

Title of Report:	Land and Property Governance
Committee Report Submitted To:	Land and Property Sub-Committee
Date of Meeting:	Wednesday 7th June 2023
For Decision or For Information	For Decision

Linkage to Council Strategy (2021-2025)	
Strategic Theme	Cohesive Leadership
Outcome	Council operates as one effective and efficient corporate unit with a common purpose and culture
Lead Officer	Director of Environmental Services

Budgetary Considerations	
Cost of Proposal	Nil
Included in Current Year Estimates	N/A
Capital/Revenue	
Code	
Staffing Costs	

Screening Requirements	Required for new or revised Policies, Plans, Strategies or Service Delivery Proposals.		
Section 75 Screening	Screening Completed:	Yes/No	Date:
	EQIA Required and Completed:	Yes/No	Date:
Rural Needs Assessment (RNA)	Screening Completed	Yes/No	Date:
	RNA Required and Completed:	Yes/No	Date:
Data Protection Impact Assessment (DPIA)	Screening Completed:	Yes/No	Date:
	DPIA Required and Completed:	Yes/No	Date:

1.0 Purpose of Report

- 1.1 The purpose of the report is to provide new and returning Sub-Committee Members with important documents and information relating to the governance of Land and Property matters.

2.0 Background

- 2.1 On 7th July 2022 the Local Government Auditor published a report summarising the findings of an extraordinary audit of Causeway Coast and Glens Borough Council.
<https://www.niauditoffice.gov.uk/publications/extraordinary-audit-causeway-coast-and-glens-borough-council> It details the findings and recommendations emanating from the audit of land disposals and easements since the Council was formed in April 2015. At the Special Council Meeting held on 26th July 2022 the Council resolved “that Council accepts the findings contained within the extraordinary audit. That this Council immediately moves to implement all eight recommendations contained within the Extraordinary Audit. That the Ministerial letter of the 7th July 2022 be responded to confirming all the above and an action plan be completed by the 8th August 2022 that shows how the Auditor’s recommendations will be fully implemented by 30 December 2022.”
- 2.2 The Council has completed implementation of the recommendations (2 and 5) contained within the NIAO report which related to Land and Property. At its meeting on the 27th March 2023 Council unanimously agreed the content and recommendations of the independent report into land and property resolving “that Council accept the Findings in these reports in full. Furthermore, that an implementation oversight panel is established (similar to what was taken forward with the Planning Review) to oversee the resolution of the issues outlined in these reports; to produce and progress an Action Plan and the implementation of these associated recommendations; the membership of 6 Elected Members by d’Hondt and a representative from the Department for Communities who have ultimate oversight authority to make sure there is change throughout this organisation and that it is overseen and engaged with.”
- 2.3 The independent report is available at
https://www.causewaycoastandglens.gov.uk/uploads/general/230327_SC_M_Item_5_Land_and_Property_Report_and_Appendix_REDACTED.pdf and work will commence in line with the recommendations contained within the independent report. The Land and Property Sub-Committee will lead on the recommendations with oversight in accordance with the Council’s decision, noted above.

3.0 Key documents

3.1 The following documents are referenced in the independent report and Members should familiarise themselves with the content. In relation to Council's land and property policy and estates strategy these will be reviewed by Council as part of the work to implement the recommendations of the independent review.

3.2 Officers will provide advice based on the content of these policies and guidance and where Council is statutorily required to comply with certain obligations.

- Council's Land and Property Policy (attached, adopted by Council February 2022)
- Council's Estates Strategy (attached, adopted by Council February 2020)
- NIAO A Strategic Approach to the Use of Public Sector Assets - A Good Practice (attached)
- Department for Communities - Guidance for District Councils Disposal of Land at Less Than Best Price (attached)

4.0 Recommendation

It is recommended that the Sub-Committee notes the contents of the report and the documents provided in terms of the work of the Sub-Committee and the policies and procedures the Sub-Committee must take into account when considering land and property matters.

APPENDIX A

APPENDIX A

An Estate Strategy for Causeway Coast and Glens Borough Council for the period 2020-2025



September 2019

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:-

- Making investment decisions
- Maintaining and improving the Council's land and property assets
- Increasing the cost effectiveness and value of the portfolio
- Promoting innovation
- Supporting modern active asset management
- Listening and responding to customers and property users

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.

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Part 1: Introduction:

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.

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.

This first 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 the Causeway Coast and Glens Estate Strategy will run from 2020-2025 (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 this 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

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

Council strategies as follows;

- 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

Part 2: Where we are.....

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

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 is 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 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;

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

A full copy of the Council's asset register is available in Excel format, but 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. 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 £19.5m, of which £8.5m is staff costs.

Category	No of assets	Total cost p.a (staff costs in brackets)	Total Income p.a	Net costs
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	28	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 (£8510,477)	£4,946,245	-£14,111,978 (74%)

*Key data missing from the above – notably

- Net Internal/ gross areas that relate to costs
- Costs per unit (eg per sq m) for benchmarking purposes

It can be seen from the above table that 74% 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.

2.2 Governance and Management of the estate:

There are a number of aspects in terms of how the estate is managed (in relation to best practice) that are notable and offer scope for improvements and further action.

1. One aspect that is notable, is that there is a degree of separation in relation to the ownership of assets within the Council. In that the responsibility (ownership) of whole categories of assets are allocated to specific Directorates.
This is not untypical of public sector organisations but, like in all such cases, is an issue which should be addressed if the Asset Management Strategy is to be fully realised. This is referred to in the 'recommendations' section (Part 5) below, highlighting the value of a centralised asset management function.

A starting point for this would be that the various strategies that are ongoing at present, are taken forward collaboratively, cutting across Directorates, as opposed to individual Directorates working in isolation, as is the case at present. A table defining these strategies and proposing how this cross-cutting approach can be taken forward is detailed in Part 5 below.

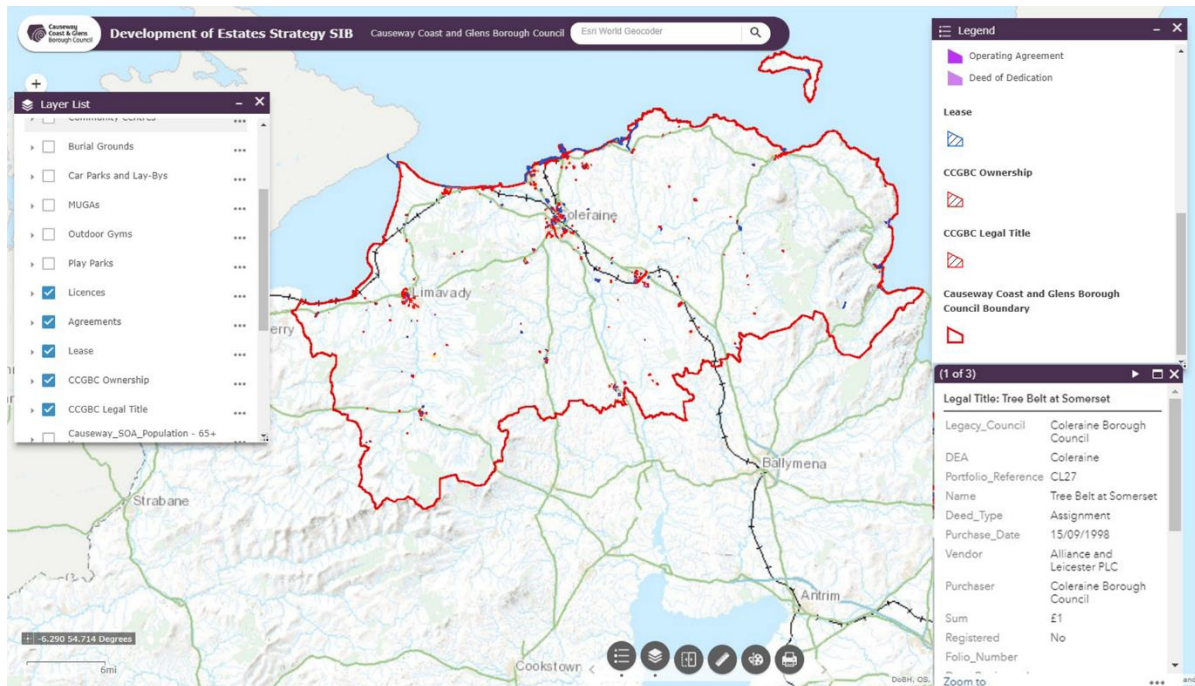
2. Another notable aspect of the current approach is that the overall planning and management of the Council's estate, is not centrally co-ordinated or facilitated, again an aspect which is fundamental to modern asset management. Whilst collating this Estate Strategy (and subsequent Asset Management Plan) is a good starting point, there should follow a fundamental adaptation of governance structures to allow the planning and management of assets to be centrally co-ordinated going forward. Again this is alluded to in Part 5 later, which sets out the best practice in this area. Addressing this issue represents a key enabling activity for this strategy. (see diagram below for current structures)
3. A further aspect is the extent / volume of relevant data that is held is not sufficient to allow the performance of the estate to be measured, nor for a strategic planning of investment in the estate – particularly those assets that need to be maintained. IN addition to the financial data held above there are considerable gaps in information relating to the condition (and therefore long term cost profile) of the assets within the estate. If these gaps are to be addressed, this would appear to require the re-organisation of existing or addition of new, resources. Further information on the nature and extent of the data required is outlined in the section below.

Current governance showing diversity in management of the estate / assets:

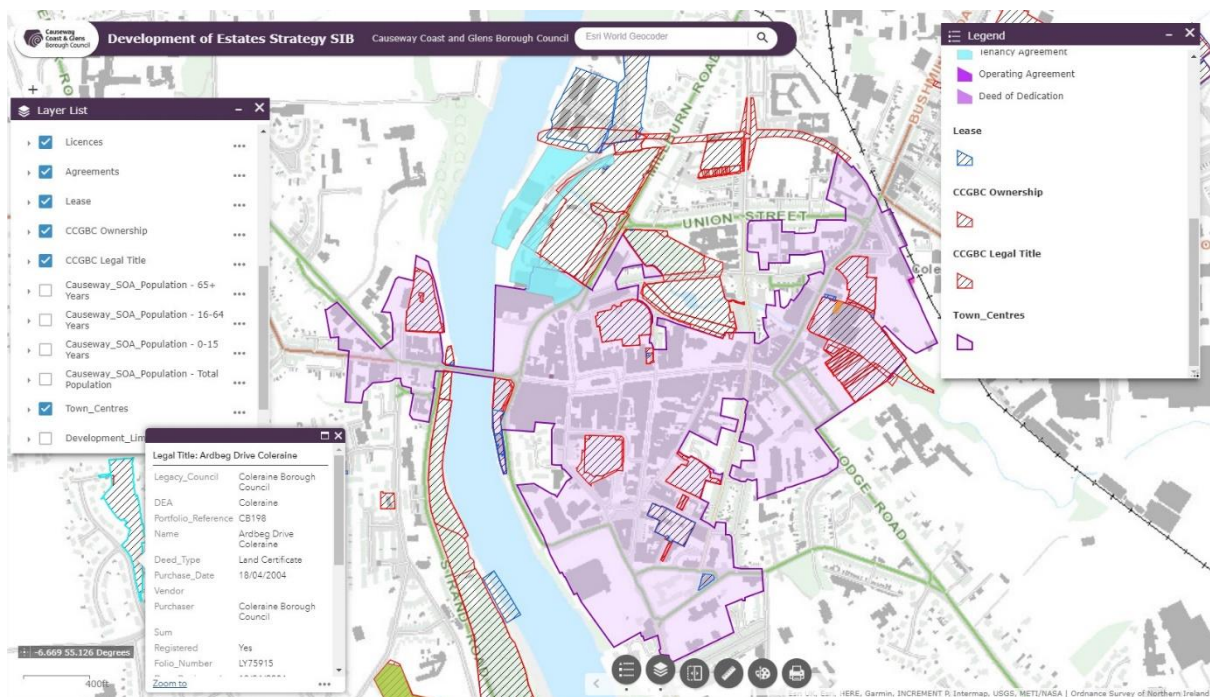


2.3 Use of GIS as a facilitator to estate management:

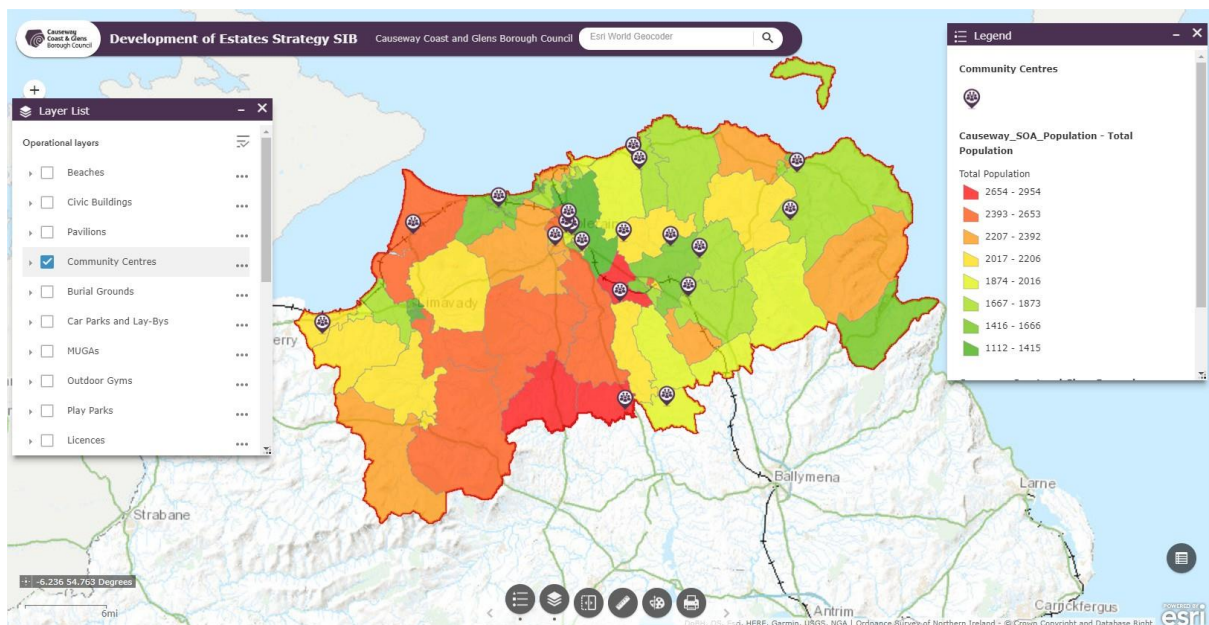
The Council has a significant resource in terms of its GIS team which provides a very valuable service in many aspects. In terms of the context of this strategy and the more detailed Estate Management Plan, it is particular benefit and significance. During the course of developing this strategy the SIB has worked alongside the GIS team and developed an Estate Management 'app' within which all key / relevant data and information can be found. It is intended that this app will be developed over time but some of the examples of what is available are shown below:



Map showing extent of Council ownership across the borough



Council land within Town Centre boundaries



Population numbers in relation to Council assets

2.4 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 set out in the table below.

Outcome	Benchmark	Benchmark Aims
Compliance	% of buildings that are fully H&S compliant. % of properties that are considered DDA compliant.	Demonstrating that property assets comply with statutory and regulatory requirements.

		Demonstrating that property is accessible for all service users and staff.
Condition	Percentage of properties in satisfactory or better condition. Percentage of gross internal floor area (m2) that is in satisfactory or better condition.	Demonstrating that property assets are maintained in satisfactory or better condition. Minimising the number of days that facilities are not available for service delivery.
Suitability	Percentage of properties that are considered satisfactory or better in terms of suitability.	Demonstrating that property assets are fit for purpose.
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).	Demonstrating that property assets are sufficient for service delivery and utilised as efficiently and effectively. Underutilised properties being subject to review to determine if fit for purpose or surplus to requirements.
Energy	CO2 Emissions Electricity / Energy Consumption (key benchmark being kWh/ sq m / per annum) Overall energy consumption kWh.	Energy performance of property assets is monitored, and improvements undertaken where financially viable and technically feasible.
Value for Money	Maintenance cost per m2 Space (sq m) per person	Demonstrating that property maintenance costs are VfM.
Social Return on Investment	New data relating to the impact on social outcomes eg physical health; wellbeing ; crime ; mental health	New measures being developed eg The Data Hub :
Affordability	Backlog as a % of annual maintenance (capital and revenue) budget.	Demonstrate that overtime backlogs are not growing excessively indicating that the assets are affordable.

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:

- (1) Fit for purpose;
- (2) In need of modification / adaptation or replacement;
- (3) No longer required, or
- (4) Areas where an asset is required that is not currently present

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.

2.5 Requests for Use of Council land:

One constantly prevalent issue, that occupies a lot of time of both the Land & Property Team and the Council Committees is the ongoing requests for use of Council land. This is due, obviously to the prime locations of a lot of assets on the north coast and Causeway Coastal route and is unlikely to decrease, in fact will most likely increase in the future. In order to allow the resources and Council committees to concentrate on the issues that will bring about most benefit in relation to the stated objectives above it would be essential that the Council devise a policy that would regulate and formalise a lot of these requests, however this is addressed later on. A table showing the requests over the past year is shown below:

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

A full list of the type of requests is included below in Appendix 1:

Part 3 –Building a strategy for going forward.....

3.1 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;

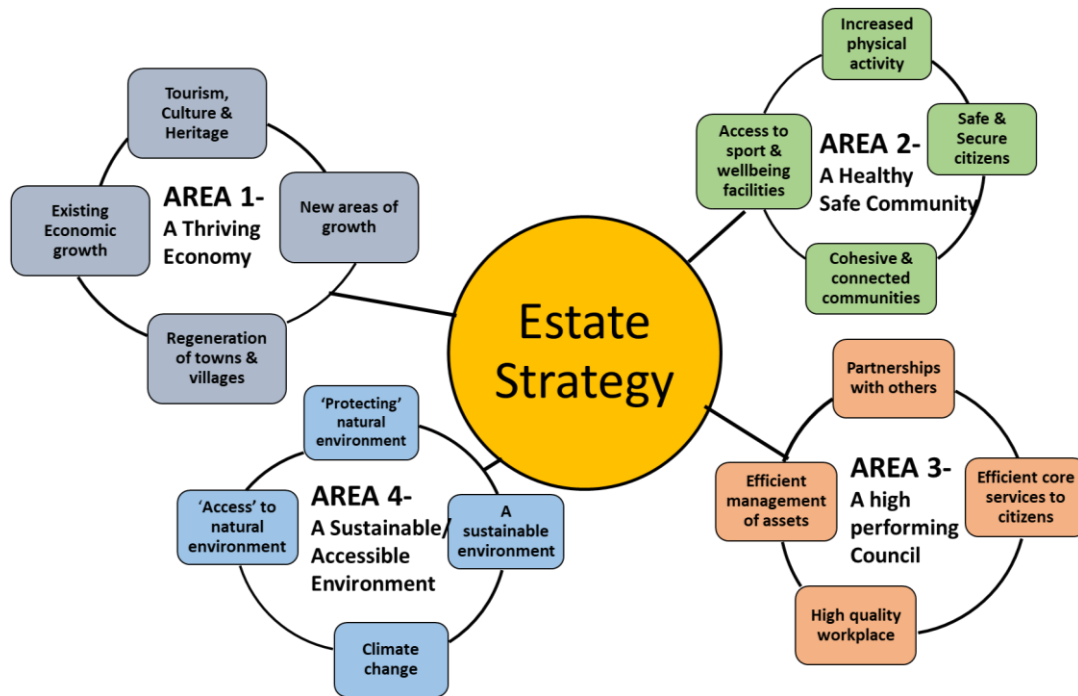
1. **Whole Borough Approach (to estate planning):** As the key stakeholder for borough-wide services, and using the Community Planning process as a forum, the council will adopt a 'whole borough approach' to the use of assets in relation to the objectives outlined this strategy. This will include providing 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.

3.2 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 illustrates how these strategic objectives can begin to be 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:



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.

Strategic Area	Objective 1	Objective 2	Objective 3	Objective 4
<u>Strategic Area 1</u> – Economy, Regeneration & Tourism <i>OVERALL OBJECTIVE:</i> '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
<u>Strategic Area 2</u> – Community & People <i>OVERALL OBJECTIVE</i> '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
<u>Strategic Area 3</u> – Administration & Core Services <i>OVERALL OBJECTIVE</i> '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
<u>Strategic Area 4</u> – Environment <i>OVERALL OBJECTIVE</i> '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

3.3 Establishing the 'delivery themes' that will underpin the Estates Strategy :

The second stage in developing a strategy is to identify a number of delivery 'themes' that will become the pillars of the strategy. These themes are widely recognised as providing a comprehensive coverage for all of the components of an estate strategy and have been compiled through experience of working with other public sector bodies, other Councils and through benchmarking against recognised best practice in other jurisdictions.. These are detailed as follows:

Delivery Theme 1 - Active asset management: Assets will be actively reviewed and appraised to consider their role in realising strategic priorities. In parallel the Council will develop the specialist skills and processes required to embed and progress modern public sector asset management practices.

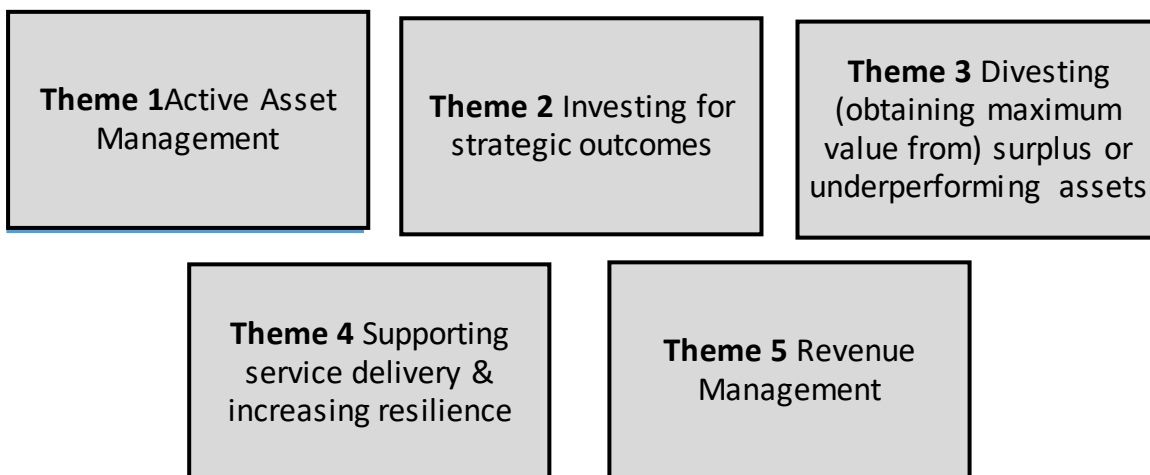
Delivery Theme 2 – Investing for strategic outcomes: Investment activity will be targeted and aligned around four strategic priorities: (1) community and people, (2) economy, regeneration and tourism, (3) environment, (4) Admin and Core Services.

Delivery Theme 3 – Release and recycle the value of surplus or underperforming assets: inefficient or non-value adding assets will be divested so that receipts can be recycled to help support the delivery of strategic priorities.

Delivery Theme 4 – Revenue management: revenue generating assets will be actively reviewed to ensure that income is commensurate with the value offered.

Delivery Theme 5 – Supporting service continuity and strengthening resilience: assets will be organised or configured to support community outcomes, economic development, environmental objectives and Administrative demands and in doing so efforts will be taken to support service continuity and to strengthen resilience.

In order to complete a comprehensive gap analysis and ultimately strategy, it is therefore best to 'run' each of these themes across all of the strategic objectives identified above, but include key aspects associated with these objectives – in particular: the assets involved: key issues that impact on the delivery of these objectives, and the functional effectiveness of the assets in question. The diagrams below demonstrate more clearly how this cross cutting process has been taken forward.



