

Public Document Pack

Date of meeting Tuesday, 16th December, 2014
Time 6.30 pm
Venue Council Chamber, Civic Offices, Merrial Street,
Newcastle-under-Lyme, Staffordshire, ST5 2AG
Contact Justine Tait, Ext.2250

Joint Finance, Resources & Partnerships and Economic Development and Enterprise Scrutiny Committees

SUPPLEMENTARY AGENDA

PART 1 – OPEN AGENDA

4 Asset Management Strategy (Pages 3 - 56)

Members: Councillors Baker, Fear, Mrs Hambleton, Holland, Huckfield, Jones, Loades, Matthews, Owen, Mrs Peers, Mrs Simpson, Stringer (Chair), Sweeney, Taylor.J, Wallace, Waring, Welsh, White, Wilkes and Mrs Williams

PLEASE NOTE: The Council Chamber and Committee Room 1 are fitted with a loop system. In addition, there is a volume button on the base of the microphones. A portable loop system is available for all other rooms. Should you require this service, please contact Member Services during the afternoon prior to the meeting.

Members of the Council: If you identify any personal training/development requirements from any of the items included in this agenda or through issues raised during the meeting, please bring them to the attention of the Democratic Services Officer at the close of the meeting.

Meeting Quorums :- 16+= 5 Members; 10-15=4 Members; 5-9=3 Members; 5 or less = 2 Members.

Officers will be in attendance prior to the meeting for informal discussions on agenda items.

This page is intentionally left blank

**Report to the Joint Economic Development and
Enterprise and Finance, Resources and
Partnerships Scrutiny Committee**

16 December 2014

Asset Management Strategy 2015/16 to 2017/18



Report Author: Neale Clifton
Job Title: Executive Director (Regeneration & Development)
Email: Neale.clifton@newcastle-staffs.gov.uk
Telephone: 01782 742400

Introduction

To review the draft Asset Management Strategy 2015/16 to 2017/18 in the context of the Cabinet's recent decision that the Council's Capital Programme should be funded as a first resort from receipts derived from the disposal of land that is no longer required to meet strategic or operational needs.

Background

The attached draft Cabinet report along with the draft Asset Management Strategy 2015/16 to 2017/18 provides the relevant context for consideration of this matter.

Questions to be Addressed

Members may wish to focus the scrutiny discussion around the following lines of enquiry:

- 1. Are members satisfied with the broad thrust of the Strategy (section 2)?*
- 2. Are members satisfied with the site selection criterion used to identify potential sites for disposal (see para. 5.8)?*
- 3. Are members satisfied that the proposed disposal programme will be adequate to meet future known capital programme needs – i.e. for the next three financial years – (see Appendices 2 and 3)?*
- 4. Do members wish to identify any further sites for disposal?*
- 5. Do members agree with the principle of disposing of council-owned land where there is no strategic or operational reason for retaining it (para. 5.12)?*

6. *Do members consider that the consultation process is adequate (and with the related principle that amenity considerations should be addressed through Town Planning processes) (paras. 5.19 to 5.21)?*
7. *Are members in agreement with the principle that the Local Plan process should determine the most appropriate use of the sites identified in the response to the Local Plan “Call for Sites” (paras. 5.15 to 5.17)?*
8. *Are members satisfied that adequate consideration is being given to maintaining the Council’s property assets and minimising risks from a health and safety perspective (see paras. 3.20 to 3.25)?*

Outcomes

Officers are seeking the views of this joint Scrutiny Committee both upon the likely adequacy and efficacy of the Asset Management Strategy to meet its intended purposes (see paras. 2.6; 2.24; 2.25).

Recommendation:

1. *That, taking account all of the matters addressed in response to the above questions, members recommend to Cabinet approval of the Asset Management Strategy 2015/15 to 2017/18.*

Supporting Information

1. *Draft Asset Management Strategy 2015/16 to 2017/18 along with the supporting draft report to Cabinet (enclosed with this agenda item).*
2. *Capital Strategy 2015 to 2019 (see separate agenda item).*
3. *Report to Cabinet on 15 October 2014 entitled “Funding the Council’s Capital Programme” (included with item 2).*

Constraints

The most significant constraint is the scheduling of the capital programme over the next three financial years. With an estimated expenditure requirement of about £14.5m over that period, implementation of the actions set out in this Strategy aim to generate capital receipts of about £16m. It will be essential to build and maintain momentum in the disposal process in order to avoid cash-flow problems.

Relevant Portfolio Holders

Planning and Assets; Finance and Resources; Economic Development, Town Centres, Business and Customer Service.

DRAFT REPORT TO CABINET

ASSET MANAGEMENT STRATEGY 2015/16 to 2017/2018

Submitted by: Executive Director (Regeneration and Development)

Portfolios: Planning and Assets; Economic Development, Business, Town Centres and Customer Services and; Finance and Resources

Ward(s) affected: All wards within the Borough

Purpose of the Report

To seek Cabinet approval for the Asset Management Strategy (2015/16 to 2017/2018).

Recommendation

- (a) That Members approve the Asset Management Strategy (2015/16 – 2017/ 2018).**
- (b) That Officers take the necessary steps to explore the development potential of the sites listed in Appendices 2 and 3 at the earliest opportunity.**
- (c) That Officers report back the outcome of recommendation (b) to Cabinet at the earliest appropriate time.**

Reasons

The Strategy is a key document, which along with the Council's Capital Strategy and Medium Term Financial Strategy, forms the basis of the Council's Use of Resources.

1. Background

- 1.1 The Council's Capital Strategy and Asset Management Strategy are key documents evidencing the Council's approach to its Use of Resources. This Strategy provides a clear framework for understanding the value and condition of property owned by the Council so that, in turn, investment decisions can be taken to optimise the use of the said land/property to meet the needs of the Borough's residents, businesses and visitors. This Strategy along with the Council's Capital Strategy seeks to demonstrate alignment with, and delivery of, the Council's ambitions as set out in the Council Plan.
- 1.2 As an important evolution in the overall process of reviewing capital expenditure the Cabinet agreed at a meeting in October 2014 the principle that the Council, as a first resort, would seek to fund its future known capital programme needs through the annual asset management planning process by the identification of land or property in its ownership that is capable of, and appropriate for disposal.
- 1.3 In November 2014 Cabinet approved a list of Council owned sites (see Appendix 4 of the Strategy) to be submitted to the Local Planning Authority following its request for sites through the "Call for Sites" which has the potential to satisfy demand for future housing, employment and other needs such as recreation and leisure.
- 1.4 A joint Finance Resources and Partnerships Scrutiny Committee and Economic Development and Enterprise Overview and Scrutiny Committee reviewed the Strategy on 16th December 2014.

