are situated. Functional, well used and well-designed property can act as a stimulus to draw in business and people, and so contribute to the prosperity and wellbeing of an area.


The key benefit for any organisation with complex land and property holdings in having such a strategy, is that it sets a broad direction for its estate and asset management activities over the medium to long term, enabling the land and property portfolio to be optimised to meet existing and emerging needs. This strategy is intended to support rational decision-making based on identified corporate priorities and to act as a practical tool for a number of key factors such as:-


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Making investment decisions
- 

Listening and responding to customers and property users
- 

Increasing the cost effectiveness and value of the portfolio
- 

Promoting innovation
- 

Supporting modern active asset management
- 

Maintaining and improving the Council's land and property assets

This document therefore describes the Council's strategic approach to realising the ambitions for its land and property assets, complimenting and aligning with the Causeway Coast and Glens Community Plan and the Council's Corporate Plan. It is subject to periodic review and updating, reflecting the need to continuously review and actively managed the Council's asset base thereby ensuring it supports the delivery of corporate and civic priorities.

However, and particularly in light of its role in terms of Community Planning, the approach promoted within this strategy is

one of partnership, whereby the Council is challenged, not only to use its own assets to the maximum benefit of the community, but to act as facilitator in encouraging others, both within the public sector and private sector, to use their assets collaboratively, to the benefit of the community being served.

The benefits are such that, this strategic approach to the management of public sector assets, is being encouraged by the NI Audit Office, who are working alongside SIB to produce detailed guidance to all Councils in the near future.



Underlying principles to the Estate Strategy

Taking all of the above in to account, and in order to achieve the objective of implementing a robust and meaningful strategy going forward, it is necessary to set down a number of principles, or pillars, that will underpin the strategy going forward, as well as all outputs arising from the strategy such as the capital programme and the divestment of assets. After consideration these principles can be stated as follows;

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.

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.

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

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.

Who we are

In early 2019 Causeway Coast and Glens Borough Council took a decision to develop an Estate Strategy to support a more strategic approach to corporate resource planning. This has now subsequently been updated in 2024. Three overarching objectives for the development of the strategy were agreed at the outset:



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 its partners.



To generate capital and revenue efficiencies to support the delivery of corporate objectives and improved social outcomes.



To strengthen the process of developing and prioritising investment programmes.

This document describes the Council's strategic approach to realising the objectives described above. The Estate Strategy has been designed to align with the spirit of the Causeway Coast and Glens Community Plan (2017 to 2032). It has equally been designed to align with and support the Council's Corporate Plan which runs on a 4 year cycle. On this basis, this version of the Causeway Coast and Glens Estate Strategy will run from 2025-30 (subject to confirmation) at which point in time it will be refreshed and updated to align with the new Corporate Plan. However, it is a living document and, as well as being referred to when all decisions around land and property are being made, it should also be refreshed as necessary throughout this period.

The following stakeholders and strategies were consulted in compiling the original strategy:

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 functional areas within Services; Heads of Planning.

EXTERNAL STAKEHOLDERS:

University of Ulster (Provost); Tourism NI (CEO); Chambers of Commerce; Enterprise Agencies (Causeway & Roe Valley); National Trust; Deloitte – report in to Causeway Coastal Route; Arup – report on 'over tourism' for NT; DfC – regeneration responsibilities.

THE COUNCIL STRATEGIES THAT WERE ANALYSED:

Community Plan; Corporate Plan; Performance Improvement Plan; Business Plans for all relevant services; 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; The Local Development Plan.

Where we are

Overview of Causeway Coast and Glens' land and property assets as of 2024

In the NISRA 2018 survey, the population of the Council area was 144,326, of which the largest age band was the 40-64 age band. There was an increasing trend of just under 1,000 increase per annum which is predicted to continue. In terms of population as a % of the total in Northern Ireland, this equates to 8% of the population. In terms of geographical area it has a total area of 1980 sq km, which equates to 14% of the total area of Northern Ireland and is within the 3 largest councils in terms of area. In terms of unemployment, the Council was 3rd worst in NI, but critically has pockets where this is a lot higher than the norm.

In terms of the Council's asset base, it has over 970 land and 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 773.

The Council's asset portfolio includes; 171 car parks (including off street car parks and those linked to facilities), 61 Public Conveniences, 107 Play Parks, 36 assets relating to cemeteries and ruins, 7 leisure centre, 19 Community Centres and 6 Caravan Park. Further information is detailed in the table below.