3.4 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:

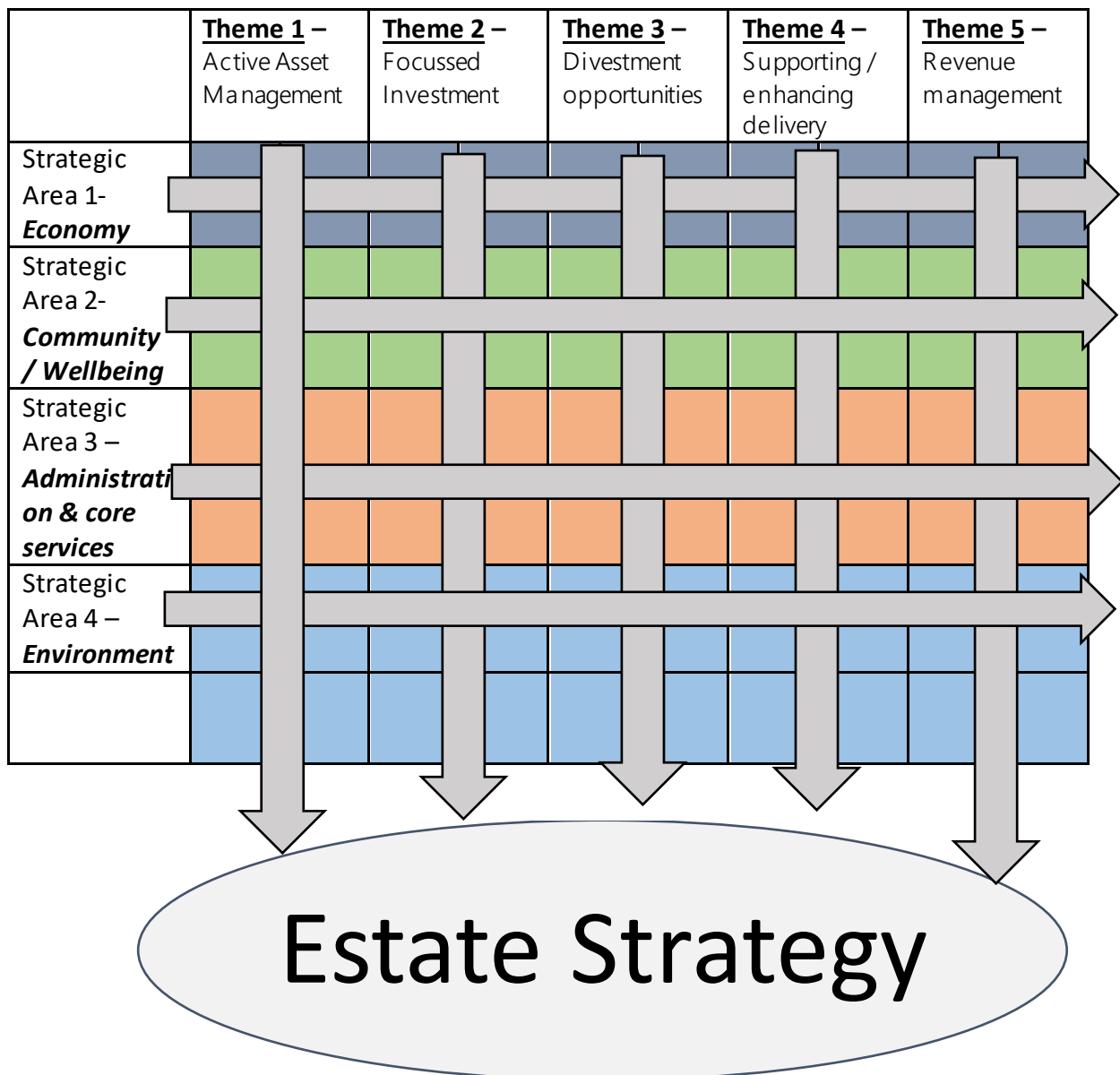
Strategy	Directorates impacted / involved
Sport & wellbeing Strategy Play Strategy Pitches Strategy	Sport & Wellbeing/ Community Development
Community Development Strategy Museums & Culture Strategy	Sport & Wellbeing/ Community Development/ Environment
Causeway Coastal Blueprint Harbours & Marinas Strategy	Environment / Sport & wellbeing
Masterplans for Coleraine & Ballymoney	Environment / Regen , Dev & 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

3.5 Merging Strategic Objectives with Delivery themes to obtain high-level summary of strategic insights

The following diagram summarises the cross-cutting process that has been used to merge the (4) strategic areas, including their objectives with the (5) delivery themes highlighted in the previous section.



This process (colour coded to match the above diagram) can then provide a high-level summary of 'where we are' and where we want to be'.

Appendix 2, details this using the strategic objectives as a breakdown, with key headings for the categories that will form the basis of the strategy: namely;

- a) Assets involved :
- b) Relevant targets (to demonstrate the objectives are being met:
- c) Key investment areas :
- d) Key areas for improving efficiencies / divestment;
- e) Actions going forward.

It should be noted that these are very initial insights and the themes mentioned will be carefully incorporated in to the Estate Management Plan as it develops going forward. This should all be done within the governance structures as set up within the Council to manage assets in the future with the ultimate responsibility being with the Senior Responsible Officer for Asset Management (*to be confirmed*)

Part 4 – How we plan to get there.....(the Strategy)

The process of developing the asset strategy has led to a number of Themes for delivery. These are outlined in order below along with a series of suggested actions. The more pertinent actions are highlighted in bold and further detail on each of these is provided below the relevant theme.

Delivery Theme 1: Active Asset Management:

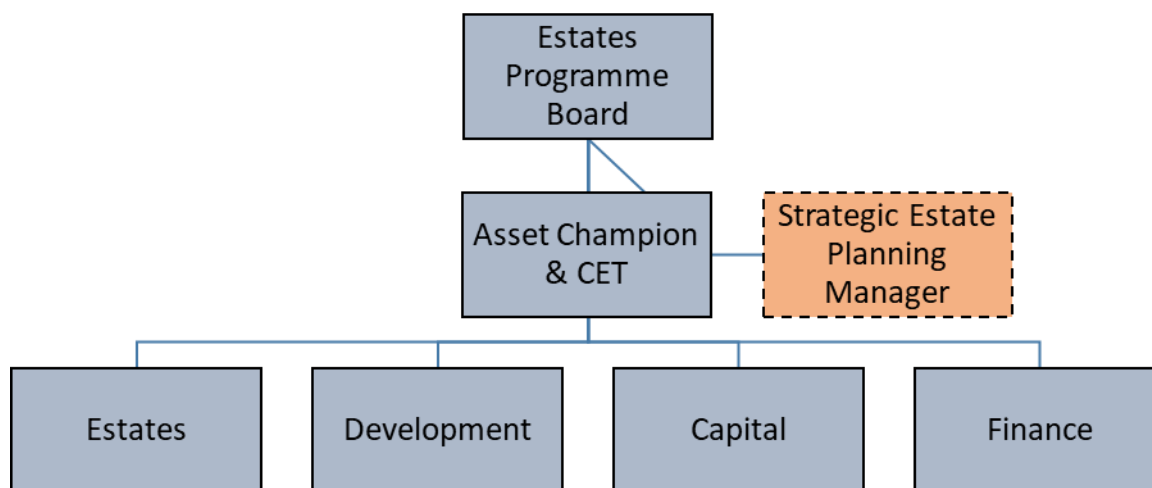
- Regularly challenge the asset base
- Adapt / reconfigure / reinforce governance structures as shown below to centralise all asset related business with (a) an SRO (Asset Champion) (b) Assets Working Group, and (c) Leadership roles well defined.
- Bolster the Assets team to allow all recognised benchmark 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

4.1 Asset Management & Planning (Governance); As above it is noted that the existing governance structure does not operate effectively or efficiently when compared with current best practice. This could be addressed in two ways, either by (a) a new 'Programme Board' structure set in place that brings together (on a regular basis) all key officers under the leadership of an Asset Champion (a senior officer), or (b) through a permanent re-structuring of the Council Directorates whereby all officers who are responsible for assets are brought in to one Directorate

In both cases other officers may be included in a Combined Assets Team once the Programme Board has been established and could include officers who only partly deal with assets on an 'as-required' basis.

A suggested structure is shown below- as above this could be permanent or 'virtual' (for purposes of planning the estate):



The Role of the Asset Champion

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

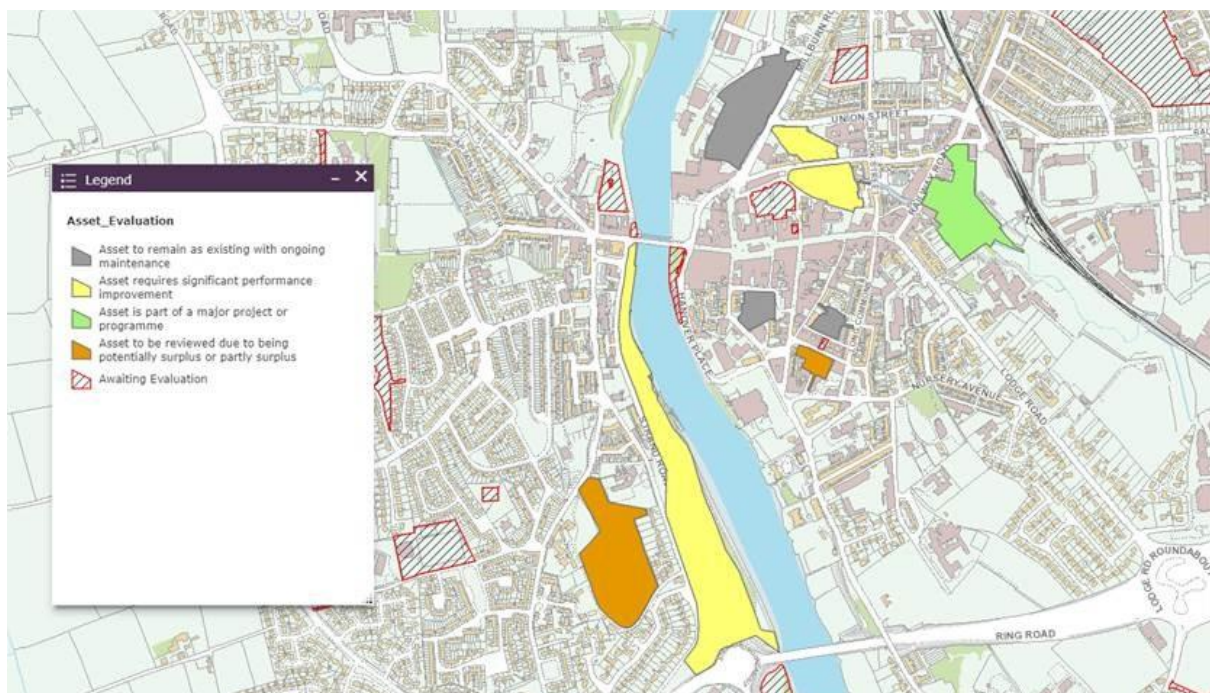
- Chair the Assets & Estates Programme Board in fulfilling the other roles listed below
- Act as the single point of ownership/ responsibility for all issues relating to any changes in relation to any council asset

- 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

The role of the 'Strategic Estate Planning Manager' would be to:

- Actively assist the Asset Champion to embed and manage the roll out of the Estate Strategy & Estate Management Plan
- Pro-actively plan the roll out programme of investments and divestments that the Council will undertake in liaison with the Asset Champion
- Co-ordinate with other public sector partners and collate a 'one-public-estate' approach
- Co-ordinate and manage the implementation of town centre 'masterplans' or steer development in line with the agreed strategic approach
- Continually monitor and oversee the overall strategic plans for the borough (in close communication with the LDP team) and 'steer' all development , whether public or private sector , in line with the stated objectives in this strategy
- Develop and facilitate the delivery of a series of masterplans for the towns within the borough – working with & co-ordinating the other public sector land owners and key bodies (eg DfI / Roads / Water etc)

4.2 – the use of GIS to define a 'future' profile for each and every asset going forward – complete with coloured key and 'live' database.- is an important next step and is essential to allow comprehensive estate planning to take place. A sample of how this would look like is shown below:



Delivery Theme 2: Investing for strategic outcomes

There are a high number of very credible ways in which the Council can invest to achieve strategic outcomes. The issue here is that in a challenging economic climate and with limitations of budgets available, there is a limit to what can be delivered at any one time. This implies that a robust process that helps the Council to prioritise investment opportunities is necessary. Additionally, an investigation on alternative funding arrangements would be a valuable exercise.

In terms of where investment could be targeted and aligned with the following areas, the following describes an insight by way of an initial list that could underpin an investment strategy:

Community & People

- Outdoor Recreation offers huge potential to support citizens becoming even more active- and at relatively low investment costs (more in terms of time involved) As many of the existing routes are on road an off road network of such facilities would be a fantastic enhancement.
- As such, greenways, 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: a key theme from these is to concentrate on the creation of hubs and replacement of outdated facilities. Notably this requires significant investment, such as the leisure provision on Coleraine – rather than not proceeding it would be imperative to explore alternatives in terms of (a) reducing / sharing costs and (b) alternative funding arrangements for these key facilities
- 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

- Facilities to encourage / facilitate entrepreneurship allow businesses to grow across the borough – as detailed by the EAs
- 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 – possibly starting with Coleraine & Ballymoney as exemplars. Resource a team appropriately that will implement the agreed masterplans or steer the direction of development in the towns as in line with the agreed strategic approach
- Key areas e.g. coastal route - development of a 'chain' of stop-off or destination points have huge potential. Notably, Bushmills would appear to sit on a key 'gateway' point, the development of which, through the implementation of a transport hub and other consumer based products in the town, would embrace this potential as well as addressing some of the issues with 'over-tourism'

Environment

Assets that provide 'gateways' to key areas of natural environment

Cemetery provision in Borough (acquisition of sites) – as per the recent report

Harbours & Marinas (depending on outcome of the Harbours & Marinas strategy)

Admin & Core Services

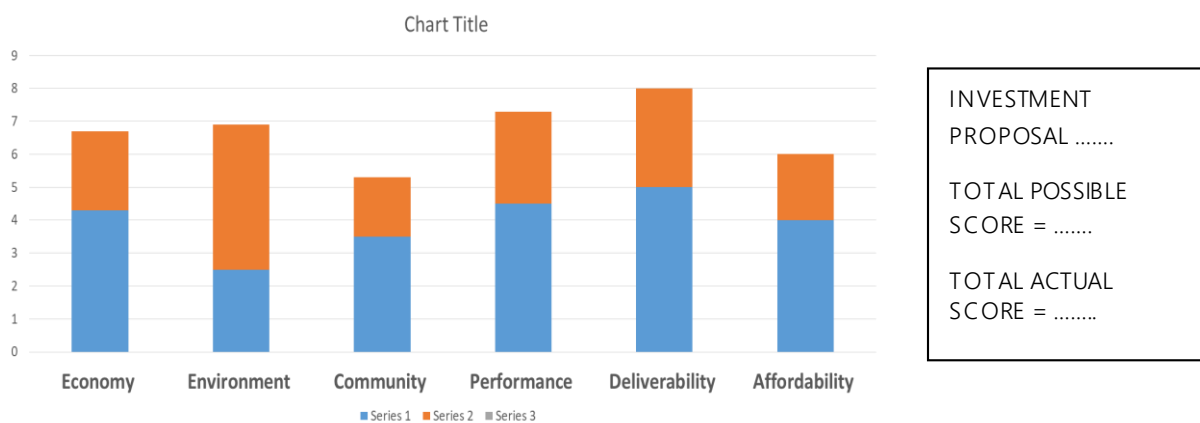
Potential investment in civic spaces / offices in order to improve the quality of the workplace environment and the output from staff

OVERALL: There are a lot of potential areas for investment across all of the 4 Strategic Areas. As obviously all of these investments cannot be funded at one stage or possibly not in entirety there is a need for at least 3 strategic measures to be taken on board at this stage;

- (a) To determine how the risks & costs of delivery of the investment requirements – in particular the larger cost elements such as sport & leisure – can be shared across partners eg other public sector / private sector
- (b) To determine alternative financing arrangements, such as public sector borrowing or joint ventures
- (c) To set in place now, a process for determining the prioritisation of the list of investment areas. Such a process would identify a set of agreed criteria, weight each criteria and require each investment opportunity to be scored and ranked. A draft proposal is shown below.

(d)

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.



Delivery Theme 3: Release and recycle the value of surplus or underperforming assets (Divestment)

The value from underperforming or surplus assets will be released and recycled to support the delivery of strategic priorities, supporting the principles of value for money:

Community

- Small pockets of space that are of use to others rather than the Council appear to be available
- Some areas of existing leisure provision appear to offer an opportunity for some degree of rationalisation in some areas.
- Land that will be released as a consequence of planned developments eg the Waterworld in Portrush, some key land in Ballycastle
- Assets released as result of Sports Facilities & Pitches Strategies
- Assets released as a consequence of the implementation of the Play Strategy
- Specific parks or play parks that result from a robust analysis of provision based on quality criteria

Economic

- Land in town centres / development areas; eg car parks – that could potentially become valuable regeneration assets. This would be best run in tandem with the re-evaluation of town centre masterplans. A key action therefore is to put resources in place that will implement town centre re-planning/shaping including car parking
- 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 Killowen site in Coleraine

Environment

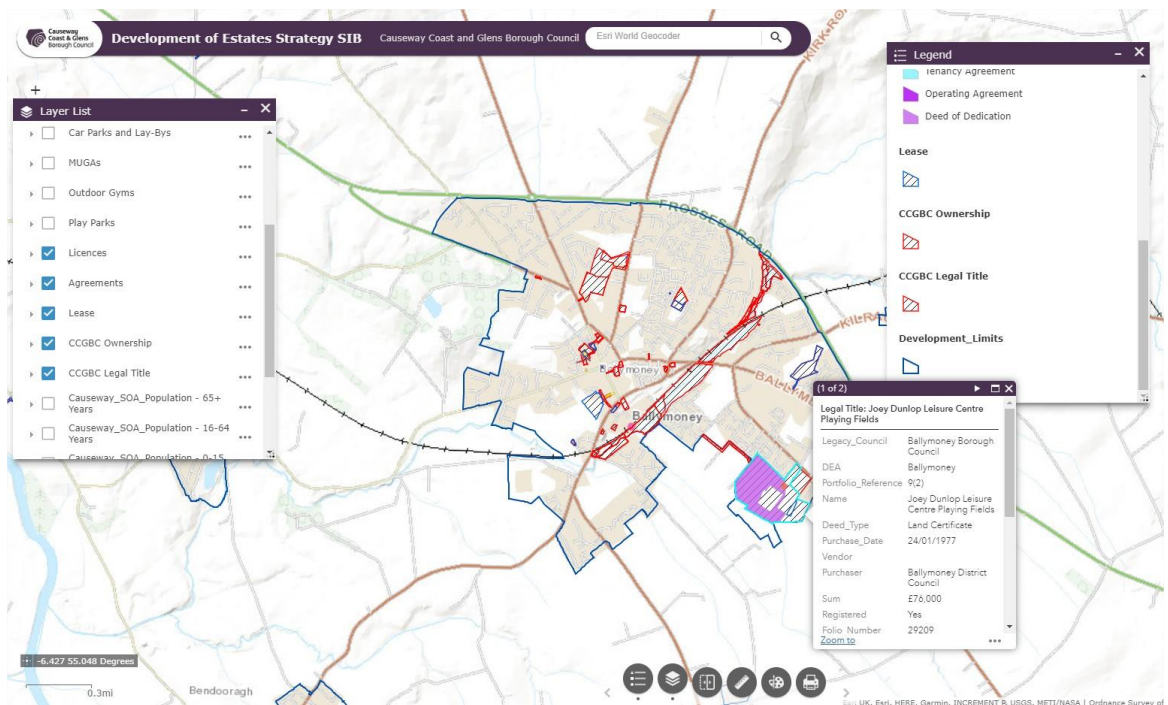
- The waste part of the estate is the most costly in terms of annual costs and for this reason there would appear to be merit in looking at a rationalisation across the relevant assets – which could release
- Amenity land that may be of value
- Any land that is identified as being surplus further to the analysis outlined in the Asset Management Plan, to follow
- Public Conveniences are an asset that are purely a cost. Their value to the community could be reviewed in the context of other options as it may be suitable for some of these to be released and public toilet provision provided through local private sector facilities as is the case elsewhere

Admin and Core Services

- Most of the Councils civic and administrative assets appear to be utilised or have potential to be better utilised. However, as part of a wider, robust process, it would be important to establish if any of these (lesser used facilities) would potentially become surplus.

OVERALL: Considering there would appear to be a variety of opportunities in this category that could potentially lead to a significant capital receipt there are a number of key immediate actions that would help to bring clarity :

- To hold a robust 'asset challenge' session, using GIS to inform the recommendations – across all areas – as to which assets could potentially be released
- 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.
- 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
- To ensure the LDP is aligned as far as possible, and practical, with the aspirations contained within this strategy.



Map showing Council land in relation to Development Limits

Aligning the LDP and Estate Strategy – example below:



Disposal process for any assets declared surplus:

It must further be noted that if an asset is declared surplus by one Directorate within the council that it is much more efficient, from an estates management perspective, if there is a defined and agreed process for this asset to be disposed of. This will involve a number of steps including:

- 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

At present there is no definitive policy in place, but in parallel with the adoption of this (Estates) Strategy and the following Asset Management Plan, it will be necessary to establish such a policy for clarity going forward. An option exists to utilise the Land and Property Services (LPS) Central Disposal Process which in the first instance makes a surplus asset available for alternative public sector use before offering it to the open market. Availing of this service merits consideration.

Delivery Theme 4 – Revenue management:

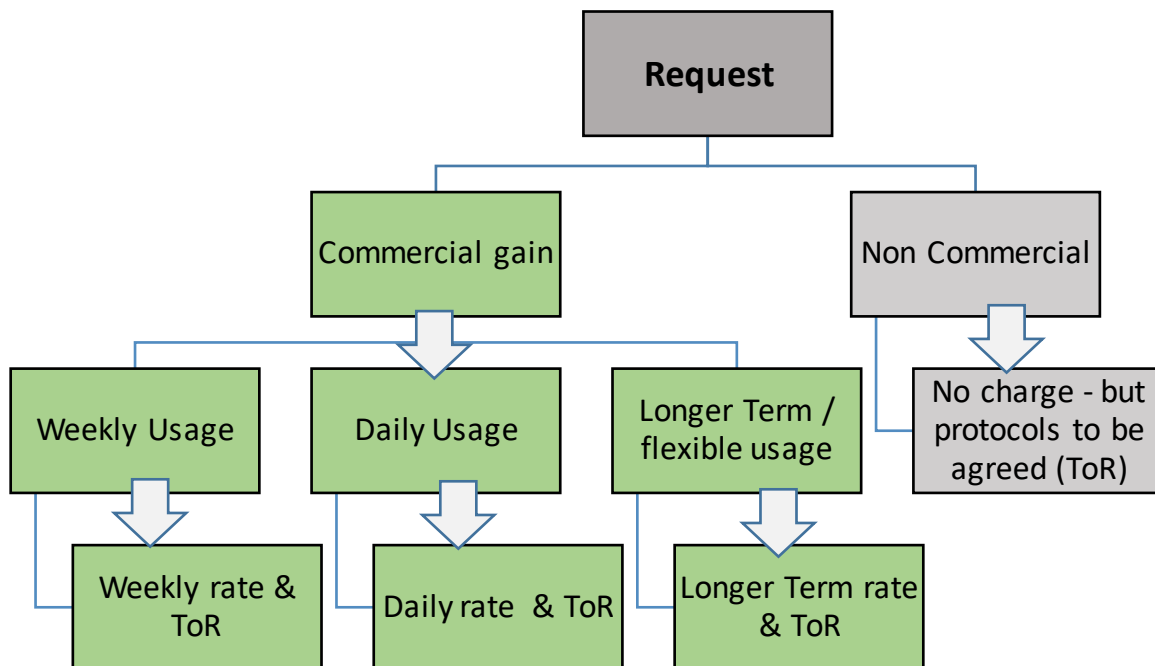
Opportunities for optimising revenues and asset utilisation will be identified and implemented:

- 1) Community
 - Improved information around room / space availability
 - Improved booking & charging mechanisms for space in Council facilities
 - Maximising the spaces available for use by community & private sector across ALL Council facilities
- 2) Economic
 - Improved mechanism for charging
 - Establishing robust mechanism to track and monitor demand for assets in the borough
 - Review the Visitor Information servicing
 - Establish all available commercial space in Council's asset base and match against potential demand
- 3) 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
 - Utilise specific Council assets for renewable forms of energy to reduce the cost of 'bought in' energy
- 4) Admin and Core Services
 - Reduce cost of travel & subsistence by Council staff through optimising the civic office locations
 - Reduce energy costs across the council's asset base by targeting appropriate benchmarks
 - Implementing an Estate Strategy and Asset Management Plan to ensure that the Council focuses and prioritises investment in areas of most need

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.

Charging policy process:



Delivery Theme 5 – Support service continuity and strengthen resilience:

- 1) Community
 - Ensure condition reports obtained for all existing Community provision that is prioritised within the Asset Management Plan
 - Ensure the operational processes in each are robust
 - Use the Community Planning forum and other appropriate forums to identify how the potential use of Community Centres can be maximised
- 2) 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
- 3) 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

4) 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

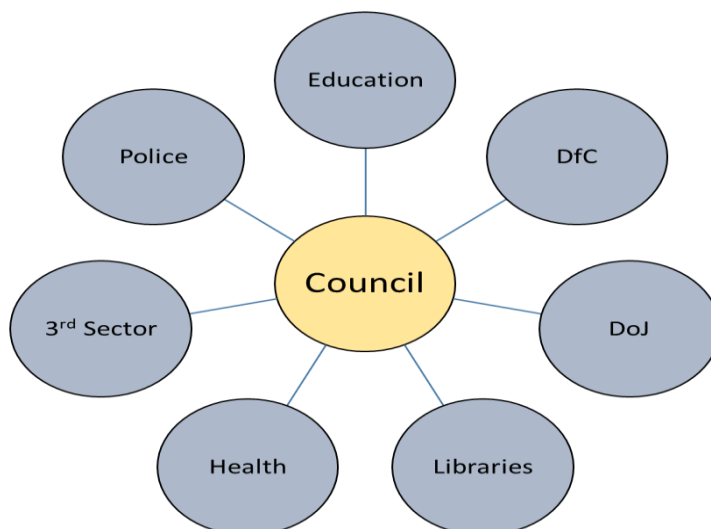
OVERALL

- 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 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.



Part 5: 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.

The initial guidance note, issued by the Comptroller General within his annual report outlines these principles as follows:

As a result of 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: This is in the form of a table and identifies where the Council are on completion of this strategy:

Steps in best practice	Status
1. Asset Register: a comprehensive asset register will be available to describe all land and property assets owned, leased and occupied by the Council. The asset register will be actively maintained and publically available.	√
2. Asset Management Strategy: an asset management strategy will be developed and published describing the way in which Council owned and leased land and property assets will be utilised to support service delivery and the delivery of wider civic outcomes, such as those described in the Council community plans.	√
3. Asset Management Plan (AMP): an Asset Management Plan (AMP) will be developed and published describing how the asset management strategy will be implemented across all assets. This will as a minimum describe activities such as investment, divestment, funding, partnering arrangements, income generation, capital programmes and community engagement.	
4. Asset Management Champion / resourcing: a Council Directorate will be identified as holding responsibility for managing and optimising the value derived from the Council's land and property assets.	√
5. Challenge function: all asset holdings will be regularly challenged at a senior management and committee level to ensure that they are correctly configured and actively working to support the delivery of public services and civic outcomes.	
6. Risk management: asset risks will be identified and managed or mitigated in line with the Asset Management Plan (AMP).	
7. Multidisciplinary approach: asset management draws upon legal, financial and property expertise and the asset management strategy and Asset Management Plan (AMP) will demonstrate alignment with the corporate plan and the community plan.	