2. **Issues**

- 2.1 This Asset Management Strategy seeks to provide a robust and formal approach to the management and use of the Council's land and property assets. The Strategy explains the types of property we own and the rationale for so doing. It also summarises the potential ways in which investment can be funded highlighting the manner in which the Council invests in both its operational and commercial portfolios to meet the Council Plan's objectives. The Strategy also explains the structures/systems relating to management and decision-making.
- 2.2 Furthermore, it identifies the importance of maintaining and repairing the Council's property portfolio and it contains a summary of the cost of works required as a result of a stock condition survey.
- 2.3 As indicated above in October 2014 the Cabinet established an important overarching principle linking the function and purpose of this Strategy with the Council's Capital Programme and that it should be funded as a first resort from the receipts derived from disposal of land that is no longer required to meet strategic and/or operational needs.
- 2.4 The strategy sets out in Appendix 1 a list of sites, which Cabinet has approved for disposal previously, (with an update on the current position) in order to assist the planning of capital programme expenditure. Appendix 2 set out further sites for which approval is being sought to explore alternative uses or development and Appendix 3 lists sites which the draft Playing Pitch Strategy has identified as being surplus to operational requirements and approval is being sought to explore options for alternative use or development of these sites too.
- 2.5 It is estimated (subject to the granting of planning permission, there being no significant abnormal costs and to the sites selling at open market value) that the capital receipts likely to be generated in respect of the sites identified in Appendices 1-3 is approximately £16m. For the sake of clarity approval is being sought at this meeting for Officers to explore the potential for alternative use or development of the sites in Appendices 2 and 3 only (the sites in Appendix 1 having been approved previously).
- 2.5 At Appendix 4 a list of sites is included for information purposes that Cabinet has agreed to submit in response to the local planning authority's Call for Sites. In due course the local planning authority will consider the appropriateness of the Council's land alongside third party land, for alternative use or development. This assessment will be criterion-based and seek to identify a wide range of land uses such as housing, employment, open space and so on. No new decision is required in this regard but it is highlighted for the reason of clarifying the point that the Town Planning processes are considered to be best placed to determine the merits or otherwise of future land uses (taking account of relevant strategies, evidence, etc.).

3. **Options Considered**

3.1 **Option 1 – Do nothing**

If the Council did not prepare an Asset Management Strategy and Plan it would not be possible to either manage assets dynamically or demonstrate the rationale for investment; thereby exposing the Council to criticism that it had a weak approach to the management and use of its physical resources.

If capital receipts are not generated through the disposal of assets or there is a delay in this happening, this will mean that it will be necessary to either abandon, or postpone investment in the capital programme or to find an alternative source of funding, most likely to be borrowing.

3.2 Option 2 – Prepare Asset Management Strategy / Plan

The preparation of a Strategy enables the Council to establish some key principles about managing assets both strategically and dynamically in the context of Council Plan priorities. Having an Asset Management Plan provides a clear programme to optimise property investment in the context of the Strategy.

The capital receipts generated from the disposal of the assets set out in Appendices 1, 2 and 3 in the Strategy (subject to the granting of planning permission, there being no significant abnormal costs and to the sites selling at open market value) will fund the future Capital Programme.

4. **Proposal**

4.1 Option 2 is proposed.

4.2 That Members approve the Asset Management Strategy 2015/16 to 2017/2018 subject to any substantive comments being received from the joint Finance Resources and Partnerships Scrutiny Committee and Economic Development and Enterprise Overview and Scrutiny Committee.

5. **Reasons for Preferred Solution**

5.1 This strategy embodies current Government thinking in respect of asset management and enables the Council to demonstrate the prudent use of its physical resources.

5.2 The capital receipts generated from the disposal of the assets set out in in the Strategy (subject to the granting of planning permission, there being no significant abnormal costs and to the sites selling at open market value) will fund the future Capital Programme.

6. **Outcomes Linked to Corporate Priorities**

6.1 The Asset Management Strategy enables achievement of priority outcomes in all four of the Council's corporate priorities.

7. **Legal and Statutory Implications**

The Council has a duty, both fiduciary and operationally to utilise its Assets for the benefit of the Community.

Local Government Act 1972 – Section 123 - the Council has a duty to achieve best consideration for its assets

Local Government Act 2000 - powers to promote the economic, social and environmental wellbeing of the Borough

8. **Equality Impact Assessment**

8.1 Planned investment in the Council's operational portfolio will achieve compliance with the Disability Discrimination Act 2005.

9. **Financial and Resource Implications**

9.1 These are set out in the document in terms of planned investment in the operational portfolio and possible capital receipts through the disposal of land and property.

9.2 The capital receipts generated from the disposal of the assets set out in Appendices 1, 2 and 3 in the Strategy (subject to planning permission, there being no significant abnormal costs and to the sites selling at open market value) is estimated to exceed £16m and will therefore fund the Capital Programme requirement for the next 3 financial years.

10. **Major Risks**

10.1 That failure to prepare an Asset Management Strategy and Plan will adversely affect the Council's ability to demonstrate optimum use of its physical resources (assets).

10.2 A major risk is if land is not approved for disposal or if land approved for disposal is not sold or there is a significant delay in so-doing. In particular there has to be sufficient market demand at the time of marketing and there may be a shortfall against the Council's valuation. There may be some situations where the grant of planning permission is either not secured or that there are significant costs arising from the imposition of conditions. Additionally the necessary legal and administrative processes must be completed by both parties and this can sometimes cause delays.

10.3 In the event that insufficient capital receipts are generated as they are needed or there is a delay in this happening, this will mean that it would be necessary to either abandon, or postpone investment or to find an alternative source of funding, most likely to be borrowing.

10.4 If projects included in the capital investment programme are not carried out a number of other risks may arise, depending on which projects are concerned

- Service continuity suffers or service may not be able to be provided at all
- Customers, staff and the general public are exposed to unacceptable health and safety risks, e.g. from unsafe buildings and structures;
- The Council fails to fulfil its statutory responsibilities;
- The Council fails to meet its legal obligations, e.g. with regard to property leases;
- Income is lost because commercial properties become unlettable or cannot obtain acceptable rentals.

11. **Key Decision Information**

11.1 The report is referred to in the Forward Plan.

12. **List of Appendices**

Asset Management Strategy/Plan

13. **Background Papers**

Various reports and guidance documents from Government and the Audit Commission relating to Asset Management.

**NEWCASTLE-UNDER-LYME
BOROUGH COUNCIL
ASSET MANAGEMENT
STRATEGY
2015/16 -2017/18**



Version – 05/12/14

CONTENTS

1.0 INTRODUCTION

2.0 ASSET MANAGEMENT – A STRATEGIC APPROACH

- 2.1-2.3 Context
- 2.4-2.5 Main Elements of Good Estate Management
- 2.6 Benefits of Good Asset Management
- 2.7 Asset Management in Practice – Office rationalisation programme
- 2.8 Depot Review
- 2.9- 2.10 Green Space Strategy
- 2.11-2.12 Playing Pitch Strategy
- 2.13-2.23 Developing a clear Property Strategy for Newcastle
- 2.24 Asset Management Policies
- 2.25 Property-related Asset Management Objectives

3.0 THE WIDER POLICY CONTEXT

A The national context:

- 3.1 Government policy
- 3.2 Statutory responsibilities

B The local context

- 3.3-3.4 Links to Council Plan
- 3.5 Funding the Council's Capital Programme
- 3.6-3.10 Performance Management Context
- 3.11 Partner Organisations
- 3.12-3.13 Staffordshire and SOT Local Enterprise Partnership (LEP)
- 3.14 Newcastle Town Centre Partnership
- 3.15-3.19 Disposal to Third Sector
- 3.20-3.23 Capital Programme and Stock Condition
- 3.24-3.25 Current planned maintenance / improvement
- 3.26-3.27 Structures- Bridges, Watercourses etc.
- 3.28-3.34 Carbon Reduction/Energy Efficiency
- 3.35-3.41 Strategic Property Review