A full copy of the Council's asset register will be available in Excel format, and it is intended that a comprehensive version, detailing the future use of each asset, will be part of the Estate Management Plan, which follows this strategy. Council's asset register is currently under review and the figures detailed in the table below are subject to change. In terms of financial information, the total 'net book' value of these assets sits at £220m. 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 £19.5m, of which £8.5m is staff costs.

Category of Asset	Number of Sites	Number 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

Category of Asset	Number of Sites	Number of Assets
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

Category of Asset	Number of Sites	Number of Assets
Environmental		
Cemeteries	31	38
Coastal Paths & trails	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

Category of Asset	Number of Sites	Number of Assets
Admin & Service Delivery		
Admin Offices & Civic Buildings	11	11
Libraries	2	2
Town Clock	1	1
TOTAL	Approx. 650 (TBC)	976

Category	Number of Assets	Net costs
Leisure Centres	7	-£2,752,460
Community Centres	26 (Includes 4 Town Halls)	-£515,988
Admin offices & Civic Functions	4	-£1,072,747
Cemeteries	37	-£78,426
Pavilions & Playing pitches	Approx 60 pitches and MUGAs ,and play areas	-£784,077
Tourism assets & VICs	7 VIC/14 Tourist areas/2 Marinas/Caravan	+£720,019
Waste Facilities (Recycling)	11 CA Sites Letterloan 3 Transfer Stations 3 Landfill sites	-£4,124,780
Public Conveniences	59	-£729,509
Car Parks	28	+£1,409,341
Arts Centres	3	-£568,019
Museums	5	-£334,358
Harbours	9	-£246,744
TOTALS		-£9,075,749 (45%)

*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

It can be seen from the above table that 45% of costs are not covered by any income ie they are 'direct costs' to the Council. In most assets, the cost exceeds income, in some cases by a considerable margin, however 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.

It would be an intention of this strategy, and the further Estate Management Plan, that this situation is redressed as far as appropriate, as there would appear to be scope in each category, for improvements.. In particular, those highlighted ie the Leisure Facilities, Community Centres, admin/ civic offices and Car Parks offer opportunities in this regard and the waste / land fill assets are both the largest cost and loss making assets. However the tourism facilities, with increasing numbers, will offer further opportunities to increase gross income. There could also be additional measures considered such as alternative arrangements for public toilet provision within towns to reduce what is a full cost.

Asset Performance and Benchmarking

Understanding and monitoring the functional and economic performance of the Council's asset base is important in terms of delivering value for money and good quality services.

At present the Council does not benchmark the performance of its assets against other local authorities however work is underway to develop a robust baseline position in terms of asset performance including lifecycle costing with a view to developing benchmarking capability in the longer-term. Typical benchmarks would relate to: cost (per sq m or FTE): space occupied per function: annual overall running costs: average energy costs: utilisation rates per function, remaining life, and each of these could be obtained from the Asset Information System data referred to later in this document.

In the first instance the most effective way of determining how the Council's assets are performing is to 'test' them against the Council's strategic objectives and the operational requirements which they should be supporting and serving.

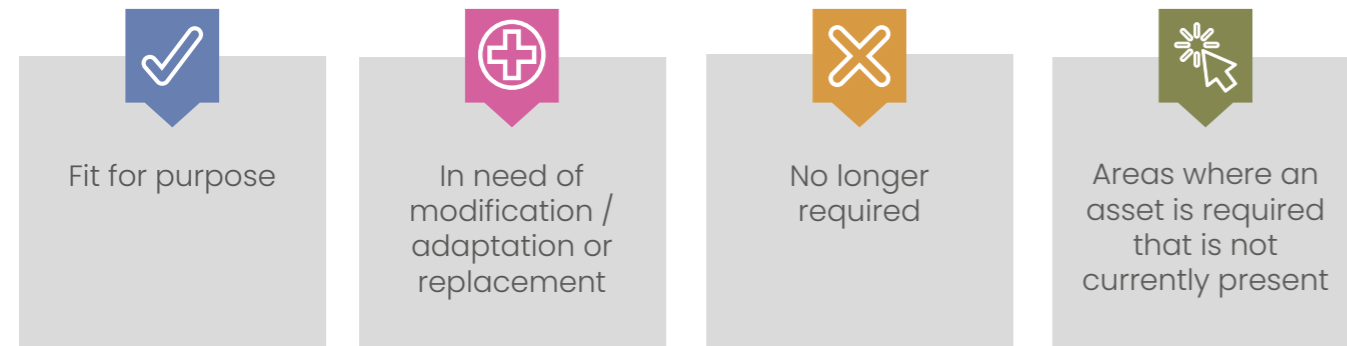
Typical benchmarks and how they can be used to assist in the management of the Council's property assets are as follows:

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.