8. Benchmarking: The functional and economic performance of the asset base will be compared to other comparable portfolios to help determine relative performance and what actions might be appropriate to optimise the portfolio.	
9. Policies: appropriate operating policies and guidance will be put in place covering matters such as disposals, income generation, supporting social and economic enterprise, risk management etc.	√

It should be noted that, *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

Part 6: Recommendations

A series of detailed recommendations are detailed above within this strategy. The overarching recommendations, however, can however be summarised as follows;

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.

Appendices

Appendix 1:

Detailed breakdown of requests to use Council assets in 2018/19

Nature of Request	Time period - Short Term (ST)ie within 1 week) or Long Term (LT)- greater than 1 week	Location (Coastal / Town Centre / Rural	Frequency (in past year)
Erection of Fun wheel	LT (Summer)	Coast	2
Use of Car Park for music event	ST	Coast (Portrush)	2
Use of beach for fitness class – one day per week	LT	Coast (Portrush)	1
Use of beach for tourism event (TNI)	ST	Coast (Portrush)	2
Street Collection	ST	Urban (Limavady)	1
Fun Runs / walks for charity / dog trails for churches / Horse runs (on beach) charities	ST	Rural	22
Nature Rambles / Rock Walks for Nature (incl Outdoor Recreation NI)	ST	Coastal	3
Council bandstand / specific location for Church activity (a lot of SU requests)	ST	Urban	9
Raft race – council land	ST	Coast	3
Horse event – Playing Fields	ST	Urban & coastal (pony parades on beach)	3
Car Show / Motorbike show – Car Park	ST	Urban	7
Car Show / Motorbike show – beach	ST	Coastal	3
Filming purposes	Both	Both	22
Church / Charity / St Johns Ambulance etc Missions	ST	Coast	3
Fire drill (NIFRS)	ST	Urban (Car Park)	1
Advertising & Promotion	Both	Coastal (Events)	
School Field Trips	ST	Coastal	1
Cars Parking on Council owned land	ST (weeks at a time)	Coastal	3
Beach – for surfing / sea anglers / swimmers	ST (days at a time)	Coastal	4

Additional land for caravan parking at seasonal events (NW 200)	ST (2 weeks)		1
Drive in church / use of car parks etc for church services	LT (summer)	Coastal	4
Wedding / Fireworks display for wedding / other use related to wedding	ST	Coastal (beach)	4
Bandstand / Town Square area for Salvation Army / Church event	ST	Coastal	3
Bandstand for tourism event	ST	Coastal	1
Family fun event (town centre)	ST	Urban	6
Community Artisan Market	ST (Day – once a week)	Urban	5
Chamber of Trade event / Fair / Fete etc	ST	Urban	5
Volley Ball on beach (NI Volley Ball)	ST (day)	Coastal	1
Outdoor Trading on Council land	LT(summer)	Coastal	2
Golf Simulator (private) at harbour	ST (one week)	Coastal	1
Power kite race / other races	ST (weekend)	Coastal	2
Use of Council pitches by private company	S (2 weeks)	Urban	2
TOTALS			107 (approx. 60 for community)

Appendix 2;

Detailed analysis of assets, targets, gaps and actions in relation to each strategic objective.

Strategic Area 1

Strategic Objective

People & Communities

People are supported in making healthy lifestyle choices - protect and enhance their physical and mental health

Assets involved

Parks & Open Spaces: Amenity land: Play Parks: coastal paths; harbours & marinas; beaches ;trails

Targets

Increase (demonstrable) levels of Social Returns on Investment (SROI)
 Increase the number of times people use walks, trails & cycle routes.
 Increase the % of people engaging in leisure/culture/arts activities

Reduction in standardised prescription rates (per 1000) for mood and anxiety disorders

Where we are

The Council has a significant number of assets, all working very well, which support outdoor recreation. However there is still scope for improvement and meeting these objectives to the best possible standard.

Key issues would be :

- better use of greenways to connect key places
- ensuring there is a balance in provision across borough (concentration if investment in small area)
- potential partnerships with central govt eg Forestry Service, Education Service – so as to maximise the use of the public sector estate

There are a small number of pockets of land that could potentially be surplus

The Council has already engaged with Forestry Service successfully in leasing the forest at Garvagh and using this for community trails etc. This is a model which could be replicated in other areas.

Gaps in provision (areas for investment)

A number of opportunities have been identified within the Council in relation to Greenways, quality and effectiveness of urban parks.

Greenways;

- Ballycastle to Ballymoney
- Causeway to Ballycastle
- Ballymoney to Cushendun

DfI also recently published a 'Strategic Plan for Greenways' in 2016 within which they identified a number (mainly based on the old railway network) that they thought were achievable and would bring significant benefit to both the people who use them and the connectivity of Northern Ireland and its economy. As such this proposed a number of other routes, including:

- Dungannon to Coleraine
- Coleraine to Giants Causeway (via Portrush & Bushmills)
- Derry to Coleraine

The latter two, being along the coastline, would offer a lot of additional benefits on top of the others that normally relate to greenways, if these could be achieved.

This could involve a slightly more radical proposal that would involve connecting the coastline between Castlerock and Portstewart at the closest possible juncture to the coast – by way of a foot bridge.

Addressing these gaps in asset provision will bring significant benefits in terms of this objective with clear links to other key

objectives such as creating vibrant communities, and regeneration of towns & villages.

Park provision is available but could be enhanced to provide much more benefits in this area. Parks in Portrush (potentially called Peoples Park), Coleraine (Mountsandel) and other towns under consideration for development as an example but other areas have potential.

The further development of the trails programme in partnership with the Forestry Service has a lot of potential and does not require significant capital investment.

There is a Play Strategy currently being taken forward which details the gaps (investment areas) across the borough. This will aim to provide equality of provision and will prioritise investment. It is important that, whilst this is focused on younger children, such a strategy can also be useful in determining how the needs of teenagers and young adults can be met in this regard (eg teenage pods / shelters etc) as this can have significant knock on benefits for the overall community.

Opportunities for efficiencies (divestment / performance)

Some small pockets of park and open space might be better developed for alternative use or divested to best serve both the rates payer and the Council. This would be best carried out through a GIS facilitated session or sessions that was based on an agenda of real asset challenge

The Play Strategy has identified some areas where certain parks may become surplus to requirements through

Key Actions

These will be further defined through the use of the Asset Challenge process outlined in the Asset Management Plan, to follow.

Further work on greenways programme and identification of the key access points for these so as to ensure these are used to maximum impact – in particular to use GIS data and establish and ownership and acquisition issues along the routes highlighted above. Then to put in place a prioritised work plan over the next 10 years that is intended to implement these routes.

To include a feasibility study of a bridge between Castlerock and Portstewart strand area.

Strategic Objective

Increased opportunities to participate in sustained physical activity

Assets involved	Sport & Leisure facilities; pitches / pavilions: MUGAs; Community Centres: Play Parks : Golf Courses: Tennis Courts : Bowling Greens
Targets :	Increase the % levels of citizens who participate in any sports , leisure & wellbeing activities at least one day per week
Where we are	<p>The Council has a significant number of assets which support sport and leisure activities. There is however scope for creating further efficiencies by focussing the areas of most need.</p> <p>For example there are 6 leisure centres , most of which are in need of some form of investment – this presents an opportunity to provide facilities that allow the maximum amount of citizens to benefit from this objective.</p> <p>The creation of 'hubs' in key locations such as Coleraine, Ballycastle & Limavady - is planned but this must be done in a way that provides equal provision across the borough</p> <p>There is some engagement with the education bodies over shared provision (eg Ballycastle) but this approach should be rolled out across the borough so as to maximise the extent of provision provided through the education estate , so as to free up some of the Council estate – or vice versa</p> <p>Key strategies are in place for significant parts of the estate in this regard, including Sport & wellbeing strategy, Pitches Strategy and Play Strategy – these help to define in detail, where the current gaps, surpluses and under performance areas are in relation to recognised benchmarks</p>
Gaps in provision (areas for investment)	<p>The Leisure & Sporting asset provision in the borough is in generally very good status – but as above there are clear areas that require investment. The provision in Coleraine is considerably out of date and needs replaced, this would represent the main investment requirement. The provision at Ballymoney needs to be re-configured. The key consideration in this regard is that any new / re-configured provision should be carried out through a robust stakeholder engagement process (good example being the recent Ards Leisure Centre) so as the 'needs' of the entire community , of all ages, are met as far as possible.</p> <p>There are some sports assets including pitches that are in need of improvement or renewal.</p> <p>Options for partnering with the Education Authority – eg by providing 'additionality' to any of the new schools being provided in the borough.</p>
Opportunities for efficiencies (divestment / performance)	If the proposed projects go ahead there will automatically be assets that are released for divestment.

As above, by taking an approach of sharing the responsibility for providing formal sports provision with education, this should reduce the

There are also areas that currently sit within the council's sport & leisure estate, that are not fully utilised. These assets should be appraised for alternative use or divestment through a detailed session, GIS facilitated with key internal stakeholders before presenting to Council.

In particular, if more large based sporting provision could be facilitated within the education estate then this will free up assets within the council asset base for capital receipt.

In terms of operational efficiencies there is currently an options appraisal being considered which brings together the management of the main leisure facilities under one operator (possibly in house) which will improve efficiencies. However there would appear to be a lack of data currently which allows this to be benchmarked against best practice.

It is understood that the provision in Coleraine represents a significant (and the most significant) investment requirement facing the Council in the near future, however affordability is an issue. It may be appropriate to look at innovative means to both (a) share responsibility of delivery with others – such as EA or the private sector and/or (b) to look closely at innovative procurement strategies to deliver this requirement in the near future.

Key Actions

Use the strategies above to further flush out key efficiencies

Develop templates for future sport & leisure provision in the form of hubs – so as these can be used to ensure that there is the maximum opportunities provided to citizens across all areas within the borough

Some areas require analysis to ensure both adequate provision and to establish where surplus provision exists eg Armoy: Ballymoney

Liase closely with EA to maximise shared provision

Strategic Objective *Develop more cohesive and connected communities*

Assets involved **Community Centres: general Council facilities ; Arts Centres : land that may be suitable for housing**

Targets : Carry out the targets within the Community & Culture Strategy – monitor these to ensure they are achieved
 Continuous access to high quality accessible cultural services
 Assist in provision of housing demand in key areas

Where we are

Detailed strategies exist that set the agenda for Community & Cultural provision going forward , notably;

- Community Development strategy
- Cultural Strategy
- Community Development Framework

Gaps in provision (areas for investment)

It is not known at this stage what the scope or extent of any gap in such provision looks like however this will become clearer through further engagement with the relevant partners

Investment required to allow Community provision to increase flexibility & offering

Cultural provision – a lot of proposals to bring existing cultural centres up to standard and widen offering eg Motorcycle Museum – Mountsandel – could well be combined with the tourism offering to provide footfall & income.

There would appear to be a lack of Council community provision in far east and far west of borough ? (although this may be covered by non Council provision)

Opportunities for efficiencies (divestment / performance)

In particular the use of the community provision in this context would offer significant opportunities to provide a much more comprehensive (and available) service to the community ie increase offering & utilisation.

There are currently reports for both Arts Centres that determine how these can be utilised more efficiently – these must be followed through

Key Actions

A more precise engagement with HSCB and the Health Trusts as well as the 3rd sector partners within Community Planning

Establish means by which utilisation of key community provision will carry maximum impact in relation to this objective

Use the GIS database to determine if there are assets which are currently under-utilised which could take up the demand for social housing

Strategic Objective

Supports people to feel safe & secure

Assets involved

Community Centres: Leisure Centres : Parks & open Spaces ; Play Parks

Targets :

Increase numbers of locations where people can access advice for their Health & Wellbeing

Increase numbers of locations where people can access advice for their Health & Wellbeing

Reduction in standardised prescription rates (per 1000) for mood and anxiety disorders

Establish Multi-Agency support hubs (Community Planning action)

Where we are

At present this is mainly provided through HSCB and the Health Trusts, however it is known from other examples that the Council, and others, can potentially have a significant role to play in this target objective.

Access to health services- At present this is mainly provided through HSCB and the Health Trusts, however it is known from other examples that the Council, and others, can potentially have a significant role to play in this target objective. HSCB & NHT have committed to provide *Multi-Disciplinary Teams* within ALL health centres – or adjacent to them. Causeway is being used as a pilot area – this presents opportunities for the Council to assist in providing this accommodation.

Gaps in provision (areas for investment)

It is not known at this stage what the scope or extent of any gap in such provision looks like however this will become clearer through further engagement with the relevant partners

Where do the Multi-Disciplinary Teams sit within the health provision? Is there an opportunity for Council to work with Health Trust to provide this?

Through the Pay Strategy are there areas for older children / young adults in park areas (hubs / pods / shelters)

Opportunities for efficiencies (divestment / performance)

In particular the use of the community provision in this context would offer significant opportunities to provide a much more comprehensive (and available) service to the community. A lot of community provision is under-utilised during the day. If there are increasing demands for space being created by the uptake of new health related services, it would be logical to utilise these community spaces which are often located close to primary health facilities (GP practices)

Key Actions

Monitor the outputs from the Community Development strategy and translate the estate related outcomes in to the Asset Management Plan

Using the Community Planning process as a forum liaise with the Health organisations to establish how Community provision could be better utilised in order to meet community needs and in particular offer further opportunities for Health & wellbeing Advice (through Multi Disciplinary teams or otherwise)

Strategic Objective(s) *Maximise business potential to increase profitability & employment opportunities &*

Ensure that the borough is prepared for new sectors of growth and opportunities to lobby for improved infrastructure

Assets involved Regeneration Sites: land close to Enterprise Agencies; Enterprise Zone ,

Targets:

- *The Causeway Coast and Glens area is recognised as attractive, safe, welcoming and open to business*
- *The Causeway Coast and Glens area embraces and proactively supports business investment*
- *Causeway Coast and Glens has unique drivers that are catalysts for inward investment*

Where we are

A lot of the considerations as to how the Council can use its estate/assets to deliver against this objective have been considered

The 'Enterprise Zone' was established a few years ago, but, apart from the lead anchor tenant, there has been no further take up in the opportunity this has provided.

A recent request has been put publicised requesting further interest but as yet there is no concrete robust proposal coming from this. It is thought that the uncertainty around Brexit is a major factor.

Forecasting demand in this area can be difficult and as such the following three areas are normally used to establish demand vs provision;

- 1.Existing provision- such as the capacity in existing enterprise parks
2. Primary Evidence – such as demand from businesses coming in to the Council ED team
- 3.Secondary Evidence – such as robust forecasts from economic forecasters eg UU

In terms of evidence, there are 2 Enterprise Agencies in the borough, both running at near full capacity but both with needs in terms of replacement of existing provision or meeting new demand (for new types of workplace or 'grow on' spaces for post start up)

Gaps in provision (areas for investment) The Economic Development team and the Enterprise Agencies in the borough, have identified gaps in the provision in the following areas:

- Facilities for entrepreneurs to start-up businesses
- Facilities for businesses that are expanding to 'grow' in to and stay within the Council area
- Suitable locations for new investors

- Replacement of current facilities that are becoming out-dated (Roe Mill particularly)

The EAs have a fairly robust control on the demand for these different types of businesses but would still prefer to share the responsibility for its provision – hence there are opportunities in both cases to share with the Council through a partnership approach
 In Limavady – (a) to replace existing out –dated accommodation and (b) to provide new accommodation to meet demand for additional capacity for both start up and growing businesses
 In Causeway – to concentrate a joint venture between the EA/ Council and possibly UU on the Enterprise Zone – to provide a laboratory based high spec / digital workplace for local entrepreneurs. However, based on recent experience , this will likely require an initial injection of external capital (from City Deal) so as the facility is in place and can act as a catalyst.

Opportunities for efficiencies (divestment / performance)

The use of Council accommodation in Town Centres has a lot of potential as additional / generic workspaces that will have the added benefit of bringing footfall to town centres. However , car parking is key to this and the Council should consider re-allocating some of the car parks as dedicated provision to accompany this workspace

Key Actions

Development of a robust City Deal proposal to support the Enterprise Zone proposals
 Working alongside the two EAs to ensure suitable accommodation is provided and arrangements shared as appropriate
 Analysis of town centre assets to determine what workplace provision can be accommodated – and adjacent review of car parking

Strategic Objective

The Causeway Coast and Glens area has tourism, heritage and world class events as key contributors to economic growth

Assets involved

Town & Villages on coast : Tourism assets : Assets on tourism routes

Targets:

1. To generate more visitors, motivate them to spend longer in the area, spend more time and visit throughout the year.
2. To communicate and engage with tourism operators and the private sector to generate their commitment to the shared vision and goals for the destination.
3. To support tourism operators to start-up, grow and be more competitive and innovative.
4. To grow specific sectors and initiatives that will bolster the destination’s reputation – e.g. activity and events based tourism.
5. To establish a Destination Management Organisation within the Council.

Where we are

There are a number of ongoing actions that will determine the asset management actions relating to this objective, specifically;

A Tourism Strategy is in place as well as a Destination Management Strategy – this will produce a clear set of objectives that relate to the estate.

Both Tourism NI (through Deloitte) and the National Trust (through Arup) are carrying out significant studies that are looking at the opportunities to develop and enhance the Causeway Coastal route and the impact of increased tourism on key visitor attractions, respectively. Each of these will produce a series of recommendations most of which will be outside the scope or control of the Council, but it will be advisable for the Council to be aware of these actions and influence as appropriate in meeting the stated objectives above.

There are challenges however in that a lot of the infrastructure and offerings are out of date (caravan parks) there is a lack of high quality & diverse hotel accommodation for all interests and there is now real competition from Southern Ireland through Centre Parcs etc for the local (Irish) market who take a traditional holiday at home each year or regularly.

Gaps in provision (areas for investment)

Tourism NI have commissioned a report with regards to a number of key aspects along the Causeway Coast – this is being taken forward by Deloitte and this is already identifying gaps in the market in terms of both bringing more visitors to the area and retaining visitors in the area. The notion of developing a number of 'hubs' close to or adjacent to, existing visitor attractions is very strong – and in this context locations of Bushmills & Portrush are of particular interest as the Council own a number of key parcels of land in these areas. For example the area along Eglinton Street in to Portrush is of particular interest in terms of allowing future overnight accommodation or visitor attractions (by the private sector)

The town of Bushmills is in a key location and there are already studies to earmark this as a Gateway to the Causeway area as well as a key transport / infrastructure hub – it would be important that this is carried through successfully

There are major gaps in terms of meeting demand of the vast numbers of tourists visiting in mobile homes of some sort – that require accommodation

The Open has brought about a huge surge in visitors wanting to play golf at the Royal Portrush – whilst the course itself has a capacity which limits visitor numbers, a likely scenario is that visitors will arrange a ¾ day trip to cover a number of the now world famous courses – and will require high quality accommodation.

There would appear to be a gap for a multi-functional / dimensional sports (indoor & outdoor / wet & dry) based activity & holiday centre (along the lines of Centre Parcs) in a coastal setting that would offer a whole family a range of activities for summer and weekend holidays. There is potentially land along the coast but the development potential would need to be clarified.

Opportunities for efficiencies (divestment / performance)

It is this area that presents the most opportunity for the Council to utilise its assets to greater effect (in relation to the stated objectives) and without huge costs – but potentially considerable return. The Council have a number of assets, particularly along the coast, that could be analysed in more detail in view of their potential impact with regards to this objective. For example some of the viewing points could be expanded to include motor home provision.

Some of the picnic areas / car parks have space to be expanded and meet the demands that 'over tourism' is providing but at the same time meet the objectives stated above. Such sites as Ballintoy and along the north coast where the useable space is relatively low in comparison to the overall asset.

Similarly in terms of meeting the demands from mobile tourism, which is considerable and is only increasing, there are opportunities to maximise the use of council land and property along the coastal areas (existing caravan parks and viewing areas etc) There is also an issue with the fact that some of the caravan parks are becoming gradually outdated and in need of major refurbishment in order to retain the standards required in light of competition from the private sector. There are studies underway to look at how best this can be achieved and these will hopefully produce clear strategies for the way forward and best use of this land. There is also a more radical consideration which is to consider divesting caravan parks completely to the private sector operators and allowing the council to concentrate on core business as this takes up so much time.

The Council own a lot of land at Benone / Downings / Castlerock that has the potential (subject to Planning & Development potential) for being used as the basis of the multi-faceted activity holiday base mentioned above

Key Actions

Analyse, through GIS , the Council assets in key locations, eg Portrush, in respect of the key strategies (Accommodation Strategy) to establish how / which parts of, council assets can be used most effectively

Carry out the implementation of the Bushmills hub programme

Carry out an 'Accommodation strategy' for the Causeway Coast to identify more precisely what and where new overnight accommodation should be – initially for the Council's information but potentially to be pro-active in facilitating the necessary investment.

Review the outcomes from both the Tourism NI study and the National Trust study to determine how the council can use its assets to most impact

The Council should liaise with a major private sector operator (a la Centre Parcs) about the potential for a multi activity holiday centre

Strategic Objective

The Causeway Coast and Glens area as a well-connected infrastructure, vibrant town centres and public realm

Assets involved

Town & Village assets: Town Halls; Museums & Culture

Targets:

- Vacancy Rates in town centres decreased
- New types of businesses in to town centres
- Increase in footfall and gross income in town centres
- Increased broadband connectivity across the borough

Where we are

Like all areas across Europe, towns and urban areas are suffering through a lack of interest in any scale of retail as 'out of town' and online shopping take over from town centres. This effects some towns (mainly the medium sized towns) more than others, but smaller towns can exist on a variety of small scale, artisan retail products combined with pleasant urban settings and parking. As per a number of the objectives within this area there are a number of ongoing actions that will determine the approach taken moving forward. In relation to this objective the main activities relate to a number of specific actions;

- A number of towns being looked at in relation to regeneration – post DfC Masterplans
- An in house team doing a lot of work with regards to the 'future consumer'
- Key infrastructure projects being used to maximum impact – to connect key hub points within towns eg capital projects in Coleraine
- Broadband coverage improved through the FFN consortium and Project Stratum – but these can both be reinforced by actions from the Council

Gaps in provision (areas for investment)

The 'gaps' or investment opportunities are being identified through the ongoing strategies and masterplans for each town / village in the borough. Some of these have been around for some time and have not been actioned but two of the towns (Ballymoney and Coleraine) are being re-visited and this will identify a new set of tangible actions for the Council to follow. In summary the key issues (and areas where the Council could invest / facilitate) are as follows:

- *Coleraine* – a number of significant investments in the town provides an opportunity to 're-shape' the town and its key connections eg UU expansion: new post primary school ; potentially new leisure provision ; new FE college ; potential use of harbour ; greenway programme
- *Ballymoney*- whilst there are no planned significant investments the key issue would appear to be reconfiguring the infrastructure around the town to bring in more footfall
- *Ballycastle* – there are a number of capital investments in the town and this offers a degree of opportunity to re-shape the town centres and linkages – also for the Council to divest of some land
- *Bushmills*- has significant potential due to its position on the Causeway Coastal route and been studied quite a lot in terms of its re-shaping. The 2020 Vision study and the Transport Hub proposal both identify

sites / locations for a main hub but there will be ongoing impacts in terms of overnight accommodation opportunities and the growing weekend / night time economy

- Limavady- like Ballymoney exists on smaller scale retail and a market town. There would appear to be certain interventions that could be made with regards to infrastructure that would help to create a more cohesive urban centre
- Portrush & Portstewart: There have been significant public sector investment in both towns in recent years but there would appear to be scope for more in light of increasing tourism numbers and the popularity of both resorts
- Castlerock; Subject to the development opportunities in the Benone / Downhill / Magilligan area there would appear to be potential opportunities for investment in the town to embrace increasing footfall

Opportunities for efficiencies (divestment / performance)

There would be significant opportunities for the Council to use its assets more effectively in terms of meeting the above objectives. These are listed below:

Car Parking – whilst there has been a car parking strategy carried out this has focussed on the utilisation and financial issues as has been the case across other councils. There would be merit in now taking this a stage further and carrying out a strategy that establishes the optimum provision of parking in each town as well as the optimum locations of this provision, so as this could be compared against the status quo and any gaps (in terms of over provision, under provision or misplaced car parking) identified. This would be best done in tandem with the master plan studies being carried out by DfC

Town Halls and other Council assets in town centres – there is an evident under-utilisation of some of the town halls and other assets used in town centres, most of which play an iconic role. This may be due to a lack of specific purpose or the rationalisation of the 4 legacy councils leaving surplus capacity. However there is merit in undertaking a study that would establish how these could be utilised further and importantly bring footfall to the area. One potential use could be the provision of generic workspaces for agile working which is a growing area of asset utilisation – this however requires a rethinking around dedicated car parking – but with the Council having control this is manageable. Another aspect is to partner with other key public sector service providers and offer space for key citizen services.

Broadband connectivity in to and throughout the borough.

Broadband Connectivity: Appendix 3 below shows the extent of broadband coverage in the borough – areas coloured pink or yellow do not have adequate coverage and it can be seen that this represents a large proportion of the geographical area. Whilst both FFNC and Project Stratum will help to move this objective along, it will be advisable / necessary for the Council to work both alongside these programmes, and independent, through the maximum use of

its assets to provide maximum broadband coverage at appropriate speeds

There will also be an onus on the Council, both through its Planning Dept and the Economic Development Dept to assist providers of the 5G service across the borough

Strategic Area 3

Environment:

Strategic Objective

CC&G is widely recognised for its unique built and natural landscapes

Assets involved

1. Nature Reserves ;
2. AONBs :
3. 'Land': eg picnic areas; memorials: woodland; harbours , marinas; Beaches
4. Car Parks (associated with the environment)

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 importance of key assets such as public toilets cannot be underestimated as these can provide locations where people can 'stop' in order to access the environment.