4.0 THE CURRENT ESTATE

- 4.1 Introduction
- 4.2-4.5 Operational Assets
- 4.4 Commercial Assets
- 4.5 Asset Transfers between portfolios

5.0 PROGRAMMES

- 5.1 Asset Reviews
- 5.2-5.3 Future Disposal of Surplus Land
- 5.4-5.6 Local Plan
- 5.7 Disposal Programme for under-utilised Assets – Operational service Requirements
- 5.8-5.14 Identification and potential sites for dispersal
- 5.15-5.17 Call for Sites – Response to the Local Planning Authority
- 5.18 Masterplan to the west and south of urban Newcastle
- 5.19-5.21 Consultation arrangements for future disposal

- 5.22-5.23 Car Parks
- 5.24-5.26 Commercial Portfolio
- 5.27-5.28 Community Centre Review

PARTNERSHIP ANDE COLLABORATIVE WORKING

- 5.29 Public sector GIS based database
- 5.30 Regeneration
- 5.31-5.34 Newcastle Town Centre Redevelopment
- 5.35 Newcastle Town Centre Public Realm
- 5.36-5.37 Shared Accommodation/Public Sector Hub
- 5.38 Facilitating Community Assets
- 5.39 Funding and Investment Strategy

6.0 ARRANGEMENTS FOR ASSET MANAGEMENT PLANNING

- 6.1 Corporate Management Structure regarding Asset Management
- 6.2 Portfolio Holder Responsibility
- 6.3 Corporate Property Office
- 6.4 Assets Review Group
- 6.5 – 6.10 Capital Programme Review Group
- 6.11 Day to Day Asset Management Planning
- 6.12-6.14 Asset Management Date and Information systems
- 6.15 Health and Safety

APPENDICES

- Appendix 1 – Land and Property Disposals – approved and ongoing
- Appendix 2 – Land and Property Disposals – under investigation and subject to approval
- Appendix 3 - Draft playing Pitch Strategy – under investigation and subject to approval
- Appendix 4 – Call for sites list
- Appendix 5 – Consultation Process
- Appendix 6 – Asset management planning reporting structure

1.0 INTRODUCTION

- 1.1 Property is a technically difficult asset to provide and maintain, slow to change and can be expensive to run. If the Authority is to get the best out of its use of land and buildings, it is important that it has a clear vision of what it expects from its properties, and that it resources them appropriately.
- 1.2 The property estate must be regularly reviewed and actively managed to ensure that it supports changing needs and offers continuing value for money. This management process depends on full engagement from Senior Officers, Councillors and from the operational service units that occupy the properties. Additionally it is vitally important that users of Council-owned land or premises, along with other stakeholders (including local residents), are afforded the opportunity to comment upon Council decisions affecting property. This may be particularly important in cases where the Council is seeking to dispose of, or disinvest in, land or property. In such cases consultation will be proportionate to the scale and nature of any such decisions.
- 1.3 In order to demonstrate that the Council is managing its resources effectively, in the context of an overall aim of delivering efficient public services, the Council must produce a suite of key documents on an annual basis; the Asset Management Strategy/Plan is one of these documents (others include the Council Plan, the annual budget, the Capital Strategy and the Medium Term Financial Strategy). Up to date Government guidance and acknowledged best practice has informed the structure and context of this Strategy.

CONFIDENTIAL

2.0 ASSET MANAGEMENT – A STRATEGIC APPROACH

CONTEXT

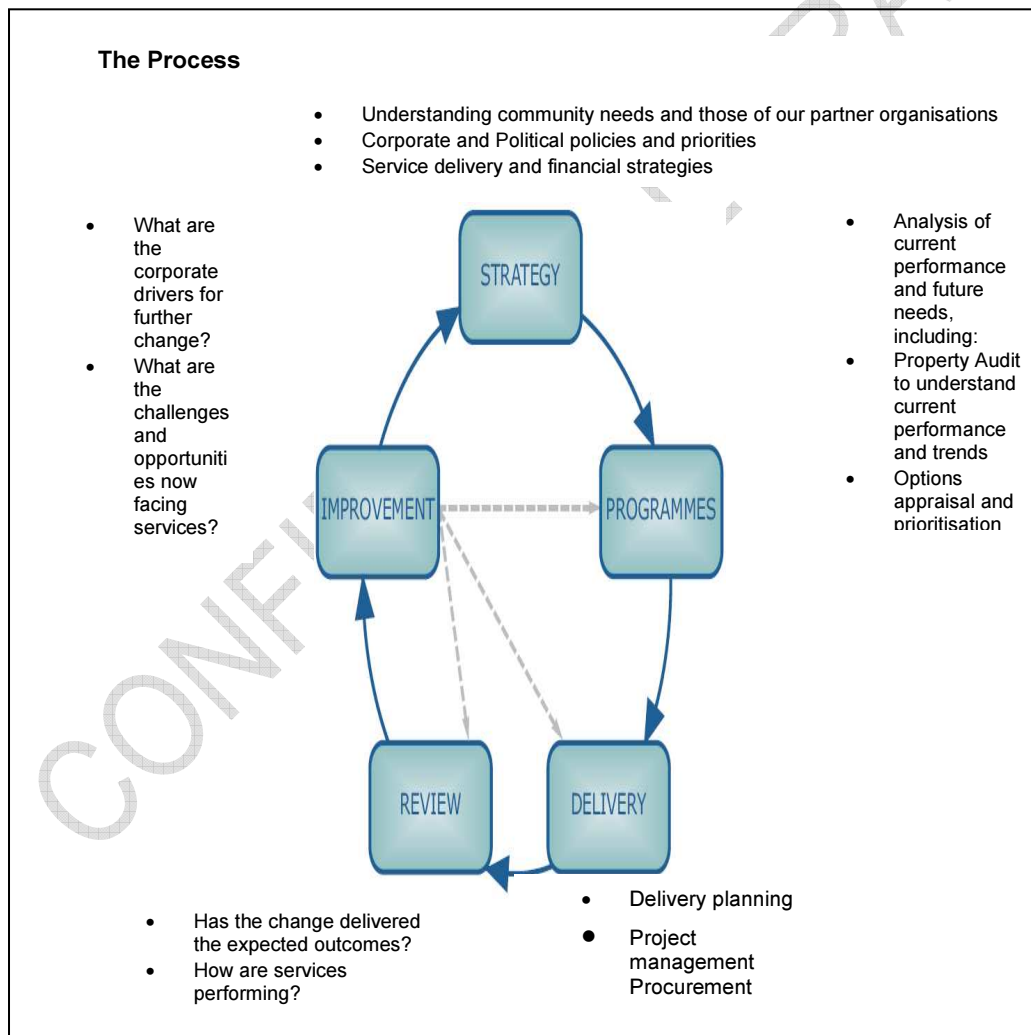
- 2.1** The Borough of Newcastle-under-Lyme is part of the conurbation of North Staffordshire. It is the most populated district in Staffordshire with a population of around 125,000 and has an area of 81 square miles. The two main towns within the Borough are Newcastle-under-Lyme and Kidsgrove and there is an extensive rural area to the west/south-west of the urban area.
- 2.2** The industrial base of the Borough has changed significantly in the last century, with the closure of local coal mines and the development of the distribution sector. Service industries are the largest employers in the area, with the number of people employed in water, energy and construction industries being higher than average. The presence of Keele University with the development of its innovation centres for small businesses, new medical school and the growth in hi-tech, research and medical technology businesses demonstrates the potential for added value growth of the area. Newcastle town centre is recognised as being one of two strategically important centres in the North Staffordshire conurbation, with further growth predicated upon its good connections to major transport routes.
- 2.3** There have been big reductions in funding provided to local authorities, central government and its agencies, arising from the need to restrain public expenditure to rebalance public finances following the global economic recession beginning with the banking crisis in 2008. Services remain under pressure to reduce costs and to keep fixed outgoings such as property related costs under review. At the same time, the Council's own resources available to finance capital projects have diminished and need replenishing before any substantial further capital investments can be made. Several years ago, in response to this requirement, the Council initiated an Assets Disposal Programme demonstrating a more concerted effort to dispose of land/property which it no longer required. In the past twelve months this position has been refined in a corporate context whereby the Cabinet has resolved that future capital programmes should be funded as a first resort from asset disposals.