This type of benchmark data could be obtained from the Property Data & Asset Management System referred to later in this document. This benchmark data can be compared to public sector property benchmarks identified by the National Property Performance Management Indicators (NaPPMI), the Federation of Property Services (FPS) and The Chartered Institute of Public Finance and Accountancy (CIPFA).

As a result of comparisons with these benchmarks and in analysing how the estate meets the relevant strategic objectives, it will be possible to define which assets within the estate are either:



This information will then be used to populate an Asset Management Plan, which will follow on from this strategy.

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.



Where we want to get to

Establishing under-pinning objectives upon which the strategy can be built

The first stage of developing a strategic rationale to the planning and management of any estate involves identifying a set of 'strategic objectives'. These are effectively a summary of those as set out in key Council directives – most notably: the Corporate Plan, the Community Plan, key Council Strategies, individual Business Plans, as well as more widely recognised directives such as the Programme for Government. Once these are established, it is possible in most cases to set down standards that can be measured and quantified against each of these objectives as appropriate. For example, 'to support people to be physically active more often', the appropriate standard was deemed to be the full quantum of sport and leisure provision as set out within with Sport England guidance. In this example the sports and leisure assets were then reviewed against the standard to understand if they are adequate or sufficient to meet the standard, or indeed a gap in provision exists.



The diagram below therefore illustrates how these strategic objectives have been identified and how these can be used to underpin the Estates Strategy. These have been identified by breaking down the functions of the Council in the strategic areas and then further identifying the key functional objectives within each of these strategic areas:



By adding further detail to these general objectives (from the Council's key strategic documents such as the Corporate Plan, Community Plan, Business Plans, Performance Improvement Plan and key strategies) a more detailed set of objectives that will underpin the Estates Strategy can be compiled as in the table below: note also that 3 of these strategic areas link directly to the Community Plan which will allow issues & opportunities to be directly read across.

The Aims That Define The Strategy

The first stage of developing a strategic rationale to the planning and management of any estate involves identifying a set of 'strategic objectives'. These are effectively a summary of those as set out in key Council directives – most notably: the Corporate Plan, the Community Plan, key Council Strategies, individual Business Plans, as well as more widely recognised directives such as the Programme for Government. Once these are established, it is possible in most cases to set down standards that can be measured and quantified against each of the objectives as appropriate. For example, 'to support people to be physically active more often', the appropriate standard was deemed to be the full quantum of sport and leisure provision as set out within with Sport England guidance. In this example the sports and leisure assets were then reviewed against the standard to understand if they are adequate or sufficient to meet the standard, or indeed a gap in provision exists.

The diagram below therefore illustrates how these strategic objectives have been identified and how these can be used to underpin the Estates Strategy. These have been identified by breaking down the functions of the Council in to strategic areas and then further identifying the key functional objectives within each of these strategic areas:

Aim 1 Investing for strategic outcomes
Investment activity will be targeted and aligned around four strategic priorities: Community and People, Economy, Regeneration and Tourism, Environment, and Admin and Core Services.

Aim 2 Maximising the true value of councils assets
Inefficient or non-value adding assets will be divested so that receipts can be recycled to help support the delivery of strategic priorities.

Aim 3 Improving the performance of our assets in relation to core objectives
Revenue generating assets will be actively reviewed to ensure that income is commensurate with the value offered.

Aim 4 Collaborating with public sector partners to ensure the best use of the public estate
Over recent years it has become apparent that much better results on the principle that greater things are achieved by the sum of the parts as opposed to the individual parts. This is particularly true with regards to the public sector in Northern Ireland, which in context of other jurisdictions, is fairly small, but at the same time manageable.

Aim 1 Investing for strategic outcomes

1A – Community and People

We will invest to create new health & wellbeing facilities both internal and external, along with healthier modes of transport for our citizens in a balanced way across all parts of the borough.

1B – Economic, Regeneration & Tourism

We will invest to support the regeneration of, and connections in to, our towns through strategic investment in key site plus we will support our business and tourism communities through key investments in projects and necessary acquisitions.