Under the umbrella of Community Planning, there is a specific output relating to this action, along with a Working Group to take it forward. This group will define the specific interventions that the Council can make in terms of achieving the relevant objectives. It will be necessary to track the outcomes from this group.

Car parking is a specific area that is critical to maintaining control of the environment.

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 to their location in key areas) to establish if their use could be widened in order to enhance / facilitate access to the natural

environment (eg through expansion to include changing facilities for walkers / cyclists etc?)

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

Strategic Objective

The Causeway Coast and Glens area has physical structures and facilities that further growth, access and connections

Assets involved

- Infrastructure to enable more cycling / walking & sustainable transport (provision of greenways / walkways plus making access to these ease;
- off road walkways prioritised;
- assets that enable housing growth in the right areas:
- Cemetery provision
- Harbours & Marinas

Targets

- To ensure local housing need is met
- To address local transport concerns
- To provide key connections across the Causeway Coastal route as detailed in external strategies / studies
- To deliver the outcomes from the Harbours & Marinas strategy
- Meet projected demand in terms of cemetery provision

Where we are

It can generally be found that the access arrangements to a lot of the natural environment are well located, however v, like all aspects of this strategy, there are areas of scope for improvement.

Council does have direct control or ownership of certain aspects of the natural environment such as nature reserves, cemeteries, amenity spaces, public toilets / pavilions and general open space, harbours , marinas, and coastal areas

The Council's Assets Team have management responsibility for these assets but in terms of a strategic approach the Harbours & Marinas strategy is the most relevant and this is only commencing.

Studies have been undertaken with regards to where cemetery provision is required

Gaps in provision (areas for investment)

There are no significant gaps ie areas for investment that are not covered in other areas. Any gaps would be specific to the particular assets – ie in terms of work required to maintain the asset to the

appropriate standards or to enhance the provision. That said the Harbours & Marinas strategy that is ongoing could produce proposals that identify areas of investment
 The studies with regards to cemeteries have identified those areas where either existing provision should be extended or new land (acquired) is required. It was recommended that detailed studies be undertaken on the primary sites identified at Portrush, Portstewart, Coleraine, Ballymoney and Ballycastle. The one in Coleraine established that there was 50 years plus provision in extending the cemetery there but there may be land acquisitions in the other areas.

Opportunities for efficiencies (divestment / performance)

By the nature of this objective there would not be any 'surplus' assets at this stage as the assets in question are small in scale. However there will be opportunities to analyse certain assets, particularly in coastal areas, that will be of particular interest or value- but this will be covered in the next section.
 It would be important to analyse (using the GIS process) those assets that have most potential to improve access to the natural environment ie car parks associated with the natural environment ; harbours ; marinas – to establish how they could be adapted to achieve this objective as opposed to continuing to retain the status quo.

Key Actions

Collate the relevant / appropriate outputs from the key strategies in connection with the above – ie Car Parking strategy (associated with natural environment as opposed to town centres) as well as the Harbours & Marinas outcomes
 Analyse social housing demand in terms of areas and establish if there is any 'match' with appropriate Council assets
 (*Appendix 4* sets out the latest demand figures from NIHE across the borough)

Strategic Objective (s) *The Causeway Coast and Glens area is a sustainable Environment & Counter Climate Change measures*

Assets involved

- 1. Waste recycling centres: Depots**
- 2. Protected Sites**
- 3. All assets producing energy**

Targets

Meet or exceed all NI targets in relation to recycling of waste
 Determine & implement an Energy Strategy that is consistent with the rest of NI public sector (eg NICS Energy Strategy) – along with key benchmarks (eg CIBSE TM46 energy ratings)

Where we are

Council does have direct ownership of some assets and therefore control of this objective.

There is an appetite to rationalise the Recycling Centre and asset provision, so as to free up assets and reduce overall travel distances for Council vehicles- but no strategy as such. There is therefore potential

An Energy Strategy has been established but this requires the provision of further data (from the estates area) in order to allow this to be properly benchmarked

Gaps in provision (areas for investment)

Gaps are yet detailed but will be identified with some further work in all areas above

Opportunities for efficiencies (divestment / performance)

Whilst there are no established benchmarks for locations of facilities and assets in relation to this area of functionality, comparisons can be made across other Councils.

In this context a quantum of 11 Council Recycling Centres for the population and in particular the geographical area involved, would appear reasonable, however there would still appear to be scope for some rationalisation.

Similarly vehicle maintenance and travel times / costs could be improved through the optimum location of depots and stores in this area. There are 6 depots, 3 of which are on individual sites, which could be subject to some degree of optimisation. Additionally there are 3 landfill sites, one of which is a considerable land take, which could be subject to further analysis.

Key Actions

Establish a strategic approach to rationalisation of all assets related to waste & recycling

Identify and collate all data as relevant to the Energy Strategy

Align the Energy Strategy fully to the NICS energy strategy

Establish the measures that can be taken to ensure climate change issues are addressed eg consider an adoption of 'Zero Carbon' facilities in all future projects.

Strategic Area 4

Administration & Core services

Strategic Objective

Providing high quality workplace practices for its staff (and improving staff satisfaction)

Assets involved

Council Offices: Civic Spaces: Core Service delivery assets

Targets

Improve staff satisfaction levels
 Improve workplace provision and levels of collaborative working
 Reduce absenteeism

Where we are

This objective relates directly to how the Council’s estate is aligned with its organisational structures and also how content and productive the Council staff are – both of which relate to the accommodation location and needs.

The Council have taken a conscious strategy to retain a significant presence in all legacy areas and not bring all staff in to one centre. This means at present the Council has administrative staff in 3 main locations

The cost of travel for staff between sites is minimal as it is limited to Senior Officers.

This situation is not due for significant change in the near future

Gaps in provision (areas for investment)

The gaps in provision are therefore minimal and relate to how improvements could be made to each respective workplace – which therefore fall in to the category of efficiencies

Opportunities for efficiencies (divestment / performance)

There will be potentially be improvements to make within the accommodation in the locations where existing administrative offices currently are situated. These could be determined through comparisons with best practice steps or guidance to high quality / performing workplaces and may well relate to peripheral issues such as the internal environment or use of internal horticulture, but could also relate to the ‘choices’ available to staff in terms of how they worked – as it has been proven that if staff have an element of variety to their workplaces this can make a significant difference.

Key Actions

A review of existing workplaces in relation to current guidance on best practice and establishing a programme of improvements to be included in the overall capital/ maintenance programmes.

Strategic Objective(s)

Providing ambitious, accessible innovative and efficient – services and, Establish efficient and effective core delivery of services to the citizens

Assets involved

Offices: Civic Spaces: Town Halls ; Town & Village assets

Targets

Reduce numbers of locations that the citizen has to visit to receive public services

Where we are

At present the Council uses its administrative buildings to deliver core services, such as registration (of births, deaths, marriages), Planning, Building Control, Environmental Health and Civic functions. The current issue is, that in the event of a re-organisation of assets, and increasing focus on digital services, will this continue to be the case or should some (or all) of these become separated from the admin functions.

Gaps in provision (areas for investment)

The potential to re-organise the assets in order to reflect the actual impact of digital services and rationalised estate, in the same context of providing a front of house service to citizens who need this. This may introduce the concept of a ‘one-stop-shop’ or hubs in certain

towns (which could be combined with other public services) or an 'active ground floor'. If this concept is developed it could include the provision of services from other public sector bodies who deliver services in town centres such as the SSA, Housing, Health & Justice agencies

Opportunities for efficiencies (divestment / performance) These will primarily be therefore in the context of using Council town centre assets as the 'Citizen Hubs' described above, whereby citizen services (both Council and other Public Sector) would be used to deliver a range of public services and free up space in Council admin facilities and other public sector assets.

Key Actions Look at a number of options for the future delivery of core services as part of the workplace rationalisation study mentioned above.

Strategic Objective *Creating maximum efficiency (through management of assets) whilst not impacting front line services.*

Assets involved Leased assets: Undefined assets: 'Potentially' Surplus assets; Land in areas of significant development demand.

- Targets**
- Reduce overall operational cost of the estate
 - Increase capital receipts from sale of surplus assets to help fund capital programme
 - Decrease % of Council income spent on debt
 - Increase non-rates income

Where we are This objective is possibly the one whereby the methodology outlined in this strategy will have most direct impact. However there are a number of further actions that will considerably enhance the ability to achieve this objective in fully.

The increased activity around 'Community Asset Transfer' has potential to impact on this object as key assets are deemed surplus and potentially income-generating. It will be very important to establish a policy around CAT so as it is contained in context and allows this objective to be realised at the same time as releasing those assets that will bring significant community benefits to be identified and realised.

The Local Development Plan is relevant in this area also, as it will be beneficial to align the LDP with the aspirations within the Council's Estate Strategy, as far as possible and within reason.

Gaps in provision (areas for investment) The 'gaps' (areas for investment) are directly related to tightening up of the processes (and involve investment in resources) and principles related to asset management. The detail of these processes and potential assets involved will be detailed in the Asset Management Plan, to follow.

Opportunities for efficiencies (divestment / performance) This is a key aspect for this objective as there could be quite a number of assets that could be declared surplus – or could bring value to the Council if released for alternative use. These are not clearly defined as yet, and won't be until the actions underway are completed. The assets that are relevant here are;

-The car parks are potentially valuable development assets, Some of the urban parks, amenity land (particularly in coastal areas) and playing fields have frontages on to main roads and as such have development potential

-All property that is currently leased by the Council

-Areas of land in potentially valuable locations that is not otherwise being used by the Council. --Property on both the Atlantic Way and Causeway Coastal Route (eg Ballycastle: Cushendun: Bushmills) is critical in terms of potential value.

Additionally the extensive land that the Council owns in Portrush,, and which is within Development limits , as well as small areas of Portstewart – offer potential capital receipts that could be used to bolster the investment fund without impacting rates. Tracking the potential demand for these sort of uses is critical.

Key Actions

A GIS based review session of all of the assets identified as having potential value if released.

Consider establishing a target figure for both (a) capital receipts from a assets – that would be directly recycled in to a capital fund , and (b) operating cost reductions (targeting the asset groups that are the worst offenders initially)

As part of the above , the Use of GIS to demonstrate the location of Council assets in the context of key factors eg : town centre boundaries: development limit boundaries: new housing developments : key zoned land etc

Using GIS as a mechanism, ensure the LDP process is aware of the aspirations expressed in this strategy and aligned as far as possible in order to allow the Council (and public sector generally) to attain maximum efficiency through use of its land.

Appendix 3

Map showing broadband coverage across the Council area



Boadband
CCGBC.PDF

Appendix 4

Table from NIHE defining the outstanding social housing demand figures across the borough

Settlement	Social Housing Need 2018-23
Ballycastle town	25
Ballymoney town	18
Coleraine town	190
Limavady town	30
Armoy	6
Artikelly	4
Atlantic	2
Ballintoy	3
Ballybogy	3
Ballykelly	14
Balnamore	11
Bellarena	4
Bendooragh	1
Castlerock	11
Cloughmills	14
Craigmore	2
Cushendall	23
Cushendun	6
Drumadraw	2
Dungiven	36
Feeny	3
Foreglen	3
Greysteel	7
Portballintrae	10
Portrush	94
Portstewart	73

Rathlin	10
Waterfoot	5
Total Social New build requirement Causeway Coast and Glens	610

Housing need has currently been met in Aghadowey, Ardgarvan, Articlave, Ballyrashane, Ballyvoy, Ballywoodock, Boveedy, Burnfoot, Bushmills, Castleroe, Clintyfinnan, Corkey, Dernaflaw, Dervock, Druckendult, Drumsurn, Dunaghy, Dunloy, Dunluce, Farrenlester, Garvagh, Glack, Glenleary, Glenullin, Gortnaghey, Grove, Killyrammer, Kilrea, Largy, Liscolman, Loughguile, Macfin, Macosquin, Maybouy, Mosside, Rasharkin, Seacon, Stranocum, and Windyhall, and will be kept under annual review.



Northern Ireland Audit Office

The
**Strategic
Investment
Board**

A Strategic Approach to the Use of Public Sector Assets

A Good Practice Guide for Local Government in Northern Ireland





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21 October 2021

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Foreword to the Guide

When Local Government Reform took effect in 2015 local government bodies inherited a large portfolio of land and property assets both from the old councils and also, for some of the additional responsibilities assigned to them at the time, from central government for some of the additional responsibilities assigned to them at that time. Given increasing resource pressures, it is essential that local government is able to demonstrate its ability to make best use of these valuable public sector assets. This good practice guide aims to encourage more collaboration and consistency in asset planning across the public sector. Based on the nine core components of good asset management, as outlined in the Local Government Auditor's Report 2019 (<https://www.niauditoffice.gov.uk/publications/local-government-auditors-report-2019>), this guide proposes ways to improve and enhance the effectiveness and efficiency of land and property asset management. It draws on various sources of best practice and research and includes several practical case studies.

This guide is primarily aimed at senior council officers and those involved in land and property asset management in Northern Ireland's local government. The guide will also be of use to elected members who have decision-making powers in respect of the use of local government assets. Annex E of the guide provides a checklist for local councils. This is designed to support them in assessing and enhancing their current practices.

This guide is a collaboration between the NIAO and the Strategic Investment Board (SIB), as advisors and experts on asset management within Northern Ireland's public sector. This guide is neither prescriptive nor definitive but rather offers guidance and signposts clear and concise advice. We hope it will prove useful.



Local Government Auditor
Colette Kane



CEO of Strategic Investment Board
Brett Hannam

Abbreviations and Glossary

Asset	The phrase 'asset' is subject to multiple definitions, with different professions ascribing different meanings to the term. For example, property (asset management) professionals will typically think of assets as land and property interests, which require management and investment and potentially carry some form of operational, reputational and/or financial risk. Finance professionals by way of contrast will tend to think about non-current tangible assets that are valued and depreciated for accounting purposes. Corporate finance professionals on the other hand may think of an asset as an entity with a legal title against which financial charges can be placed when raising and managing finance. It is the first of these interpretations, which is typically most relevant when considering modern public sector asset management practices.
Asset Register	For the purpose of asset management the asset register will describe operational and legal responsibility rather than financial value. An asset register for asset management purposes must be available to describe all land and property assets owned, leased and occupied by a council. The asset register should be actively maintained and publically available. It might be different from any register maintained for accounting or treasury purposes in that it will detail all land and property interests irrespective of financial value.
Asset Management	ISO 55000 promotes the concept of managing assets to add value to the core business of an organisation by, among other things, systematically translating the core objectives of the organisation into a documented plan for assets. It defines asset management as 'the coordinated activity of an organisation to realise value from assets'.
Asset Management Champion	A Council Directorate (and senior officer) identified as holding responsibility for managing and optimising the value (monetary and non-monetary) derived from a council's land and property interests.
Asset Management Plan (AMP)	An Asset Management Plan (AMP) describes how the Asset Management Strategy is to be implemented across all land and property assets. It will describe activities such as investment, divestment, funding, partnering arrangements, income generation, capital programmes, risk management and community engagement. It will cover a three to five year time horizon and describe budget and income implications associated with the plan.
Asset Management Strategy (AMS)	An Asset Management Strategy (AMS) describes the way in which council-owned, leased land and property assets will be utilised to support service delivery and the delivery of wider civic policy outcomes, such as those described in the Council Community Plans. The time horizon is typically five to ten years.

Community Plan	All 11 Councils have in place a Community Plan, typically detailing the next 15 years or so. It defines a number of outputs relating to the community, wellbeing, economy and the environment. It describes many of the social, economic and environmental outcomes that the Asset Management Strategy and Plan will support.
CIPFA	The Chartered Institute of Public Finance and Accountancy
DoF	Department of Finance
GIS	Geographic Information System
KPIs	Key Performance Indicators
LPS	Land & Property Services
OSNI	Ordnance Survey of Northern Ireland
Public Sector Asset Management	The Royal Institution of Chartered Surveyors (RICS) describes public sector asset management as “the process which aligns business and property asset strategies, ensuring the optimisation of an organisation’s property assets in a way which best supports its key business goals and objectives”. Source: RICS Public Sector Asset Management Guidelines (RICS 2008).
QUB	Queen's University Belfast
RICS	The Royal Institution of Chartered Surveyors
SIB	Strategic Investment Board
UPRN	Unique Property Reference Number

Nine core components of good Asset Management

The Local Government Auditor's Report, 2019, described nine core components of good Asset Management

Establishing the context for delivery

ASSET MANAGEMENT STRATEGY

Describes the way council-owned and leased land and property assets will be utilised to support service delivery and wider civic outcomes

ASSET MANAGEMENT PLAN

A multi-year plan describing how the Asset Management Strategy will be implemented across all assets

Governance to support delivery

ASSET MANAGEMENT POLICIES

Appropriate operating policies and guidance covering matters such as disposal, income generation etc

ASSET MANAGEMENT CHAMPION

A senior officer identified as holding responsibility for managing and optimising the value derived from land and property assets

MULTI-DISCIPLINARY APPROACH

Asset management draws upon legal, financial and property expertise. The Asset Management Strategy and Asset Management Plan should align with the Corporate Plan and Community Plan

CHALLENGE FUNCTION

All asset holdings should be regularly challenged at a senior management and committee level to ensure they are correctly configured and support the delivery of public services and civic outcomes

Developing asset management capability

ASSET REGISTER

An actively maintained publicly available comprehensive asset register describing all land and property assets owned, leased and occupied by a council

BENCHMARKING & PERFORMANCE MANAGEMENT

Benchmarking the functional and economic performance of the asset base compared to other comparative portfolios

RISK MANAGEMENT

Asset risks identified and managed or mitigated in line with the Asset Management Plan

Project 24, Bangor



This use of vacant space in town centres demonstrates an economical, cost effective way of bringing footfall to town centres and providing opportunities for start-up businesses.

Source: Ards and North Down Borough Council.

Ards Blair Mayne Wellbeing and Leisure Complex



The new Leisure and Wellbeing Complex at Newtownards has significantly increased access to health and wellbeing provision.

Source: Ards and North Down Borough Council.

Executive Summary

1. The intention of this good practice guide is to describe effective and efficient public sector asset management in a way that is accessible to both practitioners and non-practitioners alike.
2. The primary responsibility of public bodies in Northern Ireland is to serve the public interest. In practice, this responsibility is demonstrated in many different ways. It is particularly evident and tangible through the provision of public services and the provision and management of public sector land and property assets. Increasingly, the land and property assets occupied, owned and managed by public bodies are treated as a measurable component of corporate planning, one which must be provided in the same effective and efficient way as other organisational resources. Going forward, the public sector should ensure resources are focused on retaining, investing in and maintaining only those land and property assets that directly support the delivery of public services or broader civic outcomes. This requires local government to actively manage its land and property assets to, ensure the assets held reflect public service demand and broader strategic and community need.
3. The key benefit of taking this approach is that it allows local government resources to be focussed on what matters most, such as the Community Plan objectives and the associated outputs relating to the economy of our towns, the health and wellbeing of the citizens and the care of the environment.
4. The challenge moving forward is in some respects about doing more with less, while at the same time responding to the ever-changing demands of society. In some cases, this may mean doing things differently. As a result, public sector asset management practices, which support public service delivery and civic outcomes, have found a new and increased relevance. Drivers from inside and outside the public sector increasingly mean 'the old ways' of managing land and property assets need to be adapted, in the same way that public sector operating models have evolved and changed in response to the changing demands of society. Drivers for new ways of working include: austerity; an emphasis on improved collaboration; service transformation; climate change; the Covid-19 pandemic recovery; and advancements in technology.
5. Public sector asset management is by no means a new concept, with a history in both central and local government dating back more than 20 years. Despite this fact, public sector asset management tends to get confused with related activities, such as property management, facilities management and capital project delivery, all of which complement the asset management function. Activities such as property management, facilities management and capital project delivery are typically more operational, tactical in nature, and provide the means by which the asset management function is delivered. **Annex A** illustrates the relationship between the asset management discipline

Executive Summary

and the transaction, property and building management functions, which ultimately support the delivery of asset management practices.

6. Central and local government currently owns and manages a significant number of public assets across Northern Ireland, which are employed to support the delivery of public services. Local government in Northern Ireland owns and manages land and property assets valued in excess of £2.7 billion¹, with a small proportion (£3.1 million) surplus to requirements or held for future development. It is important to remember that, after the block grant and public sector staff, public sector assets are the next most significant resource at the disposal of the public sector in Northern Ireland to help support service delivery. Public sector asset management principles and practices help protect the integrity and viability of our public sector services, as well as supporting the delivery of existing and emerging policy objectives.
7. This guide is not prescriptive or definitive, but instead centres around nine core components which should help any local government to structure and bring forward modern public sector asset management practices, specifically:

Establishing a context for delivery:

Asset Management Strategy (AMS): an Asset Management Strategy will describe the way in which council-owned, managed and occupied land and property assets will be utilised to support service delivery and the delivery of wider civic outcomes, such as those described in the council's Community Plan. The time horizon is typically five to ten years. The AMS acts as a bridge between a council's land and property assets and the Corporate Plan or corporate objectives. It aims to ensure a council's land and property assets are worked and configured to support the delivery of long-term corporate objectives. The AMS sets the direction for change and improvement.

Asset Management Plan (AMP): an Asset Management Plan should be developed and published, describing how the AMS will be implemented across all land and property assets. This should focus on delivery over a three to five year time horizon and act as the bridge between strategy and operational delivery. It is tactical in nature, clearly identifying how and when change will be implemented.

¹ Figure calculated by NIAO based on the 11 councils' balance sheet net book valuations of land and property as at 31 March 2020.

Governance to support delivery:

Asset Management Policies: Asset Management Policies are made up from a suite of policies including operating policies, standards and guidance developed specifically to address matters such as: investment; divestment; funding; partnering arrangements; income generation; capital programmes; risk management; asset performance; net-zero carbon and community engagement. Asset Management Policies should be made readily available to all staff and be periodically reviewed and updated to ensure they are appropriate, relevant and compliant with statute.

Asset Management Champion: a senior officer will be identified as holding responsibility for managing and optimising the value derived from a council's land and property assets. The value derived from land and property assets is both financial and non-financial. The Asset Management Champion will have responsibility for effecting change and improvements within the asset base, as well as managing the performance of the asset portfolio.

Multi-disciplinary approach: asset management draws upon legal, financial and property expertise. The AMS and AMP should demonstrate alignment with the Corporate Plan and a council's Community Plan. A multi-disciplinary approach supports achieving such alignment. It is important to note that asset management should not be confused with design and construction services, which help deliver the asset management strategy and plan.

Challenge function: all asset holdings should be regularly challenged at a senior management and committee level, to ensure that they are correctly configured and actively working to support the delivery of public services and civic outcomes. There is a natural tendency to hold onto public sector land and property assets without always appreciating that they consume finite financial resources, and that they can result in liabilities, adding to organisational risk. Failure to actively manage public sector land and property assets can, over time, undermine public service delivery and policy objectives, while failure to adopt an asset management led approach to land and property assets can result in inefficiencies, undermining value for money, and ultimately result in asset failure. The adoption of modern public sector asset management practices complements the principles captured in the Prudential Code².

2 <https://www.cipfa.org/policy-and-guidance/publications/t/the-prudential-code-for-capital-finance-in-local-authorities-2017-edition-book>

Executive Summary

Delivering asset management in practice:

Asset Register: a comprehensive asset register will be available to describe all land and property assets owned, leased and occupied by a council. The asset register will be actively maintained and publically available. It is important that public sector land and property assets are accounted for, and that all interests are transparent to the general public.

Benchmarking / Performance Management: the functional and economic performance of the asset base should be compared regularly to other comparable portfolios (or between similar assets within the same portfolio), to help determine relative performance and what actions might be appropriate to optimise the portfolio. Benchmarking and performance management should actively consider a wide variety of metrics and Key Performance Indicators (KPIs), including financial performance, utilisation, user satisfaction, carbon footprint, asset life etc.

Risk management: asset risks should be identified and managed or mitigated in line with the AMP. This requires skills and techniques from a range of professional disciplines. As budget pressures increase and asset portfolios age, combined with the requirement to do more with less, the financial, functional and legal risks increase. The focus of risk management should be on the risk to achieving organisational objectives, rather than simplistic and specific asset risks which are more tactical in nature. The risk management process should link to and inform the investment decision-making process. Investments should be considered based on the risk to achieving corporate and civic objectives, **not** merely on the condition of the assets, immediate costs, and long-term liabilities.

8. This good practice guide incorporates a number of case studies, which help illustrate the practical application of some of the concepts and theory. Excellent work is already underway within councils and the wider public sector in Northern Ireland, to embed and implement modern public sector asset management. In addition, options for further reading are highlighted at **Annex D**.
9. It is anticipated that the role and relevance of public sector asset management is likely to increase further in the years ahead, helping to create and deliver more social and economic value through the land and property assets owned, occupied and managed by the public sector as a whole.

South Lake Leisure Centre, Craigavon



Foyer of South Lake Leisure Centre, Craigavon



The new Leisure Centre at Craigavon has significantly increased access to health and wellbeing provision.

Source: Armagh City, Banbridge and Craigavon Borough Council.

Part 1: Establishing the context for delivery

Asset Management Strategy (AMS)

Asset Management Plan (AMP)

Part 1: Establishing the context for delivery

This Part describes the role of the Asset Management Strategy and the Asset Management Plan in creating a context for delivery. Collectively these documents will describe the direction of change and how the change will be realised. As such they articulate the context in which a council will operate and deliver modern public sector asset management practices.