MAIN ELEMENTS OF GOOD ESTATE MANAGEMENT

- 2.4** The main elements of good asset management for public authorities are listed below:
- Leadership – political, corporate and technical.
 - Culture – establishing an environment that sets high standards and measures performance.
 - Strong customer focus – consultation and feedback undertaken in the context of wider public interest.

- Clarity of Structure, Roles and Responsibilities.
- Resources and Capacity – adequate staff, time and funding.
- Clear Governance – support of senior management and political leadership.
- Data – decisions should be properly informed.
- Sustainability – outcomes are sustainable organisationally, environmentally and financially.

2.5 In order to facilitate good asset management it is also necessary to design a process that can be readily understood by all interested parties and, most importantly, be clear to those involved with administering it. It is proposed to continue with a five stage process for asset management in this Council as described in the annotated diagram below:



1. Strategy

This document is the strategy at the head of the diagram which seeks to clarify the Council's approach to asset management, particularly balancing the corporate context with service delivery requirements.

2. Programmes

The programmes of work should be derived from the strategy and these will typically relate to investment in retained stock and disposal of property where there is no evidence of strategic or operational service need to keep it.

3. Delivery

Delivery of agreed programmes is the vital ingredient that translates the strategy into action and recent experiences of property disposals demonstrate the importance of good project management.

4. Review

Continual review is a key element of the process too in order to ensure that the property estate continues to support efficient service delivery.

5. Improvement

The latter should lead into improvement planning in order to ensure that any change in direction in corporate priorities can be responded to.

2.6 BENEFITS OF GOOD ASSET MANAGEMENT

- Improved services through better buildings and co-location of services
- Improvements in efficiency, which generate financial savings
- Reduced maintenance backlog
- Better utilisation of property
- Release of capital through sale of surplus assets
- Potential to drive regeneration outcomes both economic and housing growth

ASSET MANAGEMENT IN PRACTICE

Office rationalisation programme

2.7 At the time of writing this Strategy the Council has agreed, in principle, to relocate from its main office headquarters (in Merrial Street) to facilitate a comprehensive retail-led regeneration scheme. During the next 12 months the necessity, deliverability and affordability of this project will be further assessed. In the meantime the Council continues to review its office accommodation in Newcastle town centre and has, as a result, consolidated the Borough Council staff in a more space efficient manner within the Civic Offices to free up space which has been let to other public sector partner organisations which include the Staffordshire and Stoke-on-Trent NHS Partnership Trust, Staffordshire County Council and Staffordshire Police. This has produced:

- a significant annual revenue income;

- a reduction in running costs to the Borough Council;
- a reduction of carbon emissions from the Council;
- improved partnership working and;
- potential to deliver more seamless public services.

Depot review

2.8 The Council continues to review its depot facility following the rationalisation of the overall site which enabled the Staffordshire Fire and Rescue Service to build a new Community Fire Station on surplus land. Office staff have recently moved to the Depot from the Civic Offices to free up space which is being let to Staffordshire and Stoke-on-Trent NHS Partnership Trust. More importantly over the next 12 months is the need to undertake a more fundamental review of the depot premises in order to accommodate the delivery of an enhanced Waste and Recycling Service from mid-2016. It is intended that the necessary premises alterations will have been completed by January 2016. Council owned land opposite the depot on Silverdale Road (see Appendix 1) has been identified as a possible requirement for operational purposes to support the planned reconfiguration at the depot.

Green Space Strategy

2.9 In 2005 the Council (in partnership with Stoke-on-Trent City Council) adopted a Green Space Strategy which covers the urban areas of the Borough and the City. This assesses the needs of the community to ensure that it is adopting the right approach to green space provision, management and maintenance. There is also a Rural Green Space Strategy which relates to the rural areas of the Borough

2.10 The Council has agreed to review and update these strategies over the next year or so in line with changes to national policy, local government finance and projected resources; this will be used to inform the forthcoming review of the Local Plan (see later).

Playing Pitch Strategy

2.11 A Playing Pitch Strategy (PPS) has been commissioned and will have been finalised and reported to Cabinet at the same time as this Strategy. At the time of preparing this Asset Management Strategy the draft PPS has identified some sites where there is no local demand thereby rendering them suitable and appropriate for alternative use or development.

2.12 The above strategies will seek to prioritise and direct resources into the areas which provide the greatest benefit to the community and to identify areas where disinvestment, change of use or disposal may be appropriate.

DEVELOPING A CLEAR PROPERTY STRATEGY FOR NEWCASTLE

Scale of Activities

- 2.13** The Borough Council is a significant property owner within its administrative boundaries with substantial legacies around the two main town centres of Newcastle and Kidsgrove as well as in the urban villages/rural hinterland.
- 2.14** As at March 2014 the Council's property assets were recorded in the Asset Register at a value of just under £72.4m. The properties are valued in accordance with RICS Appraisal and Valuation Standards ("Red Book"). This involves a variety of valuation methods dependent upon the particular asset and its use. This estate comprises a mix of property, some 220 buildings and various land holdings which form two distinct portfolios, the Commercial/Regeneration Portfolio and the Operational Portfolio (see section 4).

(a) Operational Portfolio

- 2.15** This consists of land and buildings from which the Council carries out its own business activities/service delivery. This comprises a mix of 100 buildings that are typical of a local authority estate and result from the history of diverse activities in which local authorities have been involved in the past.
- 2.16** Examples of the existing operational properties include Jubilee 2 Health and Wellbeing Centre, the Civic Offices (the main office headquarters) and the works depot (which provides workshops, stores and garaging for the Council's direct works departments).
- 2.17** The primary objective of the operational stock is to ensure that it remains fit for purpose. So the condition of the properties is kept under review and essential maintenance is prioritised accordingly. From time to time it will become evident that properties have reached the end of their natural life – i.e. when the property is uneconomical to repair in order to fulfil the service needs. Members will recall that the Jubilee 2 development was predicated upon a business case that demonstrated, amongst other things, the necessity to replace two out-dated premises. A similar situation is developing at Kidsgrove where the current leisure centre is now in need of replacement. At the time of writing Cabinet had agreed to consider the inclusion of such a scheme in the preparation of a future capital programme.
- 2.18** The Council no longer holds social housing stock but still owns and maintains significant land holdings within these neighbourhoods. This land is kept under review and presents opportunities for alternative use or development in liaison with the stock-transfer company, Aspire Housing.
- 2.19** The Council owns and manages approximately 1800 acres of land for the purpose of providing parks, gardens, outdoor sports facilities, children's playgrounds, Local Nature Reserves, woodlands, allotments, cemeteries, footpaths and cycle ways for the benefit and enjoyment of the public. The strategic context of the use of these

spaces is provided in the Green Space Strategy or other key strategies.