1C – Environment

We will concentrate investment on assets that provide 'gateways' to key areas of natural environment, have a long term investment programmes for cemetery provision and waste rationalisation

1D – Admin and Core Services

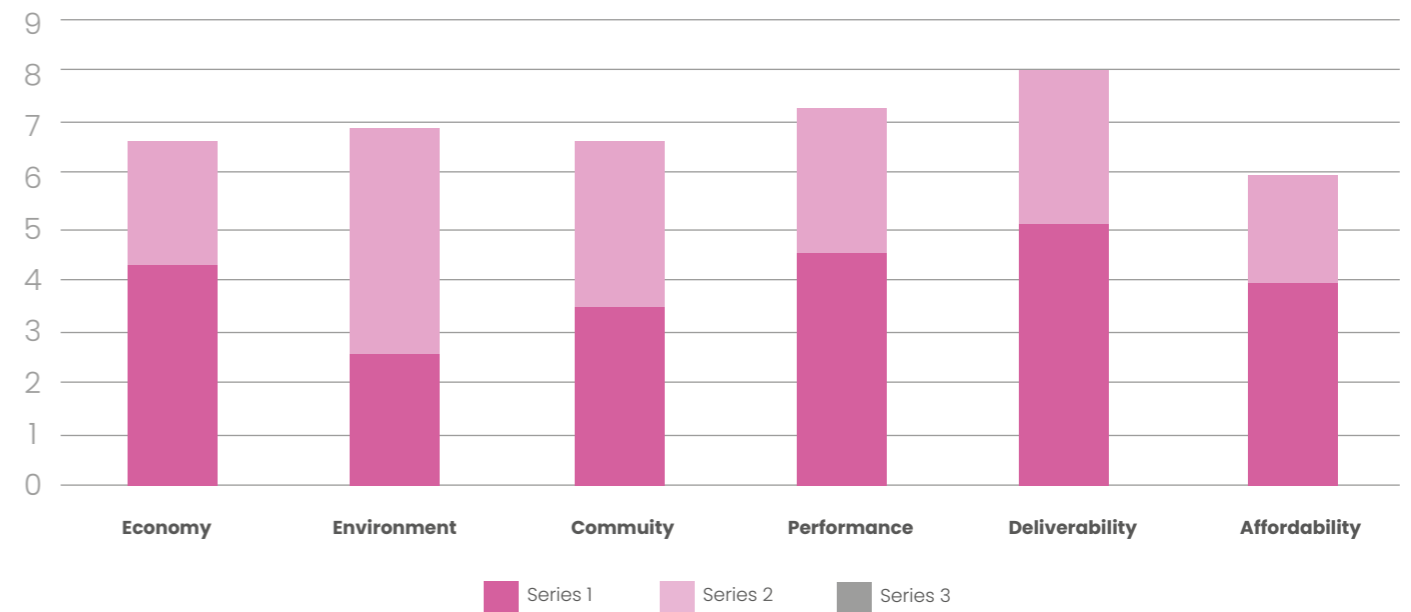
We will continue to monitor working arrangements for our staff in the context of hybrid working and will monitor the availability of office space in our towns and make investment as appropriate in order to ensure our staff are working as comfortably, functionally, and efficiently as possible

Aim 1 Success Factors

- 1A** We will have equality of provision for all our citizens in terms of access to internal (Leisure Centres, Community Centres) and external health & wellbeing facilities (pitches, trails, walkways and greenways) as measured by recognized and established benchmarks
- 1B** We will have tangible long term (10 years plus) investment plans and action plans for our towns with identified owners for all actions including one central coordinating role
- 1C** We will have identified key gateways that the Council can control, in to our natural environment and have investment plans foreach as well as long term investment plans for our cemetery provision
- 1D** We will have developed a long-term strategy for our council office bases across the borough and have identified the investment required to deliver this strategy.

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.



Investment Proposal..... Total Possible Score..... Total Actual Score.....

Aim 2 Maximising the true value of council's assets

2A – Community

We will ensure that the true value of any surplus assets resulting from capital projects, as a consequence of the various strategies listed above, or through analysis of the utilisation of our existing assets– will be realised through a robust process that looks at all options including social value

2B – Economic, Regeneration & Tourism

We will analyse and subsequently use all our assets within urban centres and within development zones to the maximum benefit of regenerating our town centres, our local economies and tourism

2C – Environment

We will continue to review the functionality, location and usefulness of our recycling centres, depots, amenity land and public toilets and adapt them or reuse as necessary

2D – Admin and Core Services

We will continue to review the functionality, location and utilisation of our offices in various locations across the borough and be prepared to adapt, reuse or reposition any to allow us to perform more effectively in relation to best practice in recognised workspace standards

Aim 2 Success Factors

2A We will have established a robust list of assets that are surplus to Council's requirements and have defined true market values for each that can be used in any transaction including those involving social value

We will have established a methodology that defines how the council will treat social impact in the transactions involving surplus assets

2B We will have a defined role for each of our assets in urban centres that ties in with the overall strategy for each location

2C We will have identified the true cost of managing the Council's waste and identified means by which this cost can be reduced using our assets more effectively.