The role of an Asset Management Strategy (AMS)

- 1.1 An Asset Management Strategy describes the way in which council-owned, managed and occupied land and property assets will in the future be deployed and configured to support service delivery and the delivery of wider civic outcomes, such as those described in a council's Community Plan. The time horizon for an AMS is typically five to ten years or more.
- 1.2 As previously highlighted, the asset management function seeks to align the asset portfolio with the needs of the organisation. Corporate (or policy) objectives express the needs and wishes of the organisation at a high level. The asset requirements to deliver these corporate (or policy) objectives should be expressed in a medium/long-term plan (five to ten years or more), through the AMS.
- 1.3 The AMS acts as a bridge between a council's land and property assets and the Corporate Plan, and sets the direction for future change and improvement.
- 1.4 The basic concept of organising, configuring and investing in land and property assets to support the delivery of strategic corporate outcomes sits at the heart of any effective AMS. This approach treats land and property as important enablers in the realisation of corporate objectives and the delivery of public services.

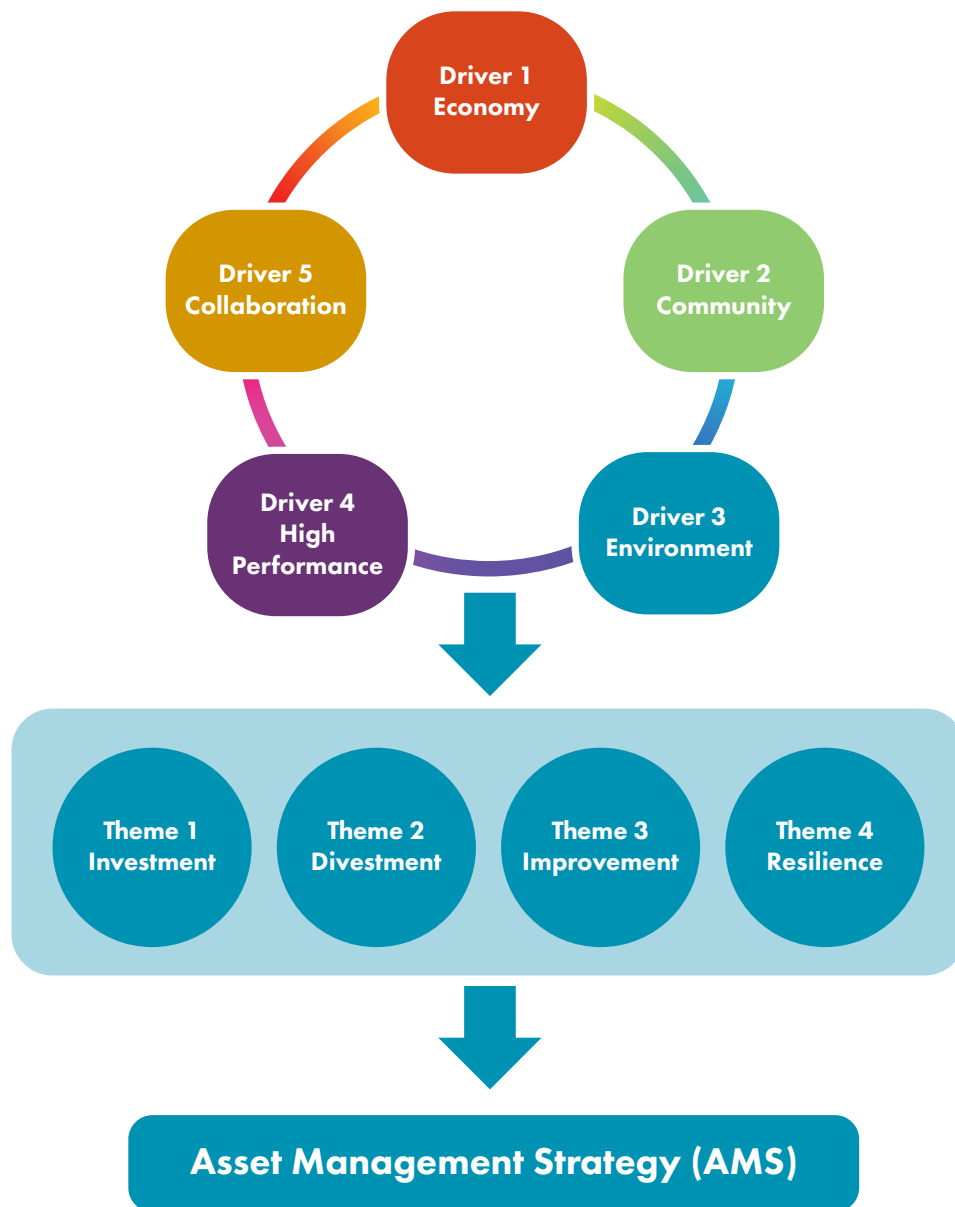
The development of an Asset Management Strategy (AMS)

- 1.5 Whilst there are templates available that will provide a framework for building an AMS, it is critical that each AMS is tailored to the specific requirements of each individual council. It is also important that key stakeholders, such as members, officers, private sector business and the public, are consulted during the development of the AMS.
- 1.6 Each AMS could be based on two key aspects, namely:
 - a. **Strategic Drivers:** these typically define what is important to a council at a strategic level, and tend to be sourced from the Community Plan and Corporate Plan, along with wider policy reference points such as the Programme for Government. They include key objectives relating to: the community; people; economy; health; regeneration; place-making; tourism and the environment; and

- b. **Delivery Themes:** these typically consider the way in which the AMS will be expressed or realised in practice and might, for example, cover matters such as: investment; divestment; performance; improvement; partnering; and maintaining services.

1.7 The AMS is developed through a process of debate and constructive challenge, drawing on evidence and analysis (see **Figure 1**), to determine how a council’s land and property assets can best support the delivery of its strategic objectives, giving consideration to the strategic drivers.

Figure 1: Strategic Drivers within the Asset Management Strategy process



Source: SIB

Part 1: Establishing the context for delivery

- 1.8 In practice, this activity benefits from an iterative approach, using facilitated workshops to collate valuable insights and knowledge from key internal and external stakeholders. Such an approach ensures that there is organisation-wide participation and that the requirements of the entire organisation are fed into describing how best to organise, configure and invest in the asset base at a strategic level.
- 1.9 All the councils in Northern Ireland are undergoing a significant period of positive transformation, with a refreshed focus on communities, economic regeneration, tourism and the local environment, as well as the realignment of public services with the new and emerging requirements of local residents and businesses. The community planning process underpins this activity. Central to this transformation is the requirement for prudent resource management, ensuring long-term financial stability, value for money and sustainable growth. The physical infrastructure along with council-owned land and property assets, contribute significantly to generating social and economic wellbeing.

Case Study 1: Ards and North Down Borough Council's development of an Asset Management Strategy (AMS) entitled 'An Estate Strategy for Ards and North Down Borough Council for the period 2020-2025'

Ards and North Down Borough Council critically examines the land and property assets it owns, manages and leases on a periodic basis, to ensure that they align with, and support the delivery of agreed civic objectives and priorities.

The Council has 760 property interests, most of which are owned (13 are leased), located across approximately 400 locations. These include: 164 parks and open spaces (over 90 sites); 86 car parks (including off-street car parks); 47 play parks; 16 cemetery sites; 13 marinas and harbours; 9 offices; 20 community centres; 16 recycling centres and depots; and 74 playing fields (over 35 sites).

Strategic Drivers: The Council's AMS was prepared in 2018, based on a review of all land and property interests and a comprehensive analysis of the Council's strategic drivers using the process outlined above (see **Paragraphs 1.7 to 1.9**). The Council's strategic drivers included:

- Strategic Driver 1: Thriving economy;
- Strategic Driver 2: Healthy safe community;
- Strategic Driver 3: Sustainable and accessible environment;
- Strategic Driver 4: High performing council; and
- Strategic Driver 5: Collaborative public sector approach.

Case Study 1: (Continued)

Guiding Principles: The Council's AMS also included five guiding principles to help shape and inform decision-making and implementation:

- **One public estate:** the idea that the estate will be managed and operated in an integrated fashion, creating efficiencies and reducing risks, where possible, interacting and collaborating with other public bodies and organisations.
- **Whole Borough approach:** the idea that planning the use of land and property assets will adopt a holistic and whole system based approach, looking across the Borough in its entirety, considering all parts of the Borough equally at the same time.
- **Partnering to maximise value and impact:** working on the principle that the Council is stronger together, seek out opportunities to partner with public, private and third sector organisations.
- **Maximising investment:** prioritising opportunities to attract new and different forms of investment.
- **Strategic and sustainable investment:** investment planning and investment decision-making that takes a long-term view, focusing on how to create positive and sustainable outcomes for the residents and businesses of Ards and North Down.

Delivery Themes: Four high level delivery themes were adopted within the AMS:

- Delivery Theme A: Investment;
- Delivery Theme B: Divestment;
- Delivery Theme C: Performance Improvement; and
- Delivery Theme D: Maintaining Public Services.

The combination of these strategic drivers, guiding principles and delivery themes formed the basis of a process of analysis, debate, critical evaluation and prioritisation that led to an AMS that described a series of strategic outcomes for the next five years.

Source: SIB

Part 1: Establishing the context for delivery

- 1.10 In the case of Ards and North Down Borough Council, a decision was taken early on to centralise the asset management decision-making processes. This introduced a dedicated forum that included all senior staff involved in managing the Council's land and property assets, as well as those involved in delivering public services through the Council's land and property assets.
- 1.11 This approach ensured that all discussions associated with the asset base converged in a formal and centralised forum, improving internal governance and alignment.

The importance of an Asset Management Plan (AMP)

- 1.12 An Asset Management Plan is a tactical plan describing how an organisation's assets will be reorganised and changed to support one or more agreed outcomes. Typically, an AMP will cover an entire portfolio of assets, especially where the assets are co-dependent and are required to work together to support the delivery of public services.
- 1.13 An AMP should be developed and published, describing how the AMS will be implemented across all assets. This should as a minimum describe activities, such as: investment; divestment; funding; partnering arrangements; income generation; capital programmes; and community engagement. The AMP will have a strong emphasis on how the desired outcomes will be achieved.
- 1.14 The AMP will typically cover a three to five year period. The emphasis will be on the actions and activities planned to move the asset base towards an optimum size, composition, risk profile, and configuration etc. It can also be thought of as a change plan, focusing on delivery, and is frequently articulated as:

- where we are?
- where we want to get to? and, importantly
- how we plan to get there?

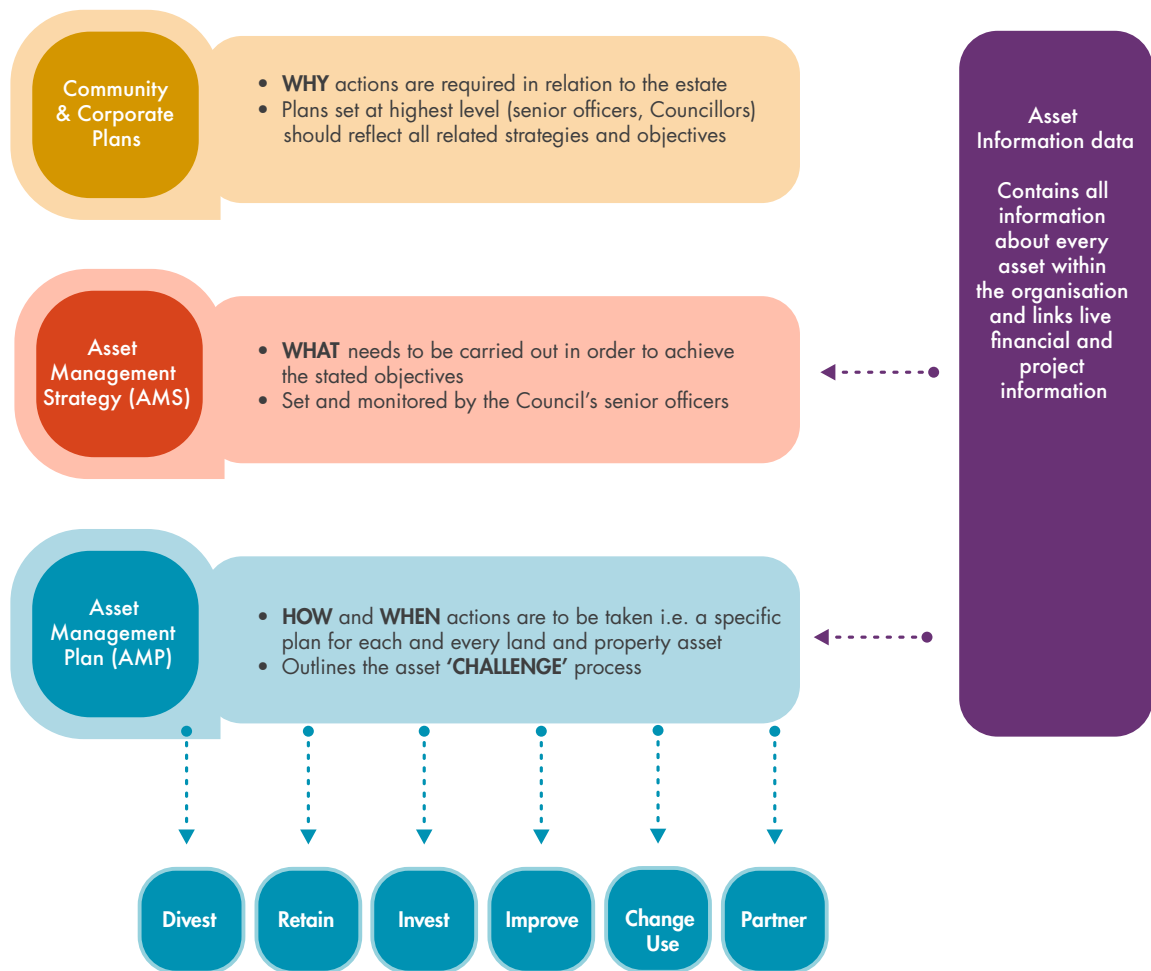


- 1.15 The AMP may also contain details on key metrics, KPIs and targets to support benchmarking, performance monitoring and progress reporting.

The development of an Asset Management Plan (AMP)

1.16 The development of an AMP is a logical follow-on from the creation of an AMS, whereby the delivery themes and strategic drivers (see **Paragraph 1.6**) will logically flow from those already identified in the AMS (see **Figure 2**).

Figure 2: The Local Government Asset Management Framework



Source: SIB

Part 1: Establishing the context for delivery

1.17 The AMP translates the AMS into practical activities and projects, clearly describing a change from the status quo to a different future state, considering:

- Currently, what is the council holding, in terms of land and property?
- Where does the council want to be in three to five years' time, in terms of land and property assets?
- How does the council plan to get there?



1.18 The process of creating an AMP should be data driven and evidence based, with the AMP linking to the corporate planning process. It will incorporate and link to the capital and revenue plan for the council's land and property assets, ensuring capital requirements and revenue consequences are aligned. For example, consideration should be given to:

- asset specific capital and revenue costs;
- tenure details;
- whole life costs;
- remaining life;
- energy costs;
- benchmarking information; and
- other key aspects such as utilisation, user satisfaction etc.



Who are the stakeholders for the Asset Management Strategy (AMS) and the Asset Management Plan (AMP)

1.19 The stakeholders for the AMS and AMP will include:

- **Elected Members:** both the AMS and AMP support evidence based decision-making in relation to investment, divestment, risk management and managing long-term financial liabilities and opportunities.
- **Council Directors and Heads of Service:** both documents help senior management identify how assets will be reconfigured and deployed differently to support public sector service delivery and improve public sector outcomes.
- **Citizens:** the AMS and AMP can be useful in helping to communicate with the public, helping them understand the existing priorities.
- **Estates and Asset Management function:** the process of preparing the AMS and AMP is useful in supporting a structured and evidence based dialogue internally. Once complete, the AMS and AMP create a roadmap for resource planning and investment planning.
- **Public Sector and Third Sector partners:** the AMS and AMP make clear the council's requirements and opportunities for collaboration.

Part 1: Establishing the context for delivery

Connswater Community Greenway



Connswater Community Greenway has created a huge opportunity for the citizens of East Belfast to benefit from a clean accessible route for walking, cycling and socialising.

Source: Belfast City Council.

Diversity Play Park, Portstewart



This diversity play park is an example of a play park for all and a great use of space.

Source: Causeway Coast and Glens Borough Council.

Part 2: Establishing governance to support delivery

Asset Management Policies

Asset Management Champion

Multi-disciplinary Approach

A Challenge Function

Part 2: Establishing governance to support delivery

This Part describes the importance of establishing asset management policies, a champion, adopting a multi-disciplinary approach, and implementing a challenge function.

The importance of Asset Management Policies

- 2.1 Significant resources are invested in evaluating detailed and complex matters relating to land and property assets in all councils. Decisions relating to land and property matters can be complex, costly and come with significant financial and reputational risk. Creating and maintaining a suite of asset management policies, covering asset management considerations, can: reduce risk; aid delivery; bolster governance; improve efficiency and ensure that decisions relating to land and property assets are transparent and consistent.
- 2.2 Asset management policies should consider matters such as: land acquisition; asset disposal; land banking; income generation; development partnering; social clauses; lease management; asset utilisation; subletting; sustainability; transitioning to net-zero carbon; asset performance; risk management; commercial sponsorship etc. This allows a council (senior officers and members) to operate with confidence to support active asset management.

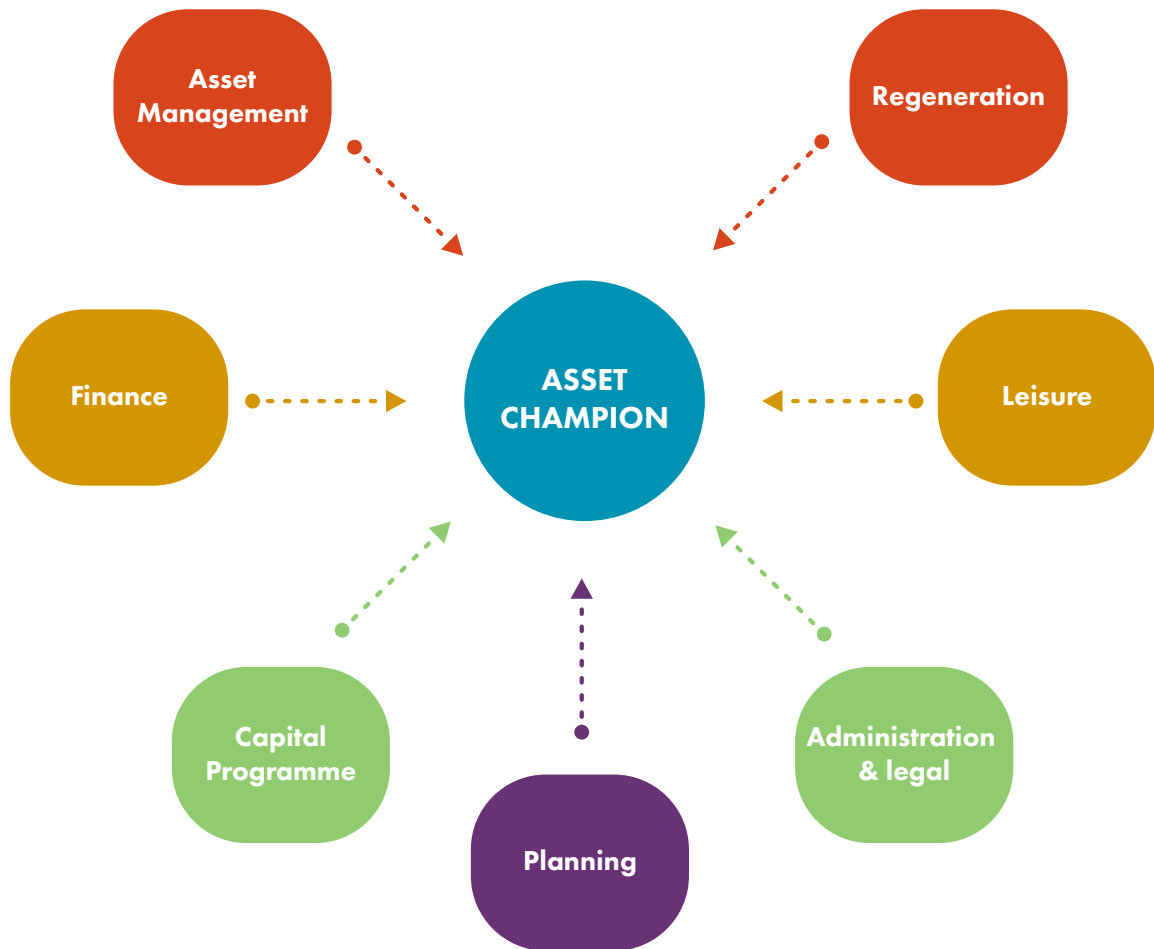
Developing Asset Management Policies

- 2.3 Asset management policies can be developed in two ways, firstly by reviewing and updating existing policies to ensure that they reflect modern asset management practices and principles and secondly, by developing a new set of dedicated policies focused exclusively on asset management practices.
- 2.4 Whichever approach is adopted, asset management policies should be implemented on a cross-organisational basis, to ensure that decisions are integrated into wider corporate decision-making and corporate resource planning. Similarly, a multi-disciplinary approach should be adopted, drawing together legal, financial and technical considerations. The asset management policies should be reviewed and updated on a regular basis, to ensure compliance with good practice and legislation.

The importance of an Asset Management Champion

- 2.5 Asset management practices work most efficiently if managed through a well co-ordinated internal governance structure, ideally with a single senior officer taking overall responsibility for the performance of the asset base and associated outcomes. This does not necessarily require one dedicated directorate, but as a minimum requires an 'assets forum' in which alignment and collaboration is encouraged and facilitated (see **Figure 3**).

Figure 3: Collaboration with the Asset Management Champion



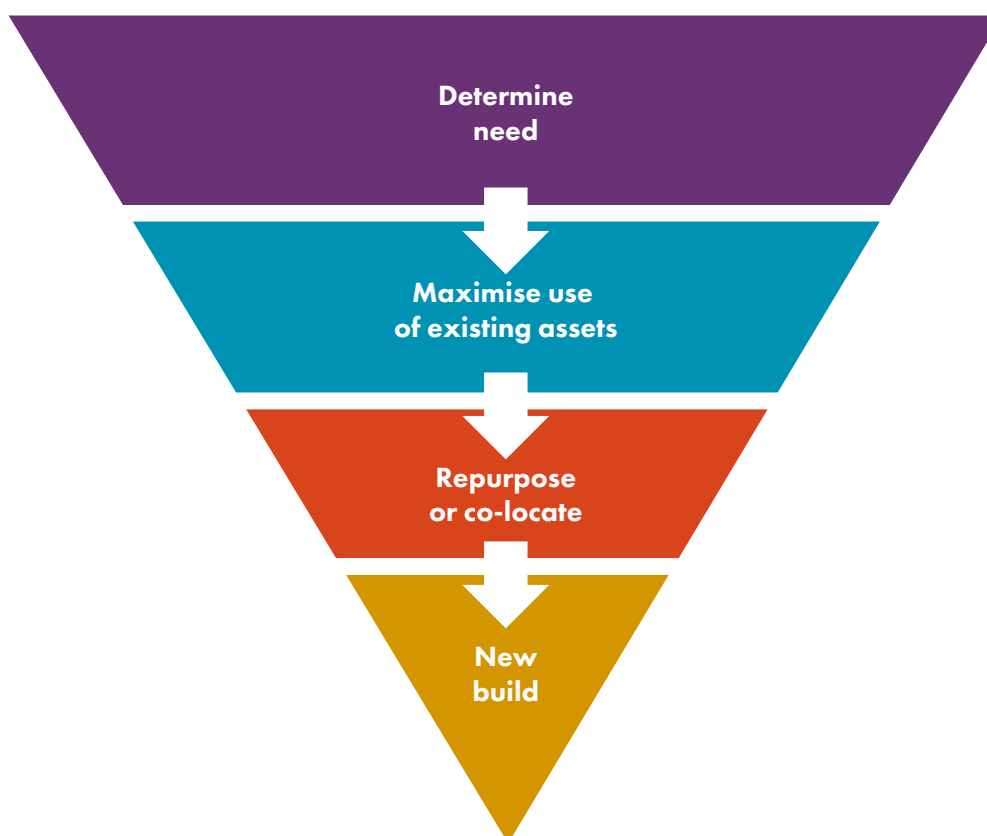
Source: SIB

- 2.6 It is recommended that each council should appoint a dedicated Asset Management Champion who can provide leadership in relation to asset management practices. This individual is sometimes thought of as the in-house ‘corporate landlord’ who has overall responsibility and authority (subject to appropriate oversight from elected Members etc.) for ensuring the correct assets are retained and are organised and maintained to support corporate and civic priorities.
- 2.7 Ideally a council director / senior manager should be identified as having responsibility for managing and optimising the value derived from a council’s land and property assets, and achieving the outcomes and actions as stipulated in the AMS and AMP. This individual will also help manage the balance between investment in new assets versus investment in existing assets,

Part 2: Establishing governance to support delivery

which is increasingly important as we face the implications of the net-zero carbon agenda³ and ageing asset portfolios which carry significant inherent liabilities. These considerations are outlined in **Figure 4** below.

Figure 4: The Investment Hierarchy when reviewing existing assets



Source: SIB

Importance of a multi-disciplinary approach to Asset Management

- 2.8 It is critical that all disciplines within an organisation which deal with asset management activities in their daily roles are co-ordinated, consistent, and aligned with the organisation's objectives. This is where the importance of an AMS, AMP and Asset Management Champion demonstrate their value by providing focus, structure and clearly defined outcomes.
- 2.9 Furthermore, this multi-disciplinary approach to asset management, through the establishment of an overall 'assets forum' within each council, can deliver a collaborative approach to overall public sector estate planning and management. This 'assets forum' would be led by the Asset Management Champion.