(b) Commercial Portfolio

- 2.20** The Commercial Portfolio comprises land and buildings let to business tenants on the basis of open market rents, as well as the Council's fee paying car parks. Whilst the basic approach to the commercial portfolio lettings is market driven there may be occasions where the Council's economic regeneration objectives influence this position. Any such adjustment to purely market-led criteria has to be approached with caution to avoid distorting the market and creating a spiral of decline in investor confidence. A commonly used approach, particularly in difficult economic conditions (such as those prevailing over the past three years), is to incentivise prospective tenants with rent-free periods, where necessary, as opposed to reducing market rental levels. However particularly in the retail sector there have been some rent reductions in line with current market evidence; it is intended that this practice will continue for the foreseeable future in order to both promote economic growth and to optimise rental income.
- 2.21** This Portfolio comprises 120 freehold buildings and 13 leasehold units: town centre premises including retail, office and leisure uses along with a number of premises on industrial estates. There are also street markets and hybrid premises (operational properties which have an element of commercially let space within them), such as the lettings of part of the Civic Offices to public sector partners.
- 2.22** The Portfolio itself has arisen out of various regeneration initiatives that the Council has undertaken from the 1930s onwards when it undertook the development of the Lancaster Building shops and office complex at the time of an economic depression. In response to the recent weak global economic conditions, the Council invested significantly in this Listed Building through a comprehensive refurbishment to achieve a "very good" BREEAM standard. The offices are now fully let.
- 2.23** In recent years, additions to this portfolio have included the construction of a small block of industrial units for the small business/new enterprise market at Church Lane (Knutton) which are now fully let. Additionally the Council facilitated the development of a BREEAM "outstanding" commercial building at Chatterley Valley, known as Blue Planet, on land which we held as a result of an intervention in the market to deal with a heavily contaminated parcel of land. These premises have been successfully let to JCB who are operating their world logistics hub from the site. JCB also have an option to purchase adjacent Council owned land which would facilitate future expansion on this site.

ASSET MANAGEMENT POLICIES

2.24 Asset Management Policies will be influenced by various factors including current government policy; the needs of the community; the needs of the organisation in delivering services and economic conditions. Taking account of these the Council's key policies for asset management are as follows:

- a) The Authority will only hold sufficient property to meet a service need or strategic objective;
- b) Property is a corporate asset and will be managed as such
- c) Service demands on the estate will be met in the most cost effective manner available to the Authority;
- d) Properties held for service needs will be suitable for their intended purpose and;
- e) The condition of the Authority's estate will be maintained at the best possible level to meet the needs of the operational activities (taking account of available resources) with best endeavours being used to optimise the environmental performance of all properties

PROPERTY-RELATED ASSET MANAGEMENT OBJECTIVES:

2.25 In the context provided above it is appropriate that the Council has clear objectives relating to the use of its property assets and these are summarised below:

- a) To support in service delivery requirements;
- b) To achieve optimum utilisation of property assets;
- c) To invest available funding in areas of greatest need or opportunity (including essential maintenance and repair);
- d) To raise awareness of spending on properties occupied by the Authority;
- e) To formulate an "asset challenge" to Service Directorates;
- f) To minimise the opportunity cost of holding land and property assets;
- g) To minimise the adverse environmental impacts of the portfolio;
- h) To optimise capital receipts from disposal of surplus land/property to provide funds for capital programme expenditure;
- i) To optimise income from the Commercial Portfolio;
- j) To engagement with local community and third sector organisations and;
- k) To achieve wider objectives e.g. social inclusion and regeneration

3.0 THE WIDER POLICY CONTEXT

A. THE NATIONAL CONTEXT:

Government Policy

3.1 Many Government initiatives, policy statements and/or guidance influence the Authority's asset policies, including:

- The Quirk review of ownership of public assets
- The Gershon Review, and the drive to improve efficiency
- The Prudential Code for the management of capital finance
- Leaner and Greener Report – Delivering effective estate management
- Leaner and Greener II – Putting Building to Work
- Penfold Review
- Laying the foundations of a Housing Strategy for England
- The Localism Act - Community Right to Bid
- Community Infrastructure Levy (CIF)
- The National Planning Policy Framework

Statutory Responsibilities

3.2 The Authority as an employer, a landowner, a landlord and a provider of services, has a wide range of responsibilities with an implication for accommodation including:

- A range of health and safety legislation, EEC requirements. HSE best practice and guidance notes, Industry standards and Insurance requirements.
- Carbon reduction and energy efficiency legislation and requirements.
- Equality Act 2010. This does not simply encompass accessibility considerations and has to be taken in to account in virtually all development and maintenance work which is carried out to ensure that every possible aspect of disability has been considered when implementing work.
- Management of the risks associated with property assets including regular maintenance and servicing to address matters such as:
 - i) Legionella – A managed program of water testing and preventative measures are carried out including weekly flushing regimes, monthly temperature tests, bi-annual bacteria testing and, as required, physical system cleansing. A robust legionella policy is in place for the council as required by law.
 - ii) Asbestos – An on-going program of surveys and management together with the use of asbestos registers and regular monitoring to prevent the release of dangerous fibres and warn of the presence of asbestos across the portfolio. A robust asbestos policy is in place for the council as required by law.

- iii) Fire Safety – The Authority undertakes Fire Risk Assessments in respect of its properties and tests fire safety equipment e.g. alarms on an annual basis. Weekly, monthly and annual testing of fire monitoring and backup systems also take place as required by the legislation to ensure that fire systems are maintained.
- iv) Gas Safety – Inspections and services are carried out on an annual basis to ensure that all gas appliances are safe to use. The correct pre-planned maintenance approach has also ensured that gas appliance failures are now very rare which has delivered a considerable saving in respect of reactive maintenance costs.
- v) Electrics - An ongoing program of periodic tests is carried out to fixed wiring as required by both legislation and our insurers together with Portable Appliance Testing.
- vi) Lifts, pressure vessels, safety line, chimney maintenance - checks are carried in accordance with best practice.
- vii) Lightning Conductors – checked in accordance with best practice.
- viii) Routine inspection and repair/maintenance of assets including tree stock, playground stock, railings and structures, footpaths and roads etc
- ix) Testing and maintenance of generators, air conditioning and mechanical services equipment.