2D We will have identified where there is capacity within our Council's assets to introduce more diverse uses and occupy surplus space

This list and other actions will be detailed in an asset by asset forward looking document called an Asset Management Plan, which will categorize all assets as per this strategy.

Map showing Council land in relation to Development Limits



Aligning the LDP and Estate Strategy



Aim 3

Improving the performance of our assets in relation to core objectives

3A – Community

We will establish recognised benchmarks for our leisure estate specifically – in key areas such as energy consumption and carbon impact – that are consistent with our wider obligations and work towards achieving these benchmarks through a course of measures and investments

3B – Economic, Regeneration & Tourism

We will analyse all data to ensure that the demand for new or reconfigured space is met as much as possible across all key commercial zones within our borough and use our assets effectively in helping to meet this demand

3C – Environment

We will establish recognised benchmarks for all of our assets – – that are consistent with our wider obligations and work towards achieving these benchmarks through a course of measures and investments

3D – Admin and Core Services

We will ensure that the Council's office estate aligns fully with best practice benchmarks for working arrangements for our staff, costs of the office estate on a pro rata basis, and in terms of staff satisfaction and productivity.

Aim 3

Success Factors

- 3A** We will develop a plan to reduce energy consumption and reduce carbon emissions across our estate, particularly in relation to larger assets such as Leisure Centres and Civic Offices.
- 3B** We will ensure that land is zoned in the most appropriate locations in order to assist the economic development of businesses in the borough, and will ensure that all Council assets within these zones are utilised 100% effectively.
- 3C** We will extract and identify a series of obligations from statutory legislation wen in place – such as the Climate Change Act, the Green Growth Strategy, the Circular Economy strategy and the Public Body Reporting obligations (DAERA) and ensure that all of these obligations are met within the deadlines that are set.
- 3D** We will use recognized and relevant standards (such as the NICS Office Accommodation Standards) to measure the effectiveness of our office estate across the board and use this to produce an office rationalization plan to bring the council in line with such standards.



Aim 4 Collaborating with public sector partners to ensure the best use of the public estate

4A – Community

We will proactively facilitate partnerships – through the Community Planning forum and the partners within this – to ensure that the cumulative public sector estate in the borough is used to its maximum benefit for our community in terms of the provision of health, wellbeing, sports and recreational provision, community provision and housing needs.

4B – Economic, Regeneration & Tourism

We will proactively facilitate partnerships with all other asset owners, to ensure that the cumulative estate in the borough is used to its maximum benefit for our economy including the regeneration of our towns, and the provision of accommodation required to support our businesses to start up and grow.

4C – Environment

We will proactively facilitate partnerships with all other asset owners including DAERA, forestry service, environmental agencies and harbour commissioners to ensure our blue and green environment is as accessible, clean, sustainable and utilised by our citizens as far as possible.

4D – Admin and Core Services

We will proactively facilitate partnerships – through the Community Planning forum – to ensure that the cumulative public sector office and delivery estate in the borough is used to its maximum benefit for our combined officers working for the public in both front and back office services.

Aim 4 Success Factors

- 4A** We will develop a number of further projects that bring together collaborative and more effective solutions for our communities – particularly with our education and health & wellbeing partners such as has been achieved in Ballycastle.
- 4B** We will develop a number of collaborative projects in our town centres in 2 forms (a) where we will share space for citizen facing accommodation with our public sector (b) where we will share civic accommodation such as Town Halls so as the maximum impact of these key assets can be measured.