³ In June 2019, the Westminster parliament passed legislation requiring the UK Government and the devolved administrations to reduce the UK's net emissions of greenhouse gases by 100 per cent relative to 1990 levels by 2050.

Developing a multi-disciplinary approach to Asset Management

2.10 The skills and disciplines required for modern multi-disciplinary asset management include:

- legal skills;
- property skills;
- financial skills;
- data analytics and modelling skills;
- planning and geospatial modelling skills;
- technical and project management skills (to support delivery); and
- planning functions, brought into this 'asset forum' as required.



2.11 This multi-disciplinary asset management function, whilst in some cases led from within one directorate, may comprise officers from different directorates. The key point is that the requisite skills come together regularly, and as appropriate, for the purpose of progressing and delivering the AMP. It is important that a council invests in acquiring the right skills to develop and implement modern asset management practices.

The importance of a Challenge Function

2.12 Establishing a challenge function is important to help ensure risks and issues are identified and managed, and that inefficiencies are not overlooked.

2.13 There are three main aspects to a challenge function:

a. The first is for an internal committee or 'assets forum' to periodically challenge the approach taken by a council towards each individual land and property asset, asking questions like:

- Why do we have this asset?
- Is it good value for money?
- Are others better placed to provide this asset?
- When will we need to replace this asset?
- Will the replacement be different?
- How will we fund the repair or replacement?
- Is this asset financially inefficient?



Part 2: Establishing governance to support delivery

- Does this asset create long-term financial liabilities which cannot be serviced?
- How does this asset support the place-making agenda⁴?
- Is this asset a legal, financial or operational risk?
- Is this asset carbon efficient?
- Could the asset be used differently to support a more pressing social or economic need?



- b. The second is the use of existing internal and external audit functions to challenge the use of land and property assets, seeking assurance that assets are being held and maintained to an appropriate standard.
- c. The third is public scrutiny, an aspiration which could be achieved through publishing an asset register. This allows the public and other public sector bodies to actively ask why assets are being held or managed in a particular way by a council.

2.14 The challenge function supports good governance, value for money and risk management, as well as encouraging active asset management.

Establishing a Challenge Function

- 2.15 There is no single approach to establishing a challenge function. For example, it could be established by utilising existing arrangements, such as a Community Planning forum. This forum can identify opportunities for taking forward collaborative outcomes and provide a challenge function, and comprises a range of external stakeholders with needs broadly aligned to those of the council's.
- 2.16 Alternatively, an external panel of private sector experts (property, financial and legal) can be established with no vested interest in the council's land and property assets. This can provide an independent, professional perspective.
- 2.17 Equally, an internal 'assets forum', or committee as described in **Paragraph 2.9**, can be established, with appropriate terms of reference that include actively challenging the council's individual land and property assets.
- 2.18 **Case Study 2** outlines how Queen's University Belfast (QUB) has put in place arrangements which support many of the concepts described above.

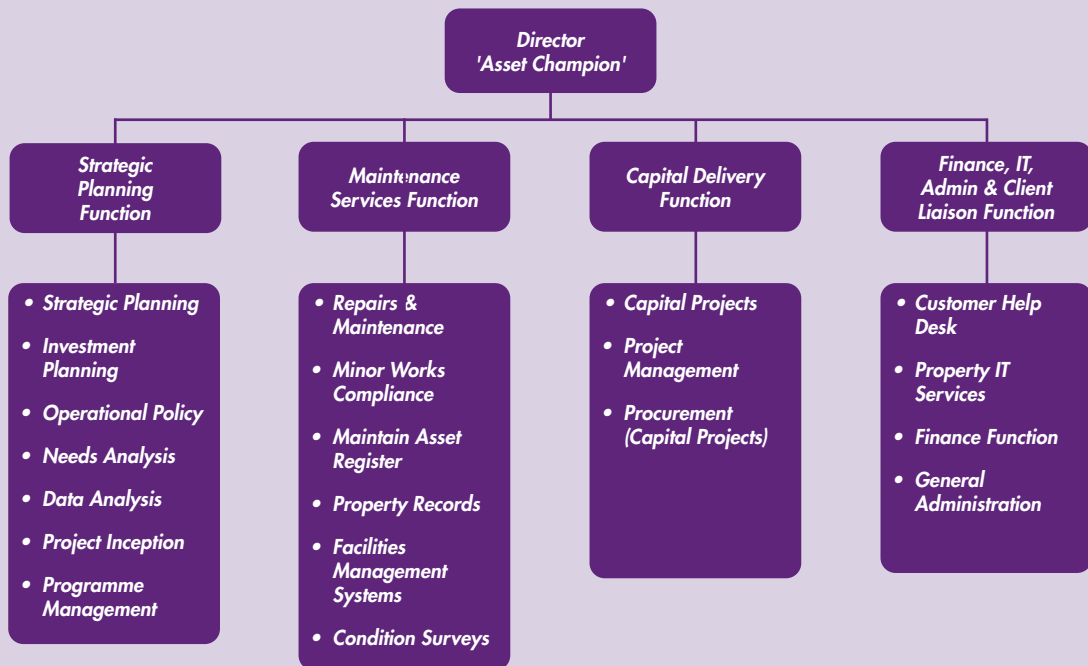
⁴ The place-making agenda aims to utilise a community's unique assets, character and potential with the intention of creating public spaces, places, and activities that promote people's health, happiness and wellbeing, as well as facilitating economic growth. The public sector, voluntary and community sector and businesses all play an important part in place-making.

Case Study 2: Queen’s University Belfast

Queen’s University Belfast (QUB) has established structures, policies and professional resources to create a cohesive asset management function, within the QUB Estates Directorate. These include an Asset Management Champion, a multi-disciplinary approach and a challenge function.

The multi-disciplinary approach comprises: Strategic Planning; Maintenance Services; Capital Delivery; and Finance, IT, Admin and Client Liaison. **Figure 5** illustrates the main functions within QUB Estates Directorate delivering a modern asset management service, all operating under a single senior Asset Management Champion.

Figure 5: Asset Management Structure adopted by QUB



The QUB model is tailored to suit its specific organisational requirements. Additional features of the QUB structure include:

User Representatives: located within each of the University’s academic and administrative faculties. These individuals report back to the asset management function, issues relating to the running and operation of the assets and, importantly, they capture and feed back the views of the people who use and occupy the buildings.

The Customer Help Desk: a customer help desk within the asset management function provides a critical link between users and the asset management function.

Part 2: Establishing governance to support delivery

Case Study 2: Queen's University Belfast (Continued)

QUB has a clear strategic vision for its land and property assets and how they serve and support the delivery of the University's corporate and educational objectives. Processes have been designed and implemented to support the delivery of the Estate's AMS.

The asset management governance structures and policies implemented by QUB Estates Directorate have been instrumental in delivering a multitude of benefits, including:

- providing a physical environment that will support the delivery of the QUB Corporate Plan;
- scrutiny is provided through membership to a University benchmarking scheme⁵ which ensures QUB delivers a minimum annual investment of five per cent of the Insurance Replacement Value of the Estate;
- managing and administrating an asset base comprising 67 hectares, including 250 individual buildings, 97 of which are listed, and providing a total gross internal area of 328,000m²;
- delivering a major capital investment programme totalling over £500 million since 2001;
- maintaining eighth position in the UK for Research Intensity rankings; and
- serving the requirements of 4,200 staff and 24,000 students.

Source: SIB

- 2.19 Whilst the QUB structure is perhaps best suited to a single directorate, a similar arrangement can be achieved, through project structures, within councils that have these functions dispersed across a number of directorates. Such an approach requires appropriate governance arrangements to ensure collaboration and cross-directorate working.

⁵ Russell Group Universities are required to invest five per cent of the reinstatement value of their estate each year back into the estate (<https://russellgroup.ac.uk/>).

Guild Hall, Derry-Londonderry



The Guild Hall demonstrates how a key asset can be adapted to continue to act as a hub for many citizen activities and services.
Source: Gardiner Mitchell Photography.

Ballymena Public Realm



The Ballymena public realm scheme demonstrates how local councils can use public sector assets in town centres to create destinations and drive footfall.
Source: Mid and East Antrim Borough Council.

Part 3: Developing asset management capability

Asset Register

Benchmarking and Performance Management

Risk Management

Part 3: Developing asset management capability

This Part describes the importance of the asset register, performance management, benchmarking and risk management.

The Asset Register

- 3.1 For the purposes of public sector asset management, it is best to think of the 'asset register' as a comprehensive and readily accessible list of all land and property assets which are either owned, leased, occupied and/or managed.
- 3.2 Land and property assets require active management and administration from a financial, legal and property perspective. Therefore, establishing, maintaining and critically reviewing the asset register is central to managing risks, ensuring value for money and creating and capturing monetary and non-monetary value.
- 3.3 The phrase 'asset register' is subject to multiple definitions, with different professions ascribing different meanings to the term. For example, finance professionals will tend to think about non-current assets and an associated list of assets that are valued and depreciated for accounting purposes. Corporate finance professionals, on the other hand, may possibly think of the asset register as a register of legal titles against which financial charges can be placed when raising finance. Property professionals will typically think of an asset register as a comprehensive list of land and property assets which require management.

Developing an Asset Register

- 3.4 As a minimum, public sector organisations in Northern Ireland should have a register of all their land and property assets which records, for each asset, the core data outlined at **Figure 6** (as provided by Land & Property Services (LPS) and Ordnance Survey of Northern Ireland (OSNI) within the Department of Finance (DoF). **Annex B** provides detailed notes to accompany **Figure 6**.

Figure 6: Recommended minimum data to be included in an asset register

Field Name	Example
Building Number	27
Primary Street	Gray Road
Town	Belfast
County	Down
Postcode	BT7 6HD
Post-town	Belfast
Region	Northern Ireland
Prop ID (if applicable)	273611
X/Y Co-Ord	338517 373831
LPS "Fusion_ID"	131caecb-1ccb-44a3-9e7c-65b0f7be2b07
Owned by	Council Leisure Services
Occupied by	Council Leisure Services
Tenure (Freehold, Leasehold, Other)	Freehold
Lease Break (if applicable)	N/A
Lease End (if applicable)	N/A
Floor Area (Gross Internal Area / GIA m ²) or (Net Internal Area / NIA m ²), making clear the basis of measurement where known.	GIA 2,560m ² or NIA 2,250m ²
Site Area m ² or hectares, making clear the metric unit of area where known.	20,234m ² or 2.20 hectares
Existing Use Description	Office/Stable/Community Hall etc. This requires use of Unicode Classifications ⁶ .
Total annual capital costs associated with holding and/or occupying an asset	Previous financial year £5,500 pa
Total annual revenue costs associated with holding and/or occupying an asset	Previous financial year £2,200 pa

Source: SIB and DoF's Land & Property Services (LPS) and Ordnance Survey of Northern Ireland (OSNI)

⁶ Unicode Classification is defined as a unified classifications system for all sectors of the UK construction industry allowing information to be structured to a recognised standard. Further information at <https://unicode.org>

Part 3: Developing asset management capability

Case study 3: Fermanagh & Omagh District Council develops a comprehensive asset register

In 2018, Fermanagh & Omagh District Council undertook a programme of work to develop a comprehensive asset register, as part of a wider piece of work in developing a more strategic approach to asset management.

The process began with collating existing records from a variety of databases, paper records and systems. These datasets were validated and cross referenced, then checked for robustness via a Project Team, with members from a number of key services. The Project Team was then able to distil all of the available information down into a single validated master list of land and property assets owned, occupied and managed by the Council. Alongside this, an audit of title was progressed to address any legacy issues.

As a result, the Council created a definitive asset register accessible initially in two formats: a simple list (spreadsheet); and a Geographic Information System (GIS) enabled register. The creation of the master asset register for asset management purposes provided the Council with a robust database against which additional data fields (property attribute data) were added, helping staff to manage the asset base and deliver public services. This was then transferred onto an electronic Asset Information System, in a hierarchy structure consisting of sites, land blocks (e.g. car parks) and building blocks (e.g. civic buildings).

The Asset Management System software provided a palmtop computer with Computer Aided Facilities Management capability, making it flexible and fully integrated. The Asset Information System has helped the Council to build the understanding of its estate and assets. It also provides scope to standardise internal processes, reducing complexity and improving communication between building managers and Estates and Facilities. The powerful analytics programme displays complex property information in a simple, easy to understand format.

Fermanagh & Omagh District Council now has a robust, quality assured, asset register hosted on the system via a web/mobile browser. Selected staff are able to access it easily and instantaneously, to support corporate resource planning and operational decision-making. Importantly, it is a database that can continually be added to, as other information becomes available or new initiatives are undertaken.

Source: SIB

Enhancing a comprehensive Asset Register with a Geographical Information System

- 3.5 The asset register's core data can be supplemented further, based on the requirements and objectives of each council. For example, additional asset attributes might be added to support operational requirements or strategic decision-making, for example, year of construction, energy consumption, number of car parking spaces, number of electric vehicle charging points etc.
- 3.6 **Case Study 3** shows an example of the development of a comprehensive asset register by Fermanagh & Omagh District Council. **Case Study 4** shows how Causeway Coast & Glens Borough Council enhanced its register by making it GIS-enabled.

Case study 4: Causeway Coast & Glens Borough Council developed a GIS-enabled land and property asset register

Causeway Coast & Glens Borough Council developed an additional 'GIS layer' illustrating the intentions of the Council's AMS and associated key functions, such as community provision. This additional GIS layer currently gives the staff access to information detailing the availability of community space throughout the Council (see **Figure 7**).

Figure 7: Screen shot of the Causeway Coast & Glens Borough Council GIS-enabled asset register



Source: SIB

Part 3: Developing asset management capability

3.7 **Case Study 4** illustrates that the creation of a GIS-enabled land and property asset register has a number of tangible benefits:

- key facts and figures instantly available to help service internal and external information requests;
- benchmarking capability to help manage performance and value for money;
- accurate datasets to support area planning and community development planning;
- improved risk management and assurance activities;
- improved transparency and public accountability;
- a new tool to support public sector, private sector and third sector collaboration;
- a database to support the delivery of broader digital enablement and co-ordinated management of assets;
- a tool to support inward investment and marketing activities; and
- a platform for managing and analysing all future land and property data (or attributes).



The importance of benchmarking land and property asset management

3.8 Benchmarking is key to good asset management, as it provides organisations with clear evidence on how their assets are performing against best practice and other organisations. It also tracks improvements in performance on a yearly basis.

3.9 Over the last few years, the metrics involved in benchmarking the various aspects of asset management have increased and become more sophisticated. Consequently, there are clear measures not just in the core areas, such as costs, energy and utilities, but in new areas such as the benefits to health and wellbeing and the economy through increased accessibility to key assets.

Developing benchmarking for land and property asset management

3.10 Metrics and KPIs have an important role to play in ensuring organisations manage the performance of their land and property assets. A number of illustrative examples have been provided in **Annex C**.

3.11 As a rule, metrics are employed to measure tactical activities or features. KPIs operate at a higher level and are employed to measure strategic activities. In its simplest form, a metric is nothing more than a measurement recorded to track performance of some aspect of the land and property holdings, for example, book value (£), backlog (£), energy consumption (KWh). A KPI is also a measurement and, like metrics, KPIs must also be well defined and quantifiable (see **Figure 8**). The difference is that these types of measurements relate to specific strategic organisational objectives, or policy objectives and reflect how successful the organisation is in achieving that goal.

Figure 8: An example of an asset management KPI:

KPI calculation	What does the KPI indicate?	Additional information
Total property maintenance backlog as a percentage of average annual maintenance spend for the last three years.	This indicator examines whether the organisation manages the repair and maintenance programme of its estate effectively. High-performing organisations should expect to reduce their backlog over time.	Backlog source: organisational Computer Aided Facilities Management system. Frequency: calculated annually.

Source: SIB

- 3.12 It is important that appropriate measures and metrics are put in place. The starting point is to agree the objectives to be achieved and what needs to be measured to determine whether or not the stated objectives are being progressed.
- 3.13 Benchmarking can be undertaken in-house as well as through independent benchmarking services such as those offered by the Chartered Institute of Public Finance and Accountancy (CIPFA).

The importance of risk management

- 3.14 Land and property assets come with a multitude of tangible and intangible financial, legal and operational risks. Managing and monitoring such asset risks is very important for any organisation, as failure to do so in a timely manner can lead to compounded problems over time, which could lead to mounting costs.
- 3.15 The asset risks and issues are not unique to councils. Other public organisations, universities, charities and government departments are all facing similar asset management issues. Examples of common asset risks include:

- service continuity e.g. asset failure;
- economic e.g. capital deficit undermining development and growth;
- financial e.g. contingent liabilities grow leading to asset failure;
- health and safety e.g. risk to individuals' health and wellbeing;
- reputation e.g. an asset brings a corporate body into disrepute;
- obsolescence e.g. an asset is no longer fit for purpose;
- capacity e.g. demand exceeds supply;
- incorrect provision e.g. assets supplied are mismatched to need; and
- contamination e.g. producing contamination and breaching statutes.



Part 3: Developing asset management capability

Developing risk management capability

- 3.16 The management of the risks associated with land and property assets is an increasingly sophisticated area of risk management, drawing on a range of multi-disciplinary perspectives.
- 3.17 The risk management process has an important role to play in informing the investment decision-making process. Investment should be targeted based on the risk to achieving the organisation's objectives and **not** merely on the condition of the assets. The focus of risk management should be on the risk to achieving organisational objectives and not **solely** asset risk.
- 3.18 The most basic and important step towards managing asset risks is to develop dedicated asset management capability that can start to implement the processes, systems, tools and techniques associated with managing land and property assets. This can be achieved through simple actions, such as, periodic condition surveys to help manage and minimise operational and health and safety risks. This is particularly important in portfolios where a reactive rather than proactive approach to maintenance currently exists. Through a rolling programme of surveys, all assets should be evaluated at least once every five years to ensure that they remain fit for purpose.

Annexes

Balloo Recycling Centre



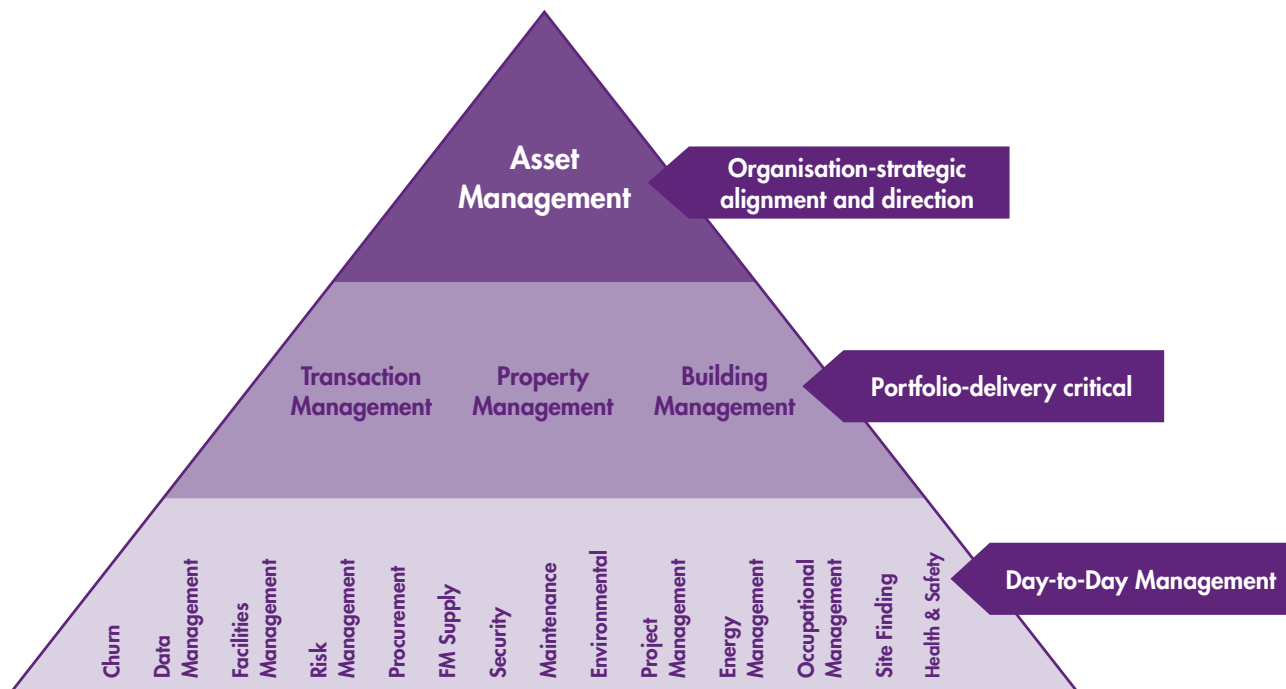
The Balloo Recycling Centre demonstrates that recycling centres can be architecturally interesting as well as efficient and functional.
Source: Ards and North Down Borough Council.

Berne Road Café, Portstewart



Adaptive and innovative re-use of existing assets is going to be a main driver going forward – as in this example on the north coast where a redundant toilet block has been transformed in to a thriving coffee shop.
Source: SIB.

Annex A – Asset management relationship with the property function



Asset management is a multi-disciplinary activity drawing on property, legal, financial and resource planning expertise and it considers the entire asset lifecycle (investment, commissioning, utilisation and divestment/disposal).

Asset management as a discipline is linked to understanding current and future service delivery demand and as such gives consideration to demand, need, whole life costs and civic requirements. It balances risk, investment need, existing asset provision and the need for new and different assets in the future.

The asset management function develops and cascades strategic solutions at portfolio level, to support the delivery of corporate and civic outcomes. The strategic solutions are then delivered and implemented through professional resources specialising in transaction management, property management and building management.

Annex B - Notes accompanying Figure 6 Asset Register Core Data

- Address details should either use or link to the Ordnance Survey of Northern Ireland (OSNI) Pointer address database.
- The Pointer address database is the official Northern Ireland address database which is maintained by OSNI in conjunction with the councils (<https://www.nidirect.gov.uk/articles/pointer>). As such, it is the authoritative source for addressing in Northern Ireland and should be used directly or referenced using the Unique Property Reference Number as a link where possible. OSNI Property Data which contains information from the Valuation List also contains the Unique Property Reference Number, creating a link from the address to the property details.
- OSNI Fusion is the new structure for largescale OSNI mapping and each feature contains a unique identifier (Fusion_ID). This can be used to link data, both spatial and textual, to the mapped asset, which will greatly enhance the potential for querying and analysing assets across Northern Ireland Civil Service and councils. The Fusion_ID is provided as an attribute of all features mapped by OSNI.
- As all councils and Northern Ireland Civil Service departments are Northern Ireland Mapping Agreement participants, the OSNI Fusion mapping is available through regular data updates or as web services. Pointer address data and Property Data, along with other OSNI products, are also available through the Northern Ireland Mapping Agreement.
- For more information on receiving or using Pointer address data, Property Data, OSNI Fusion or linking data using the OSNI Fusion_ID, please contact mapping.helpdesk@finance-ni.gov.uk
- In terms of 'existing description use', it is generally recommended that the Uniclass System 2015 is adopted. Uniclass 2015 is a set of tables which can be used to categorise information for costing, briefing, Computer Aided Design layering, annotations, etc. as well as when preparing specifications or other production documents. The classifications within the tables, for the first time, allow buildings, landscape and infrastructure to be classified under one unified scheme, supporting system integration and data interoperability.

ANNEX C – Examples of Asset Management Performance Indicators

Condition and maintenance indicators vary across the UK. In England, many authorities use the National Property Performance Management Initiative; in Scotland, many authorities use the Federation of Property Societies Scotland indicators; and in Wales, authorities use indicators produced by Audit Wales. At present there is no commonly adopted benchmarking framework across councils in Northern Ireland.

The examples below are illustrative in nature and each council should consider the nature of its asset base, what existing benchmarking frameworks are available, and which are best aligned with the asset classes under management and the challenges faced.

Indicators		Rationale and expected impact on behaviour
Primary Indicator 1	Total property costs (occupancy, operational and management) per square metre	<p>This indicator examines the overall cost effectiveness of the estates management function.</p> <p>In many circumstances organisations would aim to reduce their property costs relative to those paid by their peers over time. However, organisations should examine their achievement against this indicator in conjunction with the measures of effectiveness of their estates management function, for example, Primary Indicators:</p> <ul style="list-style-type: none"> • 3 (measuring property maintenance backlog); • 4 (the commissioner and user satisfaction index); and • 5 (the management practice indicator). <p>and Secondary Indicators:</p> <ul style="list-style-type: none"> • 4 (percentage of capital projects completed within time and budget); and • 11 (accessibility to public buildings for disabled people). <p>Primary Indicators 1, 2 and 3, examine the three separate cost areas of occupancy/ownership, operational running costs and management costs.</p>
Primary Indicator 2	Total accommodation (square metres) per staff full-time equivalent	<p>This indicator examines the extent to which the organisation uses its buildings efficiently.</p> <p>It is closely associated with Secondary Indicator 5, which examines the number of workstations and the average space they occupy. Organisations should compare their results for these indicators with those of their peer organisations and, where there are significant differences, consider whether or not there are robust reasons for this.</p>

Indicators		Rationale and expected impact on behaviour
Primary Indicator 3	Total property maintenance backlog as a percentage of average annual maintenance spend for the last three years	This indicator examines whether the organisation manages the repair and maintenance programme of its estate effectively. High performing organisations should expect to reduce their backlog over time.
Primary Indicator 4	Commissioner (customer) and user satisfaction index – a composite indicator compiled from the responses to a set of statements by commissioners and users	This indicator assesses the effectiveness of the estates management function by identifying the perceptions of commissioners and users of the function. Over time, organisations should seek to increase the proportion of commissioners and users agreeing with the statements. The list of commissioner and user statements can be found on the Public Audit Forum website at www.public-audit-forum.gov.uk . Organisations may wish to incorporate these statements into existing surveys of users and commissioners.
Primary Indicator 5	Management practice indicator – the number of asset management practices that have been adopted by the organisation out of a possible total of ten	The aim of this indicator is to assess the extent to which the estates management function has adopted a set of key asset management practices. This provides an indication of whether it is a well-run, modernised and professionally mature function. It is anticipated that most organisations will not have adopted all of the asset management practices listed when first measuring themselves against this indicator set. However, organisations should expect that the number of practices that they have adopted would increase over time. The list of practices can be found on the Public Audit Forum website at www.public-audit-forum.gov.uk and will be updated, if appropriate, in future revisions of the indicator set.