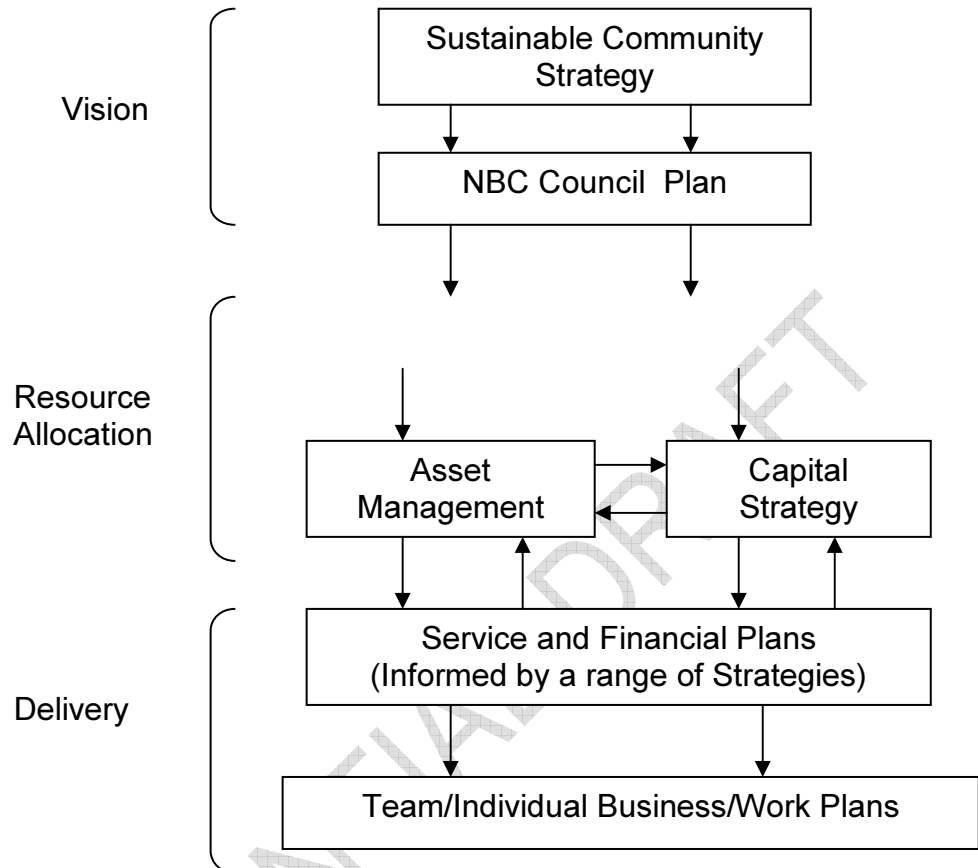
NB: The above summary is not an exhaustive list of statutory inspections/maintenance arrangements.

B. THE LOCAL CONTEXT

3.3 The Asset Management Strategy draws from a number of strategic Council documents including:

A Sustainable Community Strategy 2014-2020
Council Plan – 2013/14 to 2015/16
Newcastle-under-Lyme and Stoke-on-Trent Core Spatial Strategy 2006-2026
Medium Term Financial Strategy -2015/16 to 2019/20
Capital Strategy 2015-2019
Revenue and Capital Budget 2015-2016
Urban North Staffordshire Green Space Strategy 2009
Playing Pitch Strategy 2015
Economic Development Strategy 2012-2017
Housing Strategy 2011-2016
Strategic Housing Land Availability Assessment 2013/14
Carbon Management Plan 2011
The Staffordshire and Stoke-on-Trent Compact and Third Sector Commissioning Standards 2014-2018
Safe and Stronger Community Strategy 2012-2017
Health and Wellbeing Strategy 2013-2018
Contaminated Land Strategy 20014-19

The diagram below shows the relationship the Asset Management Strategy has with key Council/partner strategies/plans:



CONFIDENTIAL DRAFT

NBC Medium Term Financial
Strategy

CONFIDENTIAL DRAFT

Links to Council Plan

3.4 The Council Plan (2015-2020) has four main priority areas which are:

- Becoming a Co-operative Council which Delivers High Quality Community Driven Services
- A Clean, Safe and Sustainable Borough
- A Borough of Opportunity
- A Healthy and Active Community

Funding the Council's Capital Programme

3.5 Importantly, as referred to at paragraph 2.3, the other important corporate context has been provided by a Cabinet decision in autumn 2014 that future Capital Programmes should be funded by the realisation of capital receipts as a first resort.

Performance Management Context

3.6 The performance of the Authority's estate is subject to scrutiny by the Economic Development and Enterprise Scrutiny Committee with oversight, in respect of the financial elements of the strategy, also being provided by the Finance, Resource and Partnerships.

3.7 Ongoing review of assets is a key task for both managers of Operational Services and Property-related staff. Such reviews have become formalised through a corporate officer working group, the Assets Review Group.

3.8 The action logs of the Assets Review Group are reported to the Executive Management Team. Significant decisions about potential disposals or acquisitions are reviewed there and if agreed in principle then reported for a Cabinet decision. This may require consideration at the Capital Projects Review Group when capital expenditure over £20,000 may be required on a property or parcel of land.

3.9 The main performance indicators pertaining to the Council's operational and commercial property portfolios are listed below:

- Percentage of the investment portfolio which is vacant
- Percentage of investment portfolio in arrears
- Percentage of statutory inspections completed on time

3.10 Other performance indicators (relating to the maintenance of buildings) have recently been introduced these being:

- Percentage reduction in energy consumed
- Time taken to respond a to repair

Partner Organisations

3.11 Community leadership is often delivered through partnership, and it is probably seen in the best light when it tackles “cross-cutting” issues. The Newcastle Partnership brings together key players from the public, private and voluntary sectors with the aim of enhance the quality of life of local communities. Two key priorities have been identified around enhancing economic growth and tackling vulnerability, based on the Council’s key strategies. The Partnership has developed a Work Programme focused on these key priorities and has in place a number of projects designed to deliver against this Work Programme. Our ability to lead and contribute to partnerships is increasingly important to help us secure improvements in service delivery through the physical estate for the residents, investors and visitors to the Borough.

Staffordshire and SOT Local Enterprise Partnership (LEP)

3.12 The Local Enterprise Partnership (LEP) is a private sector-led partnership with the public sector which aims to drive economic growth and create jobs. Formed in 2011, the LEP’s vision is to create 50,000 jobs and increase the size of the economy by 50% by 2021. The LEP creates opportunities for business by providing advice, support and skills development; creating the opportunity for businesses to access funding through funding streams such as the Growing Places Fund, driving forward strategic investment in infrastructure and major initiatives such as the City Deal – Powerhouse Central.

3.13 The Council’s Land Disposal Strategy supports this growth initiative by creating the opportunity to dispose of surplus land to facilitate economic growth and add to the housing offer available within the Borough in line with both the LEP growth ambition and Government policy. Additionally, the master planning exercise which is to take place over the future use of the former Keele Golf site and the land to the west and south of urban Newcastle has the potential to support further development of Keele University & Science park as a major employment and growth hub within the Borough (subject to the outcome of the Local Plan process).

Newcastle Town Centre Partnership

3.14 Newcastle and Kidsgrove Town Centre Partnerships are private sector-led partnerships which have been established to bring together local businesses and the Council to improve the economic fortunes of the town centres.

Disposals to Third Sector

3.15 For a number of years, the Council has pursued a policy of disposal of Assets to the ‘Third sector’ through the engagement of active community groups. The Council’s disposal strategy in respect of these groups recognises the strengths of pro-active community organisations – independence, specialist knowledge of particular

activities, community focus and access to third sector funding streams.