We will identify a number of our assets that can meet housing need and also work with our Planning department to ensure that the most appropriate land is zoned taking all relevant issues into account
- 4C** We will extract from our up to date Blue & Green strategies all actions that are relevant to the Council's assets, and incorporate these on to the Asset Management Plan with an appropriate action against each stakeholder and an owner.
- 4D** We will work with our public sector partners to map all public sector office space across the borough and develop a plan, incorporated in to our own Asset Management Plan, that will ensure that all space is utilised effectively and collaboratively across the borough to the benefit, and accessibility of both staff and the citizens we serve



Other key relevant aspects in the development of the Estates Strategy

Stakeholder Engagement:

This is an integral part of developing the strategy as it was critical to capture ongoing thinking in relation to these objectives, in the context of the estate. This therefore involved extensive engagement with Directorates, Heads of Services and the appropriate teams within Directorates, on a number of occasions, in order to establish, and verify, the links between strategic objectives and the assets in question, and if necessary, identify where the gaps existed. This also involved gaining an understanding of the key strategies and ongoing studies that have been, or are being, undertaken that will help to link specific assets to strategic objectives. Some of this work is complete but a substantial volume (as detailed at the foot of this document) is still to be completed and therefore those links and identification of specific gaps will only be able to be ratified on completion of these studies.

As well as Council stakeholders, a number of the most relevant central government departments and Community Planning partners, were consulted to establish both their roles, and views, in the context of the strategic use of the wider public sector asset base. These included Department for Communities, Department for Infrastructure (Roads & Greenways), NIHE, Department of Education, Education Authority, Department of Finance, the Health Trusts, Sport NI, Tourism NI, Libraries NI and PSNI.

Use of current strategies and cross cutting benefits:

Again in order to capture current thinking and status (rather than going back to first principles), this study has picked up on, and utilised, the outcomes from a number of related strategies. For example the: Sports Facilities & Pitches Strategy; the Greenways Strategy, the draft car park strategy, the Integrated Tourism Economic Development & Regeneration Strategy and the Play Strategies (albeit from legacy Councils).

However there are a number of strategies/ studies that will be integral to defining the future estate which are in development, and as such, some decision may need to be held back until these have been completed. These are being taken forward by specific Directorates, see below. In line with the recommendations included later, it will be important that these strategies 'cut across' all of the relevant Directorates that may be impacted.



These strategies, along with the key stakeholders associated with the lead Directorate and the Directorates that should be involved are shown in the table below:

Strategy	Directorates impacted /involved
Sport & wellbeing Strategy Play Strategy Pitches Strategy	Sport & Wellbeing / Community Development
Community Development Strategy Museums & Culture Strategy	Sport & Wellbeing / Community Development / Environment
Causeway Coastal Blueprint Harbours & Marinas Strategy	Environment / Sport & wellbeing
Masterplans for Coleraine & Ballymoney	Environment / Regeneration , Development & Planning / Organisation Development
Recycling Centres Strategy	Environment
Local Development Plan	Planning

The Asset Challenge process:

This involves a process whereby each individual asset is examined and challenged to justify its place within the Council's asset portfolio, in terms of whether or not it is delivering value to the community and the Council. An initial analysis in this regard was carried out during the strategy development process, however it is critical that this process is continued and developed as the maturity of data increases. This process should be developed through facilitated sessions with a Combined Assets Team (made up of a multi-functional in house team) so as a detailed version will be included in the Asset Management Plan which follows this strategy



How we plan to get there

SIB worked with the NIAO in 2021 to develop a publication of Best Practice guidance in relation to this area of public sector governance. This guidance identified 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.

As a result of this guidance the NIOA's view is that 'asset management practices, land and property assets are no longer treated as passive participants in delivering public services, but rather act as a measurable component within the corporate resource and community planning process, which must be managed in the same efficient and effective way as other organisational resources'

Subsequently, the discipline of public sector asset management continues to grow in importance within both Central Government and Local Government. The Strategic Investment Board, as advisors on asset management, promotes an approach that encourages all local government bodies to have the following components in place to deliver good asset management.

As such SIB have been working with the Council officers to produce this strategy however it must be acknowledge that whilst this document sets the direction of travel for the Council's planning and management of its estate, it is not to be seen in any way as a stand-alone document, Indeed this comprises one of four documents which SIB would contend are required in order to meet the best practice guidance. The others are;

Overall

- Condition Reports on all assets in a rolling basis and use this to comprise a prioritised long term Planned Maintenance programme
- There is huge potential in looking at the use of the public sector estate as a whole. Councils are best placed, particularly with Community Planning, to act as the facilitator in comprising collaborative outcomes. A Public Sector assets forum (formally or informally) should be established and facilitated by the Council's Asset Champion

The Council 'championing' a one-public-sector approach in ALL areas:

As identified in the 'Context & Implementation' document that accompanies this strategy, 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.



If all of the above are intact and up to date the Council will be well served, and in a very good position to face any issues related to their assets or estate going forward.



Causeway
Coast & Glens
Borough Council