ANNEX C – Examples of Asset Management Performance Indicators

Indicators		Rationale and expected impact on behaviour
Secondary Indicator 1	<p>Cost of the organisation's estates management function</p> <p>a) per square metre</p> <p>b) as a percentage of organisational running costs</p>	<p>This indicator examines the cost effectiveness of the organisation's estates management function. In many circumstances, organisations would aim to reduce the cost of their estates management function relative to their peers over time. However, organisations should examine their achievement against this indicator, in conjunction with the measures of effectiveness of their estates management function, for example Primary Indicators:</p> <ul style="list-style-type: none"> • 3 (measuring property maintenance backlog); • 4 (the commissioner and user satisfaction index); and • 5 (the management practice indicator). <p>and Secondary Indicators:</p> <ul style="list-style-type: none"> • 4 (percentage of capital projects completed within time and budget); and • 11 (accessibility to public buildings for disabled people). <p>This indicator complements Secondary Indicators 2 and 3, which examine other aspects of estate costs – occupancy/ownership and building operation costs. These costs will also be included in the total cost figure for Primary Indicator 1.</p>
Secondary Indicator 2	<p>Total property occupancy/ownership costs (revenue) per square metre</p>	<p>This indicator examines cost effectiveness by identifying the cost of building occupancy/ownership. As with Secondary Indicator 1, while many organisations will seek to reduce their property cost, it is important that achievement against this indicator is interpreted alongside achievement against measures of effectiveness, such as Primary Indicators 3 and 5 and Secondary Indicators 4 and 11.</p>
Secondary Indicator 3	<p>Total building operation revenue costs per square metre</p>	<p>This indicator examines cost effectiveness of the operation of the estate (incorporating what might also be called facilities management). Capital costs are excluded due to potential for significant year on year variances.</p> <p>As with Secondary Indicator 2, while many organisations will seek to reduce their property costs, it is important that achievement against this indicator is interpreted alongside achievement against measures of effectiveness, such as Primary Indicators 3 and 5 and Secondary Indicators 4 and 11.</p>

Indicators	Rationale and expected impact on behaviour
<p>Secondary Indicator 4</p> <p>Percentage of property related capital projects within the last three years completed:</p> <ul style="list-style-type: none"> a) within the project budget b) within the timetable c) within project budget and timetable 	<p>This indicator examines the standard of project management within the estates management function, recognising that late running/over-spent projects can have a significant impact on the operational effectiveness of the organisation. Organisations would expect the percentage of projects delivered to time and budget to increase over time. This indicator should be interpreted alongside Secondary Indicator 6 (average annual property capital expenditure).</p>
<p>Secondary Indicator 5</p> <p>Space use efficiency:</p> <ul style="list-style-type: none"> a) workstations per full-time equivalent staff b) area (square metres) per workstation 	<p>This indicator examines the space use efficiency of workstation utilisation and the amount of space attributable to each workstation. This is a commonly used benchmark for space use efficiency, often used to determine the amount of space needed across the organisation. This indicator is closely linked with Primary Indicator 2 (total accommodation per staff member). Most organisations will be particularly interested in comparing their results for this indicator with peer organisations and investigating whether there are robust reasons for any significant differences.</p>
<p>Secondary Indicator 6</p> <p>Average annual property capital expenditure over the last five years per square metre (gross internal area)</p>	<p>This indicator measures the extent of investment in the estate. Organisations may wish to compare their result for this indicator with their peer organisations and should investigate the reasons for any significant differences. Organisations should also examine their result for this indicator in conjunction with their achievement for effectiveness indicators, such as Primary Indicator 4 (the commissioner and user satisfaction index) comparative to their peers and alongside Secondary Indicator 4 (the percentage of capital projects delivered to time and budget).</p>
<p>Secondary Indicator 7</p> <p>Total annual energy consumption (kilowatt/hour) per square metre</p>	<p>This indicator examines the extent to which the organisation has minimised its environmental impact by reducing its energy consumption. Organisations should expect this consumption to reduce over time.</p>
<p>Secondary Indicator 8</p> <p>Total annual water consumption (cubic metre) per square metre</p>	<p>This indicator examines the extent to which the organisation has minimised its environmental impact by reducing its water consumption. Organisations should expect this consumption to reduce over time.</p>

ANNEX C – Examples of Asset Management Performance Indicators

Indicators		Rationale and expected impact on behaviour
Secondary Indicator 9	Total accommodation (square metre net internal area) over total accommodation (square metre gross internal area)	This indicator examines the usability and design efficiency of the estate. Organisations would expect to increase this percentage over time. This indicator is closely linked to Primary Indicator 2 (total accommodation per staff member), Primary Indicator 4 (satisfaction index) and Secondary Indicator 5 (number of workstations and area attributable to them).
Secondary Indicator 10	Percentage of solid waste that is recycled	This indicator assesses the extent to which the Organisation has made efforts to reduce the impact of the estate on the environment. High performing organisations would expect this percentage to increase over time.
Secondary Indicator 11	The percentage of buildings which are used by the public in which all public areas are suitable for, and accessible to, people with disabilities	This indicator assesses how well the Organisation is meeting the requirements of the Disability Discrimination Act. High performing organisations would expect to achieve 100 per cent.

Annex D - Key Suggested Reading

1. 'PAS 55: 2008', BSI, 2008
 2. 'The New BS ISO 55002: Guidelines for the Application of BS ISO 55001', BSI, 2018
 3. 'Commentary on ISO 55000/01/02: Standards for Asset Management', CIPFA, April 2014
 4. 'Asset Management in the Public Sector', National Assembly for Wales, August 2013
 5. 'Asset Management in the Public Sector: A Practitioners Guide', CIPFA, November 2020
 6. 'Asset Management – an Anatomy', Institute of Asset Management, December 2015
 7. 'Public Sector Property Asset Management Guidelines', RICS, 2012
 8. 'National Assessment Frameworks for Local Government Asset Management and Financial Planning', Australian Centre of Excellence for Local Government, 2012
 9. 'Executive Order 13327—Federal Real Property Asset Management', US Federal Register, February 2004
 10. 'Property Asset Utilisation', NSW Audit Office, December 2018
 11. 'Asset Management Policy for the NSW Public Sector', NSW Government, October 2018
 12. 'The Asset Management Landscape: Second Edition', Global Forum on Maintenance and Asset Management, March 2014
 13. 'Accommodating Change – Measuring Success: Property Asset Management Delivery Plan', The Office of Public Works, July 2013
 14. 'Federal Real Property Asset Management', United States Government Accountability Office, November 2018
 15. 'Guidance for Improved Asset Management', Federal Real Property Council, 2004
 16. 'Office Politics: Improving Public Sector Property Management', Deloitte, 2012
 17. 'Public Sector Asset Management: A Brief History', Ramidus Consulting Limited, May 2010
 18. 'Strategic Property Asset Management Framework', CIPFA Property, August 2018
 19. 'Managing the Central Government Office Estate', Northern Ireland Audit Office, November 2017
 20. 'Property Asset Management Capability Assessment Model', UK Cabinet Office, July 2014
 21. 'A Guide to Social Return on Investment', The SROI Network, January 2012
 22. 'Scottish Capital Investment Manual', NHS Scotland, September 1996
 23. 'A National Mission with Local Impact, Infrastructure Investment Plan for Scotland 2021-22 to 2025-26', Scottish Government, February 2021
 24. 'Property Asset Management in Central Government', Northern Ireland Audit Office, November 2012
-

Annex E – Checklist for Local Councils

Good Practice Checklist	Yes/No ✓	Action required:
<p>Does the Council have an Asset Management Strategy in place? Does the AMS include:</p> <ul style="list-style-type: none"> • A time horizon of five years at a minimum and not longer than ten years. • Alignment of the asset portfolio with the Council's needs. • An iterative process of debate, constructive challenge and input knowledge from key internal and external stakeholders. • Consideration of this Good Practice Guide. 		
<p>Has the Council grounded the Asset Management Strategy in the Council's Community Plan, Corporate Plan, Strategic Drivers and Delivery Themes?</p>		
<p>Has the Council published and/or put the Asset Management Strategy on the Council's website?</p>		
<p>Has the Asset Management Strategy been presented to and received agreement from the Councillors?</p>		
<p>Does the Council have an Asset Management Plan in Place? Does the AMP include:</p> <ul style="list-style-type: none"> • Multi-year plans describing how the AMS will be implemented. • Investment, divestment, funding information, income generation and capital programmes. • Partnering arrangements. • Community engagement. • A medium/long-term plan for each asset in the context of the AMS. 		
<p>Does the Council have Asset Management Policies in place? The polices should include:</p> <ul style="list-style-type: none"> • Operating policies. • Guidance covering disposals. • Guidance covering income generation. • Guidance supporting social and economic enterprise. • Guidance on net-zero carbon. • Risk management strategy. 		

Good Practice Checklist	Yes/No ✓	Action required:
<p>Has an Asset Management Champion been appointed? This senior officer should be responsible for:</p> <ul style="list-style-type: none"> • Managing and optimising the value derived from the Council’s land and property assets. • Collaboration with other public sector partners. • Supporting ‘place-based’ or ‘asset based’ investment planning, economic growth and community development etc. • Chairing a multi-disciplinary team within the Council. 		
<p>Has the Council adopted a co-ordinated multi-disciplinary approach for asset management? This should include:</p> <ul style="list-style-type: none"> • An approach that draws upon legal, financial and property expertise through a co-ordinated lead (champion). • Resources and structures that allow for the development and implementation of modern asset management practices. • Alignment of the AMS and the AMP with the Corporate Plan and Community Plan. • Assurance that land and property assets are working to support corporate and policy objectives. 		
<p>Has the Council established a challenge function allowing use of all land and property assets to be regularly challenged at a senior management and committee level? The challenge function should ensure that:</p> <ul style="list-style-type: none"> • Land and property assets are correctly configured and actively working to support the delivery of public services. • Non value adding assets are put to an alternative use or disposed of. • Value adding assets decreasing due to increased operation or maintenance costs are considered for alternative use, renewal or disposal. 		

Annex E – Checklist for Local Councils

Good Practice Checklist	Yes/No ✓	Action required:
<p>Has the Council implemented a comprehensive Asset Register? The Asset Register should:</p> <ul style="list-style-type: none"> • Describe all land and property assets owned, leased and occupied. • Include, as a minimum, the core data supported by LPS and OSNI. • Include additional asset attributes to support operational requirements or decision-making. • Be actively maintained. • Be made publically available. 		
<p>Has the Council developed a land and property asset Benchmarking and Performance Management functionality? This functionality should include:</p> <ul style="list-style-type: none"> • Comparison of the functional performance of the land and property assets with comparable portfolios. • Comparison of the economic performance of the land and property assets with comparable portfolios. • Development of actions to optimise the performance of the Council’s land and property assets. 		
<p>Has the Council adopted a Risk Management approach to its land and property assets, in-line with its AMS and AMP?</p>		

Acknowledgements

We are grateful to many people for their contributions and input to the research which informed this guide. In particular, we wish to record our thanks to:

Tim Reade MRICS: Head of CIPFA Property Advisory Services

Dr Patrice Cairns MEng MCIPR: MAG Member & RICS UK Policy Manager

Iain Wardrop MRICS: Associate Director Scottish Futures Trust

Michael Smith MRICS MIAM: Director, AECOM

Brian Thompson MRICS: Lead author of new RICS Guidance on Asset Management

Dr Suzanne McLaughlin: Ordnance Survey of Northern Ireland (OSNI)

Susan Henderson MRICS: Land & Property Services (LPS) Northern Ireland

Further information on land and property Asset Management within Local Government can be obtained by contacting

Colin McCrossan or **Ronan O'Hara** at contact@sibni.org or on **028 90 250 900**.



Published and printed by CDS

CDS 255870



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LAND AND PROPERTY POLICY

Policy Number	CCG/5/20
Version Number	1.0
Author	Democratic & Central Services Manager

Date of Screening of Policy	30/6/2020
EQIA	N/A
Date Adopted by Council	3/3/2020
Date Policy Revised	

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1. INTRODUCTION

Causeway Coast and Glens Council is committed to delivering the highest quality public services to the residents of, businesses and visitors to, this area.

In line with Council's Estate Management Strategy the purpose of this policy is to:

- Provide a consistent approach across Council departments for the acquisition and disposal of its land and property
- Set out Council's principles and terms and conditions for the use of its land.
- Provide guidance on how to request the use of Council's land.
- Good estate management of its existing estate and provision of a cost efficient strategy of best use of Council assets.

2. POLICY STATEMENT

Causeway Coast and Glens Council is committed to delivering the highest quality public services and will follow best practice in the management of its Land and Property portfolio.

3. ACCOUNTABILITY AND RESPONSIBILITIES

Council's Estate Management Strategy describes the Council's strategic approach to the management of its land and property resources and was adopted by the Council on 3rd March 2020.

The Land and Property Sub-Committee has overall responsibility for making recommendation to Council on Land and Property matters.

The implementation and effectiveness of the policy will be overseen by the Chief Executive of the Council or by officers so designated by him

SECTION A

1.0 Acquisition of Land and Property

1.1 A requirement may arise whereby the Council needs to consider the acquisition of land and property or acquire easements to meet its strategic objectives.

1.2 The Council may require land to undertake a project or scheme under the general power of competence conferred by Section 79 of the Local Government Act (NI) 2014, or in terms of 'site assembly' for a particular purpose i.e. to construct or provide new facilities or to enhance or develop existing facilities. Within this context it is recommended that the following principles be applied to the acquisition of new land or property:

- The need for the acquisition of new land or property should be identified by the relevant Directorate and should be linked to the Council's Strategic Objectives. A Business Case* should be developed setting out how the requirement meets the Council's strategic objectives and priorities and any other relevant plans. It should include a cost-benefit analysis and feasibility study. The Business Case should be placed before the relevant Council committee for recommendation to Council. Approval should be sought to start identifying a suitable site. Where a site has already been identified, it should be detailed in the Business Case.
- A site survey as part of the necessary due diligence should be carried out on any potential site prior to acquisition to ensure that it is suitable for the Council's need. Professional advice may be required. Officers should identify any potential development constraints and planning advice should be sought prior to purchase / instruction of legal department.
- All land acquisitions and property acquisitions, including final purchase price must be approved by Council. The Land and Property Sub-Committee will be responsible for progressing requests for land acquisition issues.
- Land acquisition will be supported by Legal Services who will review title and provide advice throughout the process.
- Where negotiations on price are required, these will be conducted by a professional Chartered Surveyor and RICS Registered valuer on Council's behalf. Any external agent must carry the appropriate Professional Indemnity

insurance cover for up to £1m for each and every claim. It should be the responsibility of the external agent to agree heads of terms, subject to conditions, and contract for approval by The Land and Property Sub-Committee.

- Unless for any specific reason, each party should bear their own legal costs and agents fee.

All potential acquisitions of land should consider current users and potential users and where adverse impact may be identified in relation to Section 75 dimensions each decision must be screened.

SECTION B

2.0 Disposal of Land and Property

2.1 The disposal of Council land and property falls into two distinct categories:

2.1.1 Land which has been declared surplus to requirements which can be either, large capital assets which will be disposed of guided by the Land and Property Service Guidance Disposal of Surplus Public Sector Property in Northern Ireland (<https://www.finance-ni.gov.uk/sites/default/files/publications/dfp/Disposal%20of%20surplus%20public%20sector%20property%20in%20Northern%20Ireland%20-%20guidance%20-%20Nov%2018.pdf>) or smaller assets under a certain value via Estate Agent sale.

2.1.2 Requests received from third parties to purchase Council land or property.

2.1.3 Marketing should be carried out in accordance with section C below for property disposals, use of council land and easements sought.

2.1.1 Land which has been declared surplus to requirement

Although it is recognised that the Land and Property Service Guidance on ‘Disposal of Surplus Public Sector Property in Northern Ireland’ (March 2013, or as updated) does not specifically apply to Local Councils and that some of the steps detailed in the guidance are not required, it is deemed best practice to adhere to its guiding principles. The Council will therefore take a proactive approach across all Directorates to the identification of land and property which is surplus to requirements.

The relevant Committee, on consideration of a report presented to it will be responsible for identifying land or property potentially surplus to requirements having taken into account the principles of good asset management.

The Land and Property Sub-Committee will be responsible for progressing requests for land disposals.

A site will be deemed to be surplus to the Council’s requirements by the appropriate Committee if either of the following has been established:

- makes no contribution to the delivery of the Council’s services following consultation with all stakeholders including other service areas.
- has no potential for future strategic, regeneration or development purposes.

- an alternative site has been identified which would achieve a more cost effective service delivery.
- its disposal would help facilitate the achievement of the Council's Strategic objectives.

A site will be deemed to be under-used if:

- the income being generated from the site is below that which could be achieved from an alternative use; disposing of the site and investing the income or intensifying the existing use.
- part of the site is vacant and is likely to remain vacant for the foreseeable future
- demand can be facilitated through other arrangements

Once such land has been identified, the subsequent disposal of same should take into consideration the principles of the LPS Guidance, and should be done so in accordance with the following:

- All disposals must be approved by Council.
- All pre-emption rights should be considered
- Some initial scoping should be done to ascertain if there are any burdens or barriers in terms of the titles or clauses to obstruct the sale. If reports are held under The Control of Asbestos Regulations [Northern Ireland] 2012 are held, these should be made available to the purchaser and circulated to all concerned.
- Offers should be sought through public advertisement unless there is good reason not to do so.
- Planning – full or outline consent input should be sought as to the +/- impact on the value of the site
- Where negotiations on price are required, these should be conducted by a professional
- Advice should be sought from a professional valuer on the most appropriate method of disposal.
- Where appropriate more than one valuation may be sought. Any valuation for agency or brokerage should be in line with the RICS codes of practice and Red Book although valuations for agency or brokerage purposes are a permitted departure from the Red Book.
- Each asset will be assessed on a “case by case” basis in terms of “adding value” prior to disposal.
- Heads of Terms forming the basis of the sale should be drafted and negotiated by the agent[s] on Councils behalf and checked by the legal department prior to public circulation.

- All Heads of Terms should be marked Subject to Contract and Without Prejudice.

2.1.2 Requests received from third parties to purchase Council land or property

Given the wide range and variety of requests received from third parties to purchase a piece of land or property from the Council, each request should be dealt with on a case by case basis. However, the following should be considered in every request:

- S96 of the Local Government (NI) Act 1972 – Requirement to get best price or best rent.
- Any pre-emption rights.
- Has or should market testing take place?
- Should the land or property be placed on the open market – is it effectively surplus? Should D1 be engaged?
- How is the land accessed? Can the applicant gain access to the land without going over Council property? Are there any rights of way issues?
- What is the land required for? Is it necessary to agree a claw back clause or overage clauses?
- Is it a key or ransom strip? (Stokes v Cambridge). Other similar case law should also be considered.
- Would disposing of the land have any impact on Council operations or services, including maintenance?
- Would the disposal have a detrimental impact on the remaining land, where only a portion has been requested?
- Is there any relevant historical background to the land?
- Should any restrictive covenants or special conditions be attached to the disposal?
- Would the disposal have any impact (positive or negative) on any of the Section 75 groupings?
- Is the land to be disposed of a revenue generating asset e.g. car parks?

As with the disposal of surplus land requests received from third parties to purchase Council land or property will be subject to the following:

- All disposals must be approved by Council.
- Where negotiations on price are required, these should be conducted by a professional RICS registered valuer on Council's behalf following a conflict of interest check and prior involvement check / declaration from the proposed agent.
- Advice should be sought from a professional valuer on the most appropriate method of disposal. Methods to include Private treaty, Sealed Bid and formal tender.
- Applicants will normally be required pay the Council's reasonable legal and other relevant fees when a direct approach has been made to council for purchase of council asset.

All potential disposals of land should consider current users and potential users and where adverse impact may be identified in relation to Section 75 dimensions each decision must be screened. Council shall keep a written record of its reasoning for engagement or non-engagement of the D1 process.

2.1.3 Requests for access over Council Land

Request to use or access council land for a specific purpose rather than to purchase the land will be considered. Account will be taken of what the access is required for. Advice should be sought if Statutory Compensation is payable for land take in relation to land loss for Road schemes, and by utility companies.

The different types of access are:

Easement: An easement is a permanent right of access over council land. An easement stays with the property forever and is paid for once. Applications for easements from private individuals or companies will be required if there is a need to cross land owned by the council to access part of a property or to lay cables/pipes to part of a property. An easement gives rights to use the land in a specific way but does not give ownership of the land in question or rights to use the land in any other way.

Wayleave: A wayleave is a right to lay pipework under Council land. This is a temporary agreement for a stated period of time and is usually for utility companies.

Licence: If an application is made to use council land for a specific purpose, but not purchase it, a licence will be required. A licence is a legally binding agreement which

gives rights to use a specified area of land, usually for a specific purpose. The length and cost of the licence will be determined by what use the land is requested for.

All requests for access must be approved by Council.

A valuation of the land in question should be carried out by a Chartered Surveyor and RICS qualified registered valuer

Applicants will be required to pay the Council's reasonable legal, valuation and other relevant fees.

All requests for access will be considered in the context of the Council's overall Estate Management Strategy.

SECTION C

3.0 Marketing of Land and Property

- 3.1 The Council will employ the services of an Estate Agent who are members of the RICS to market all land and property as required in accordance with the Council's procurement policy. The services of a professional valuer will be employed in the consideration of land and property disposal valuations and, where applicable, methods of disposal. A conflict of interest procedure must be adopted prior to appointment of an agent in line with the RICS policy on avoiding conflicts of interest. The nominated agent must carry out the following as appropriate. [1] Internet advertising via its own web page plus a national internet site e.g Property Pal / Property news plus newspaper advertisement within the property section of local newspapers. A 7-14 day Final Notice should also be made within the Newspaper and Internet advertising that an offer has been received and any interested parties wishing to enhance or better the offer must do so with proof of funds before the closing date. This may apply for requests for use of council land, easement and disposals. Marketing under the D1 process shall be guided by the Land and Property Service Guidance Disposal of Surplus Public Sector Property in Northern Ireland (the LPS Guidance/D1).

SECTION D

4.0 Use of Council Land and Property

- 4.1 The Council owns a significant portfolio of land and property assets ranging from parks and open spaces, to facilities and buildings. Various policies will be relevant to the use of most of this land and property, such as Fees and Charges for the use of Leisure Centres, Community Centres, Town Halls, shared Civic Spaces etc. However, where such policies do not cover formal requests for use of other Council land the provisions of this policy will apply. The provisions of this policy apply to the use of all Council land and property in addition to any site specific conditions of use.
- 4.2 No car boot sales or circuses with animals are to be held on Council land.
- 4.3 All requests to use Council land or property are subject to an application fee and a hire fee. A schedule of fees is attached at Appendix A.
- 4.4 The Council reserves the right to waive the fees e.g Small Community Events
- 4.5 Applications accompanied by the application fee should be submitted in writing at least eight weeks prior to the date of use requested. For large scale events applications should be submitted six months in advance of the event. Exceptions to this timescale will be considered where a benefit to the Council area and population as a result of the use can be shown. Applications which are incomplete will be returned to be fully completed.
- 4.6 Senior officers have delegated authority for the approval of routine, repeat uncontentious requests, which have been granted approval in previous years. An example of 'routine' use would be an orienteering event on Council park land, a fun day, or community event.
- 4.7 However, Council approval, which will be reported through the Land and Property sub-Committee, must be sought for Events or other usage.
- 4.8 For Events such as but not exclusively large scale concerts, or other use of land for an extended period the following will apply:'

A licence agreement will be drawn up between the Council and the applicant.

- A bond of intent (security deposit) will be paid to the Council at the time of the provisional booking. The bond will be returned subject to all other conditions of hire being met.

- Full ground reinstatement costs, the Council's valuation, legal and other relevant costs e.g officer time where required, will be met by the applicant i.e Cost Recovery
- The Council reserves the right to determine a hire fee on a case by case basis.
- Organisers of all events or other use of Council land will be required to adhere to some or all of the Conditions of Hire as detailed at Appendix B, together with any other condition deemed necessary to be applied dependent on the nature of the event.