3.16 The Council seeks to support these organisations by adopting a number of different approaches to community engagement and management of assets. The approaches range from a totally devolved community management structure – where the asset is leased to an organisation who then assume complete control of it including repairs/maintenance, running costs etc and who also receive and control income generated by the asset (e.g. letting to Newcastle Rugby Club) – through to a supported management structure where the Council retains responsibility for the costs associated with the asset and the income generated by it e.g. football pitches – and onto a “stewardship” role for the community where volunteers or Friends Groups provide an input and influence to the Council’s management decisions.

3.17 In some cases this involves granting long leases of land and property to third sector organisations at nominal rentals. The grant of such leases, as opposed to outright disposal of the freehold, ensures that where such groups experience problems, (for example through loss of key members), the asset (land/property) returns to the Council (and the greater community) to be utilised again for a similar purpose or some other purpose outlined in the corporate priorities. Examples of successful leases (typically of 20/25 year duration) previously established by the Council include:

- Kidsgrove Ski Club
- Newcastle Town Football Club
- Newcastle and Hartshill Cricket Club
- Newcastle Rugby Club
- North Staffs Special Adventure Playground
- Kidsgrove Citizens’ Advice Bureau

3.18 There are also a number of examples of community green spaces which are managed and/or leased by local community groups, including:

- Audley Millennium Green
- Lyme Valley Allotments

3.19 In addition the Facilities team have assisted community groups/sporting organisations in relation to project managing improvement schemes recent examples include the rebuilding of the bowls pavilion at Westland Sports Ground and the planned/committed refurbishment of the Sports Centre in the Lyme Valley.

Capital Programme and Stock Condition

3.20 Another key area relates to the maintenance and repair of the significant operational land and buildings. Whilst key properties remain under review (e.g. Civic Offices) a modest investment

programme has been approved annually as part of the Council's Capital Programme. Provision is made in the Council's General Fund Revenue Programme annually to meet the ongoing costs relating to land and property maintenance.

- 3.21** This maintenance/repair work is driven by the review of the stock condition survey which is assessed annually in order that a clear record of the condition and repair of the assets is maintained. This enables the identification of major repairs requiring capital investment. In addition any assets which require urgent attention due to health and safety risks will be highlighted and prioritised to ensure that the Council complies with its statutory requirements.
- 3.22** A stock condition review has been carried out again in 2014 and moving forward the repairs identified have been categorised (“RAG-rated”) as Red (urgent repairs required to meet Health and Safety obligations or similar imperative); Amber (repairs which can be left in abeyance for a short time but will result in deterioration of the asset as time goes on) and Green (repairs which can be put in a planned maintenance programme spread over a number of years). This has enabled preparation of an indicative costed and planned schedule of capital works over a 5 year period to enable better planned maintenance and capital finance planning.
- 3.23** In assessing the future maintenance repair of the Council’s operational estate there will need to be a balance between providing the financial resources to undertake a pro-active maintenance programme and the risk that not doing so will impact on future capital costs (since the fabric of assets will deteriorate over time and maintenance work will become more costly due to this).

Summary table of the likely stock condition survey cost requirements 2015/18

2015/16	2016/17	2017/18
£447,500*	£1,529,150**	£1,882,680**

- *Subject to Capital Programme approval 2015/16 and forms part of proposed £4.6m expenditure (See Annex B Capital Strategy 2015-2019)
- **These are indicative amounts for future financial planning and modelling purposes

Current planned maintenance / improvement 2014 - 2016 *

3.24 Whilst it might be desirable from an asset management viewpoint for the Council to move towards a planned maintenance programme in the next few years based on the Stock Condition Survey, given competing priorities for expenditure and limited available capital funds this Strategy has adopted a targeted approach to investment for 2014/15 and into 2015/16 (*subject to approval of the Capital Programme budget for 2015/16) as follows:

- a) Former St. Giles and St. George's School - Maintain whilst clarifying end use (current preferred location for new Civic Offices).
- b) Clayton Sports Ground - Drawings and specifications for a new roof to the sports hall, a new heating system together with part refurbishment of the interior of the facilities in order to extend the life of the building and provide enhanced facilities have been prepared for a tender exercise to be carried out during the winter of 2014/15. It is planned to commence the work in the Spring of 2015 to take advantage of better weather conditions. The majority of the cost is to be financed by various external grant funds

The council is also exploring other possible funding opportunities from badminton organisations which could potentially fund a new sports hall floor and full redecoration of the hall.
- c) Civic Offices - essential works to upgrade the electrical system will be undertaken in 2014/15 and this will continue in the following two years.
- d) Entire corporate portfolio – fixed wiring testing and associated remedial works to be carried out in 2015.
- e) Public Car Parks – Urgent resurfacing where necessary to mitigate risks.
- f) Museum – Exterior repairs and redecoration.
- g) High Carr Farm – New windows and porch.
- h) Industrial units at Brampton Sidings and Croft Road – major overhaul of leaking roofs with rubber solution to achieve a 20 year lifespan.
- i) Roe Lane and Birchenwood pavilion – installation of new self-flushing showers.

- j) Silverdale Community Centre – demolition of structurally unsound part of building.
- k) Guildhall – interior decoration.
- l) Accommodation Review - Undertake further work to establish the medium/long term accommodation needs of both the Borough Council and other public sector partners in order to secure more efficient occupation of operational buildings.
- m) Further high priority improvement works to other community centres and potential tenanted properties to preserve the assets and enhance potential rental income.

3.25 As with the capital programme, due to limited availability of revenue funds, planned maintenance work has continued at minimum levels for 2014/15 and a more reactive approach has been adopted and this will continue into 2015/16. Consequently it is inevitable that the condition of property assets will deteriorate until a more proactive maintenance programme can be funded. With regard to maintenance of land this is restricted to urgent health and safety works and prioritised works to preserve reasonable levels of amenity.

Structures - Bridges, Watercourses etc

3.26 An asset register of all structures for which the Council are responsible has been prepared. A full inspection programme has been implemented to monitor the condition of the structures and identify any repairs during 2014/15 and 2015/16 so that the council is fully informed in relation to the liabilities and responsibilities. A risk-based and targeted approach for future inspection regimes will be undertaken in future years to identify any maintenance or repair needs. It is already known that there is a partial retaining wall collapse which will require substantial rebuilding for health and safety reasons during 2015 and this is reflected in the stock condition survey. Three churchyard retaining walls have required repair and part rebuilding as a result of this survey/inspection work but to date no work of a major concern has been identified.

3.27 The inspections are ongoing and any immediate repair requirements will be carried out upon identification, however, until the full inspection regime is completed it is only possible to estimate the full extent of the Council's liabilities over the next 5 years.

Carbon Reduction/Energy Efficiency

3.28 The Council monitors energy use in all operational properties. It has been seeking to reduce energy usage over the last 2 years and where it carries out repairs/improvements to the properties it seeks to reduce its carbon footprint/energy use further as a direct result of these works, thereby saving costs.