SECTION E

5.0 Rental of Council Land and Property

- 5.1 The Council has a significant number of properties and parcels of land that are rented to organisations through long standing agreements eg Leases, Licences, and Conacre.
- 5.2 All requests to rent or lease Council land or Property for a period exceeding seven days will be considered by the Council.
- 5.3 Legal advice will be sought on the most appropriate form of agreement to be entered into, taking into account all relevant factors including Business Tenancy Rights.
- 5.4 All renewals of existing agreements (in all formats) must be considered by the Council. All leases should be considered for renewal at least 6 months before the expiry date to allow the minimum notice period for service of the landlords notice to renew or terminate the tenancy e.g. if Council requires the land and property back for its own use or to facilitate works of demolition and reconstruction. Business Tenancy Notices should be served by the agent and checked by Council's Legal department prior to service.
- 5.5 In all instances the Council's Valuer will be used to determine the consideration, except where the land has been marketed for rent via public auction or by tender.
- 5.6 All consideration must be approved by the Council.
- 5.7 Before the renewal of leases an internal check must take place to prevent a case where a renewal of land takes place when in fact a certain *department* within council requires that demise for its own use or to facilitate development to benefit council.
- 5.8 All renewal leases should be no more than 5 years except in exceptional circumstances at Council's discretion. All fresh leases will be on full repairing and insuring terms unless limited by the existing lease or if the building was Listed. Negotiations on this point should be carried out by the Agent.
- 5.9 Tenant's schedules of condition should be avoided which would limit the tenant's liability. Council will assess the need to serve interim and terminal schedules of condition on a case by case basis depending on the cost and likelihood of being awarded damages for a breach of the repairing liability.

- 6.0 All fresh leases should have a rent review mechanism either after year 3 – 5 to market value or linked to inflation whichever higher and best for Council as determined on a case by case basis.
- 6.1 Tenants consent for Alterations and Improvements should be reviewed on a case by case basis to ensure improvements or alterations do not have a detrimental impact on adjacent Council property. All consents for major alterations or improvements will be dealt with by a licence for alterations drafted by Council's Legal department showing the level of works before and after floor plans should be requested. All contractors must have the necessary public liability insurance cover for £10m. The tenant will be expected to reinstate the property should the works be deemed too specialist which would limit market value at lease expiry. All associated legal costs for consent for the documents should be reimbursed by the tenant.
- 6.2 Tenants consent to assign and Sublet the whole only [as opposed to part of] will be considered however, leases should have a first right of refusal in favour of the council . The associated legal costs for consent for the documents should be reimbursed by the tenant.

SECTION F

6.0 Valuation Services

- 6.1 The Council will engage the services of a properly qualified Chartered Surveyor and RICS registered valuer to provide specific advice services including but not limited to advice on the acquisition and disposal of property by sale or lease including the negotiation of leases, rent reviews, lease renewals and surrenders; inspecting properties, supplying estimates on value, advising on disposal methods and procedure, and negotiating an agreed figure as appropriate in respect of:

Acquisition or disposal by agreement of all interests in land and property.

Disposal of land or property in accordance with LPS Central Advisory Unit guidance on the “Disposal of Surplus Public Sector Property in Northern Ireland”.

Acquisition, or the grant of, licenses, rights of way, wayleaves or easements. The agent should issue full terms of engagement detailing any prior involvement, fee basis [per Tenders] basis of value and all assumptions and Special assumptions agreed prior to the appointment. Valuations should be undertaken within 10 working days of the instruction and the report must be in line with the minimum standards as per the relevant RICS Red Book at the time of instruction.

APPENDIX A

Causeway Coast and Glens Borough Council

Fees for Use of Council Land

Event	2020/21 Charge
Event Application Fee	£50.00*
Commercial Events (with an audience) including large production filming	Determined by valuation
National Charities per day	To be confirmed on application
Local Charities per day	No charge**
Community Events	No charge**
Civic Events	No charge**

* Council reserves the right to waive the fee

** Charges may apply if Council incurs costs eg. Staff time in assisting with set-up/clean-up etc

Filming on Council Land

Crew size	Cost for up to 2 hours filming	Cost for up to 5 hours filming	Cost of full day filming 5 – 12 hours)
Student/charity	-	-	No charge
Small (Up to 10 people)	£150	£350	£700
Medium (11+ people)	£200	£450	£900
Large productions fees are determined by valuation			

CONDITIONS OF HIRE

1. DEFINITIONS

'Act of God' shall mean an event or series of events that are beyond the control of either party and includes weather patterns or conditions that make the staging of the event or use of the land either unsafe or untenable.

'Event' shall mean the event and its description on the application form.

'Hirer' shall mean the person, company, association, partnership or group of companies that conduct and are responsible for the running of the event.

'Site' shall mean the location disclosed in paragraph 1 of the application form.

'the Council' shall mean Causeway Coast and Glens Borough Council.

'Works' include all building and construction and earth moving and other preparations that involve alterations of a venue for the event to be conducted safely.

2. GENERAL CONDITIONS

2.1 The Council reserves the right to refuse any application or cancel any bookings at any time, or to impose further reasonable obligations on a Hirer that are not stated within these Conditions. Any further obligations to be advised by the Council in writing. Failure by the Hirer to meet such obligations will be grounds for cancellation.

2.2 The Hirer shall comply with all legislation Council has obligations under.

2.2 The Hirer acknowledges that it has provided accurate information to all the pre-event queries raised by the Council and/or recorded the details in the application form. In the event that post contract any circumstances change then the Hirer will immediately inform the Council in writing.

2.3 The Hirer shall be directly responsible for all acts or omissions of its employee's sub-contractors, servants, agents and visitors to the Event. Where the Hirer intends to use a third party's equipment or third party sub-contractor for its Events, the Hirer must not agree any terms with a third party that conflicts with these Conditions. The Hirer shall not be permitted to assign their licence. All third party sub-contractors, exhibitors, vendors shall be confirmed in the application form to be approved by Council in writing. Council reserves the right to charge fees for third party trading.

- 2.4 The Hirer is responsible for the day to day running of the Event and will be responsible to the fullest extent possible for any breaches of the law or these Conditions by it, its employees, contractors and for failures to manage crowds at an Event.
- 2.5 The Hirer shall remove any persons from an Event if deemed necessary to ensure public order at an Event. Such removal may include employees and sub-contractors of the Hirer.
- 2.6 The Hirer acknowledges that the Site is fit for the purpose of the Event and that it has inspected the Site fully to ensure the Site is suitable for the Event. The Council makes no representation as to the suitability of the Site for the Event. The Hirer may prior to the Event request that works be conducted to prepare the Site for the Event but the Council may approve or disapprove such a request. In no circumstances shall the Hirer conduct such Works without having received approval in writing and in advance of the Event.

3. HIRER'S RESPONSIBILITIES

- 3.1 In consideration of the Council making the site available the Hirer shall pay the Hire fee and conduct the Event in accordance with these Conditions and all liability issues shall be determined in accordance with these Conditions.
- 3.2 The conditions of hire shall remain in force until such time that the hire period has been completed.

4. BOOKINGS

- 4.1 All applications for the hire of Site must be made in writing using the Request to Use Council Land form and forwarded to the Land and Property section in Council. The Council reserves the right to refuse any application. The person or persons signing the application form (who must be 18 years of age or over) shall be deemed to be the hirer as well as the Society, Association, Club or other body or organization on whose behalf the application may be made and will be jointly and severally liable to the Council for the payment of the hiring fees and charges and for the strict observance of these Conditions of Hire.

5. HIRE FEE

- 5.1 The Council shall determine the hire fee for use of the Site and facilities and shall inform the Hirer when the application has been considered. The Council reserves the right to reasonably alter charges, without notice, up to the time of confirmation of

the booking by the Hirer. All hire charges are reviewed annually and changes are implemented with effect from 1st April each year.

6. DEPOSIT

- 6.1 Where requested by the Council a bond (security deposit) is to be paid at least seven days before the Event. The deposit to be returned to the organizer after the Event subject to a deduction of any expenses incurred by the Council in respect of making good any damage to the Council's land or property caused by the Event. Failure to pay the security deposit within the required timeframe shall lead to immediate termination of the licence.

7. PAYMENT

- 7.1 The Hirer shall pay such approved fees and charges in accordance with the terms of the official invoice or by the stated payment date.

8. CANCELLATION BY HIRER

- 8.1 If a hire period is cancelled by the Hirer or organization for any reason, other than an Act of God, the following rebates will apply;
- a. For a cancellation within seven days or less before the hire period, 100% of the total hiring fee to be paid;
 - b. For a cancellation eight or more days before the hire period, no cancellation charge will be incurred.
 - c. Hirer to pay any costs directly incurred.

This above charge will be levied irrespective of whether facilities are subsequently re-hired. In addition any other payment which may have been made by the Council in association with the hire period will be levied against the Hirer. Notification of cancellation to be made in writing and received by the Council prior to the booking date and within the periods specified above.

9. CANCELLATION BY THE COUNCIL

- 9.1 The Council reserves the right to cancel any booked period or hire period and to end the hire period at any stage by notice in writing.
- 9.2 The hiring fee already paid in respect of any period cancelled or terminated under 9.1 above will be refunded.

- 9.3 The Council will not be responsible for expenditure undertaken or loss incurred by the Hirer in connection with a cancellation or termination under 9.1 above.
- 9.4 The use of certain facilities during a hire period may be prohibited and/or varied by the Council at any time.

10. DAMAGE TO OR LOSS OF PROPERTY

- 10.1 Unless damaged by its own negligence the Council accepts no liability for damage to, or loss of any property or articles or things whatsoever, placed or left at each Site or any part thereof, by an organization, or member of any organization, or any individual attending an Event.

11. PROPERTY LEFT AT THE VENUE

- 11.1 The Council may remove and store any property left by the Hirer or those persons who have attended an Event after the end of the hire period. If after receiving notice, the Hirer fails to collect the property with fourteen days, the Council may dispose of the property without further notice to the Hirer.

12. GROUND REINSTATEMENT

- 12.1 The hirer shall pay the cost of any works of repair or reinstatement required as a result of unnecessary and avoidable damage to the ground resulting from the hiring. The hirer must report any such damage to the Council at the earliest opportunity and at least on the first working day following the hiring.

13. LAWFUL AND NECESSARY CONSENTS, POWERS, AUTHORITIES AND CERTIFICATES

- 13.1 In running the Event the Hirer is to ensure that it has complied with all necessary notices, powers, authorities and consents and certificates to lawfully enter into and fully perform its obligations under this Agreement.

14. HIRER INDEMNITY

- 14.1 The Hirer shall fully indemnify the Council against all liabilities claims costs, expenses, damages and losses (including but not limited to any interest, penalties and legal costs (calculated on a full indemnity basis) and all other reasonable professional costs and expenses) suffered or incurred by the Council arising out of or in connection with any claim made against the Council by a third party for loss or damage suffered by that third party arising from the Hirer's Event, unless that loss or damage is caused by the negligence of the Council.

15. LIMITATION OF LIABILITY

15.1 Nothing in this agreement shall limit or exclude a party's liability:

- a. For death or personal injury caused by its negligence, or the negligence of its employees, agents or subcontractors;
- b. For fraud or fraudulent misrepresentation;

15.2 Subject to the indemnity given above no party be liable to the other for any of the following, whether in contract, tort (including negligence) or otherwise;

- a. loss of revenue or anticipated revenue;
- b. loss of savings or anticipated savings;
- c. loss of business opportunity;
- d. loss of profits or anticipated profits;
- e. wasted expenditure; or
- f. any direct or consequential losses.

15.3 The Hirer's maximum aggregate liability for any act or omission, liability in contract or tort (including negligence) whether or not through its subcontractors, employees, servants or agents, arising under or in connection with this agreement shall be limited to the sum for which it is insured for each claim or any one claim in a series of claims.

15.4 The Hirer shall obtain a policy of insurance against third party risks/public liability to the value of £10 million.

16. INSURANCE BY HIRER

16.1 The Hirer must at its own expense take out the following insurances:-

- Employer's Liability (where relevant) of not less than £5 million pounds. Public Liability and damage to property of not less than £10 million pounds.
- The Hirer is to provide a copy of the Insurance Certificate to the Council when making the application to use Council land.

16.2 The Hirer should make separate insurance arrangements for any property brought onto the venue in connection with the hire and in respect of fire, theft, loss, personal injury or any other damage.

16.3 The same insurance standards and requirements apply to any contractors, servants, agents and visitors instructed by the Hirer in relation to the Event.

17. NOISE POLLUTION

17.1 At any Event, amplified music shall end by 2300 hours or earlier if a Premises Licence dictates or is a condition imposed by the Council.

Maximum Volume

17.2 At all Sites the noise level must not cause a statutory noise nuisance. The maximum noise level must not exceed 85dB(A) (15leq) at the nearest residential property.

17.3 All reasonable steps must be taken by the Hirer to mitigate the noise from all music and to comply with the noise limits. Independent noise monitoring is to be undertaken to the Council's specification but at the organiser's expense.

17.4 Hirers may be required to reimburse any reasonable costs incurred by the Council in responding to any complaints or at the Council's sole discretion in monitoring of the Event. The Council may request the Hirer to submit a Noise Management Plan.

Equipment

17.5 The Hirer is to ensure that all generators and associated equipment are fully serviced fitted with efficient silencers and sound proofed as necessary. Generators and associated equipment are sited as far as possible from houses.

Penalties

17.6 Noise pollution is a serious issue and there are penalties under laws and Council by-laws for Hirer's who continue to cause nuisance. The Hirer shall provide a mobile telephone contact for the Council at all times when the Event is taking place. For larger Events the Hirer must advertise a contact number for public use to report excessive noise.

18. FIRST AID

18.1 The Hirer is responsible for ensuring that appropriate First Aid cover is on hand at all times throughout an Event. The location of first aid services shall be made known to those attending the Event by signage or by other appropriate means.

18.2 In the Event of an accident, incident and /or injury, the Hirer will at once take appropriate action.

18.3 A Hirer may be requested to provide specific medical cover for larger events; this must be provided by a recognized organization.

18.4 All first aid treatments, incidents and emergencies must be recorded in accordance with Health and Safety legislation.

19. COPYRIGHT INFRINGEMENT

19.1 The Hirer shall not play or permit to be played by any means work which will infringe the rights of any third party in intellectual property.

19.2 The Hirer shall obtain beforehand all proper licences in respect of such broadcasts or performances.

19.3 Any unlicensed or unauthorised performance or broadcast that attracts a penalty will be sole responsibility of the Hirer who will indemnify and keep indemnified the Council.

20. ALCOHOLIC DRINKS

20.1 The Hirer shall not sell or provide alcohol at the venue during the hire unless agreed by the Council in writing and where all necessary licences have been granted.

20.2 It shall be the Hirer's sole responsibility to have obtained all required licences for the sale of alcohol and to ensure that any sale or consumption of alcohol at an Event is lawful and falls within applicable regulations and guidelines.

20.3 If the Hirer fails to meet its obligations under 18.1, the Hirer shall be solely responsible.

21. FOOD AND BEVERAGES

21.1 It shall be the Hirer's sole responsibility to comply with Food Hygiene legislation and all hold all relevant and appropriate licences.

22. CHARITABLE COLLECTIONS

22.1 The Hirer shall not hold, or permit to be held any charitable collection, other than one that has been agreed by the Council in writing and where all necessary permits have been granted.

23. SWEEPSTAKES, RAFFLES LOTTERIES AND OTHER GAMBLING

23.1 The Hirer shall not hold, or permit to be held any sweepstakes, raffle or other lottery at the venue during the hire, other than one which is permitted by law and agreed by the Council.

24. ILLEGAL SALE OF GOODS AND OFFERING OF PRIZES

24.1 The Hirer shall be responsible for ensuring that the sale of goods or services (including prizes offered) is done in a lawful manner and that the goods or services are themselves lawful.

25. ANIMALS IN EVENT

25.1 The Hirer is not permitted to bring animals to the Site, unless specific written permission has been granted by the Council in this respect.

26. ADVERTISING (NO FLY POSTING)

26.1 Prior to the erection of signage for an Event, such rights must be negotiated with the owners of the property concerned. Signage must be reasonable and appropriate for publicising the Event and shall not use offensive depictions, words or graphics. An Officer of the Council may request removal of offending signage and on request the signage shall be removed by the Hirer.

26.2 Flyposting on public roads and on Council property is illegal. Certain types of official Event directional signing may be accepted.

26.3 The Council will prosecute Hirers who fly post. Should fly posting take place, the signage will be removed with a risk of legal action by the Council.

27. DUTY TO REMOVE RUBBISH

27.1 It is the responsibility of the Hirer to collect and remove rubbish from the Site at the end of the hire period.

27.2 The Council reserves the right to levy an additional cleaning charge if the Site is not left in an acceptable conditions and requires cleaning or cleansing.

28. HEALTH AND SAFETY

28.1 The Hirer to ensure compliance by it and all its Contractors and Agents with all Health and Safety legislation.

28.2 The Hirer shall submit the Risk Assessment Form with the Application. The findings of the Risk Assessment must be complied with.

29. TEMPORARY SERVICES

29.1 Where electric supplies are being used this must be agreed in advance with Council officers. Additional costs may apply depending on the services required. Outdoor electrical supplies must be Ingress Protection (IP) rated and suitable for use.

30. PUBLIC CONVENIENCES

30.1 Additional temporary conveniences will be provided by the Hirer at the Hirer's expense, when public conveniences are not on Site or of a sufficient number based on event good practice. It is the Hirer's responsibility to ensure facilities are maintained and clean at all times throughout the duration of the Event.

31. OFFICIAL VEHICLES

31.1 The Hirer shall be responsible for the control of all motor vehicles on the Site throughout the period of hire (including set up and de rig times). Under no circumstances will the Council accept any responsibility for loss or damage to the contents of, or to any car or other vehicle which may be brought to or left within the precincts of the Site. The Hirer will be responsible for marshalling all vehicular movement and enforcing a maximum 5mph speed limit throughout the Site. The Hirer is responsible for ensuring that all gates remain locked to prevent unauthorised vehicular access. The Hirer is responsible for leaving the premises in a secure, safe and tidy condition upon vacating the Site.

32. CAR PARKING

32.1 Charging for car parking on free Council car parks is not allowed.

33. SUB CONTRACTORS OF THE HIRER

33.1 The Hirer is wholly responsible for ensuring that any sub-contractor employed or engaged by the Hirer to provide a service at the Event has complied with all necessary notices and powers, authority, consents and certificates, to lawfully enter into, lawfully and fully perform its obligations under the sub-contract Agreement with any sub-contractor and the Hirer is referred to the obligations under clause 13.1 of these Conditions of Hire.

This includes and is not exhaustive to Fair Operators, Equipment and Rides.

33.2 The Hirer to make available to the Council current copies of the Engineer's Equipment Inspection Certificates and daily equipment inspection for all equipment and machinery at any time or whilst on site.

Inflatable Units

33.4 Although popular, inflatable units, including bouncy castles and slides, can be extremely dangerous if operated incorrectly. All inflatable units must be operated in accordance with the Health and Safety Executive Guidance.

Any organizer wishing to have a bouncy castle at their event will need Council's permission. The Hirer is solely responsible for obtaining the safety documents, risk assessment and insurance certificate from the Company from where the bouncy castle is being hired, and provide this to the Council. Anyone using their own personal bouncy castle will have to provide their own insurance for it. All inflatables must comply with BS EN 14960 (2013) and have annual examination by PIPA (Pertexa Inflatable Play Accreditation) or ADIPS (Amusement Device Inspection Procedures Scheme)

34. FIREWORKS

34.1 Only professional operators must carry out firework displays.

34.2 The Hirer shall inform the Council on application and ensure that all other statutory bodies are informed and all their requirements met.

34.3 The Hirer should be familiar with HSE Guidance, and solely responsible for injuries to persons attending the event caused by the display of fireworks.

34.4 The Hirer shall ensure that the fireworks display is at a safe distance from members of the public and this be maintained at all times throughout the display.

34.5 The Hirer shall ensure that there are sufficient stewards to control the event and keep the site secure. All stewards to be aware of the conditions of hire, health and safety and of any emergency or evacuation procedure.

34.6 The Hirer shall submit to the Council a location plan showing the position of the display in relation to the rest of the event.

35. HELIUM BALLOONS & PAPER LANTERNS POWERED BY TEALIGHTS

The release of helium balloons and paper lanterns powered by tealights are not permitted on Council land as part of an event due to environmental concerns.

36. FILMING & BROADCASTING

No broadcast or television performance, either live or recorded, shall be made from the hired site without prior consent.

37. BREACH OF CONDITIONS

37.1 The Hirer shall be responsible for ensuring that all the Conditions of Hire are complied with; by all persons using the site arising out of or in consequence of hiring.

37.2 In the event of the Hirer breaching any of the conditions of hire, the Council may at its own discretion cancel the booking and all future bookings. The Hirer shall remain liable for all charges, including cancelled future bookings.

37.3 No permission to use Council land shall be granted if charges remain due and outstanding by any Hirer.

I confirm agreement to the above terms and conditions.

Signed: _____

On behalf of: _____

Please print name: _____

Dated: _____

Event/Use

Organiser: _____

Location: _____



Department for
Communities

An Roinn
Pobal

Mánnystrie o
Communities

Department for Communities (Northern Ireland)

Guidance for District Councils

Local Government Disposal of Land at Less Than Best Price

Local Government & Housing Regulation Division

January 2021

1. BACKGROUND

- 1.1. District Councils in Northern Ireland on occasion have a business need to dispose of or lease a portion of its property or properties within their area of responsibility for a specific purpose which provides a benefit in serving the wider community.
- 1.2. Land & Property Services within the Department of Finance (DoF) have produced updated guidance for public sector organisations in a framework document called 'Disposal of Surplus Public Sector Property in Northern Ireland (October 2018)'. This document provides useful guiding principles for public sector organisations (including district councils) in the disposal of land within their area of responsibility.
- 1.3. The legislative context for councils which provides these enabling powers is provided in the Local Government Act (Northern Ireland) 1972 – Part VII - Miscellaneous Functions – Land: 96 Acquisition, etc., of land.
- 1.4. This guidance is specifically aimed to assist council staff dealing with the Disposal of Land at Less Than Best Price and the processes which should be followed for specific cases where full council have agreed to dispose of or lease a particular area of land.
- 1.5. In cases where any other land related exchange is under consideration by council Local Government & Housing Regulation should be consulted for advice on what necessary steps should be followed to bring about the desired outcome. Such cases tend to fall into one of three other categories:
 - i. Acquisitions;
 - ii. Transfer of former local council properties; or
 - iii. Transfer of land/property between public sector bodies.

2. INTRODUCTION

2.1. The purpose of this guidance is to set out the processes to be used when a council wishes to dispose of land without charging the prospective recipient of that land the full market value.

2.2. All references throughout this guidance to land equally apply to land, property or buildings.

2.3. All references to the disposal (of land) applies equally to the

- sale;
- leasing, letting or granting in fee farm;
- exchanging, giving or receiving money for equality of exchange;
- surrender (if leasehold); granting a licence for use for any purpose or
- for such purposes as are mentioned in the licence; or
- granting (by way of sale, lease, letting or licence) any easement, profit
- or right

in respect of the land (as per section 45 the Interpretation Act (NI) 1954).

2.4. The Community Planning & Central/Local Government Relations team within DfC's Local Government & Housing Regulation Division is responsible for the policy, administration, advice and guidance on the disposal at less than best price of council land.

2.5. All Northern Ireland local councils should adhere to this guidance with regard to their approach to the disposal of land at less than best value ("market value").

3. LEGAL CONTEXT

3.1. A council may acquire and hold land for the benefit of the inhabitants of its district and for the improvement, development or future development of its district.

3.2. A council must seek the approval of the Minister to dispose of any land at less than best price or at less than best rent or otherwise on less than best terms that can be reasonably obtained.

3.3. District councils are granted authority in law to dispose of land under two main pieces of legislation:

- Interpretation Act (Northern Ireland) 1954 and in particular Section 45: References relating to land; and
- Local Government Act (Northern Ireland) 1972 and in particular Section 96: Acquisition, etc., of land.

3.4. This is the legal basis on which councils may dispose of land at less than best price after Ministerial approval has been granted.

3.5. The specific wording in Section 96(5) is, "The right of a council to dispose of land shall be subject to the following restrictions—

(a) except with the approval of the Ministry, any disposal of land shall be at the best price or for the best rent or otherwise on the best terms that can be reasonably obtained".

3.6. Section 96(5) forms the basis for district councils to provide justification for a project and that disposal is for the well-being of the district.

4. THE APPLICATION PROCESS

4.1. After the council has received internal approval from appropriate committee(s) and the matter has been ratified by full council, a letter of application should be drawn up covering broadly the following areas for departmental consideration.

4.2. Council applications should not be retrospective and should provide sufficient time for the department to process and seek permission from the Minister for approval.

4.3. The overall purpose of the project should be outlined, detailing the bodies involved and the benefits to the wider community. For example, it may be to expand recreation and youth services within the council area.

4.4. A standard application should be in letter form and include the following key areas of information:

- Licence agreement, Deed of Dedication, Business case or leasehold agreement, depending on the nature of the project;
- Copies of council meetings minutes where the decision was taken to proceed with the project;
- Valuation report on the land. This should have been obtained within 6 months of the “application” and be independently verified. This is an important inclusion and should not be overlooked as approval has been previously delayed due to the absence of a recent land valuation;
- Maps, where appropriate, as these are helpful in providing a visual representation of the area of land under consideration and scale etc;
- Details of the lease period; this is important particularly where a lease is for a shorter term as council may need to revisit the project seeking a renewal of the approval once it expires. If this is the case the Department will notify the council of this requirement; and
- Any other information deemed necessary and which may be unique in considering this type of application.

4.5. The entire application process should be via electronic scanning of documents and email communication. There is no need for councils to send hard copy versions to DfC. The details of each case including emails are electronically stored on the department’s storage system where access is restricted to limited numbers of staff authorised to deal with the case.

- 4.6. Upon receipt of the application, including all documentation deemed necessary to process the application, the Department will prepare a submission to the Minister, via senior management, for consideration.
- 4.7. The outcome of the application process will be communicated back to the council representative who made the original request.

5. CONTACT INFORMATION

5.1. Further information or enquiries regarding lands cases in general should be made in the first instance to:

Department for Communities
Causeway Exchange
Local Government & Housing Regulation Division
1-7 Bedford Street
Belfast
BT2 7EG

By e-mail to lghrd.secretariat@communities-ni.gov.uk and marked for the attention of Piers Dalgarno.