- 3.29** The Council published a Carbon Management Plan in 2011 (accredited by the Carbon Trust). This developed a Carbon Management Strategy which identified the drivers for carbon management, targets and objectives to be achieved and the strategic themes considered. In order to deliver the said objectives, the Plan sets out a number of projects; there are existing projects, planned/funded projects, near term projects and medium to long term projects.
- 3.30** In October 2011 the Council received a grant allocation of £35,000 from the West Midlands Low Carbon Fund to reduce the Council's carbon footprint which in turn will save money in respect of energy consumption. A number of energy saving proposals were implemented in the spring of 2012 using this grant money; a number of the notable examples are set out below:-
- a) Automated Meter Readers (AMRs) were fitted on Gas and Electricity supplies to the council's 5 highest energy-consuming buildings. Additionally the majority of operational buildings have had electricity AMRs fitted at no cost to the Council.
 - b) Cavity wall and/or loft insulation at several premises.
 - c) Low Energy Lighting, lighting controls and double glazing at several premises.
 - d) Installation of low energy hot water system in one location.
- 3.31** As a result of the installation of AMRs to a number of sites, the Borough Council have developed a robust web-based energy management database which has energy consumption automatically uploaded from the information supplied by AMRs and half Hourly meters which allows monitoring of energy consumption (on a half hourly, daily, weekly monthly and annual cycle), measuring consumption, Co2 emissions, peaks of consumption and comparisons with previous years. This has enabled officers to adopt a more proactive approach to energy management which helps in identifying peak and unusual usage and eliminating waste or unnecessary usage. Together with the installation of PIRs in a number of sites this has contributed to a reduction in the overall consumption of electricity by 31% during 2012/13 and 2013/14 as compared to 2011/12.
- 3.32** Particular examples from the projects undertaken are 23% reduction in electricity consumption at Bathpool Park (which is heated by electric convector heaters and where cavity wall installation has been installed). At Midway, Merrial St, Hassell St, Crematorium and Birchenwood Pavilion where a combination of PIRs and energy efficient water heaters were installed, the reduction in energy usage has been 13%, 83%, 8% and 179% respectively. In the case of

Midway alone the modifications carried out resulted in a saving in electricity of £4,000 for the year.

- 3.33** Further work is being carried out to source funding in order to implement more of the planned projects (set out in the Carbon Management Plan) which would help to further reduce the Council's carbon footprint and save both energy and costs.
- 3.34** Additionally other initiatives currently being explored include:-
- LED lighting at the Depot and Civic Offices.
 - BIO MASS projects (wood burners)
 - Heat recovery schemes

Strategic Property Review

- 3.35** It is essential that the Council has an efficient property assets approach to ensure that all opportunities to maximise use, rental income, resources and management are taken.
- 3.36** The council has a property portfolio with a capital value of about £19m from which a rental income of about £1.23m per annum is derived. This represents an average gross return on investment of 6.5% per annum. It is noteworthy that should the council decide to sell all of these assets and invest the money in recognised investment schemes, the gross return on this investment would be approx. 1% per annum.
- 3.37** Therefore in general, the Council is obtaining a better return from holding the property portfolio and the strategy should concentrate on maximising the efficiency of the property portfolio so that each property achieves an optimum return or more and resources should be concentrated on those buildings which achieve this. As a matter of principle properties which do not comply with this strategy should be considered for disposal (where there is a market demand) in order that proceeds can be used in part or whole to re-invest in good performing buildings to protect and enhance their returns.
- 3.38** Where failing properties are disposed of, this will take pressure off capital budget requirements as the need for expenditure decreases. However, it should be recognised that there is a consequent loss of rental income in the short term. There have been examples of this approach during the past year.
- 3.39** Over the long term, by investing in more efficient properties to increase and enhance their value, not only should the loss of income be retrieved by the increase in rental value of the asset, the asset

itself will increase in value and the probability of a long term rental income will be enhanced considerably.

3.40 Each property asset from both portfolios will need to be scrutinised in detail in terms of operational use, maximisation of use, rental income, maintenance cost, capital requirements and general overheads in order that individual property needs or failings can be identified and this will deliver an overall strategic plan for all the property assets.

3.41 However, this exercise will also need to take in to account operational requirements and the need to hold some property for long term strategic and regeneration needs so there will be occasions when under-performing properties are retained.

CONFIDENTIAL DRAFT

4.0 THE CURRENT ESTATE

4.1 The Council owns an eclectic mix of over 180 properties (buildings) ranging from crematoria to sports centres to industrial premises. As previously indicated (section 2.5) the Council's property assets are divided into two portfolios – the operational and commercial portfolio – see below:-

Operational assets

4.2 In broad terms this is property that is held, occupied, used or contracted to be used on behalf of the authority in the direct delivery of services for which it has a responsibility, whether statutory or discretionary or for the service of strategic objectives of the authority. For reasons of simplicity we also include 'Community Assets' in this category.

4.3 This category includes (not exhaustive list):

- Civic Offices
- Guildhall Customer Service Centre
- Kidsgrove Town Hall Customer Service Centre
- Knutton Lane depot
- Jubilee 2 Health & Wellbeing Centre
- The Museum/Art Gallery
- Crematorium and Cemeteries
- Land associated with operational property
- Parks and Open Spaces
- Historic Buildings/Monuments
- Allotments
- Sports facilities and pitches
- Community Centres
- Off-street car parks
- Structures bridges, watercourses etc
- CCTV infrastructure

Commercial Assets

4.4 These property assets are those held by the Council but not directly occupied, used or concerned in the delivery of services, although they are likely to align with the authority's strategic objectives. Examples in this category (list not exhaustive) mainly related to commercial land and property, leased/rented to other parties and generating income which include:

- Town Centre Retail Premises
- Industrial Units
- Offices
- Former Keele Golf Centre
- Ground Leases

- Market
- Town Centre Car Parks
- Former Sainsbury's supermarket (owned in conjunction with Staffordshire Council for regeneration purposes)

Asset Transfers between Portfolios

4.5 There are occasions where assets can be transferred between portfolios as a result of changes to service delivery or corporate priorities; examples include the following:

- The Guildhall which transferred from the commercial portfolio to the operational portfolio.
- Pitfield House (Brampton Park) which was originally within the operational portfolio and is now let on a commercial basis as a Children's Nursery.
- Former Audley Council offices which is now let on a commercial basis to a local business.

CONFIDENTIAL DRAFT

5.0 PROGRAMMES

ASSET REVIEWS

- 5.1 There is an expectation that the public bodies, responsible for the use of resources will continuously challenge its use of resources, and this Council has instituted a programme of reviews of its operational property portfolio, which is used to deliver services. Property can be an expensive drain on both capital and revenue budgets, and is generally slow to change. It is essential that organisations like the Council have the right type of premises in the right locations, and, ideally, accommodation must be sufficiently flexible to be able to be adjusted to the changing needs of the service market. It must also be used as efficiently as possible; vacant or under-used space is an expensive waste of resources.

Funding the Council's Capital Programme

- 5.2 As referred to earlier, in October 2014 the Cabinet established an important overarching principle linking the function and purpose of this Strategy with the Council's Capital Programme. In particular Cabinet resolved that as a first resort, the Council will seek to fund its future known capital programme needs through the annual asset management planning process by the identification of land or property in its ownership that is capable of, and appropriate for, disposal.
- 5.3 The capital receipts generated from any disposal of these assets will therefore fund the works/schemes identified in the Capital Programme which in turn assists the Council in achieving its corporate and service objectives.

Local Plan

- 5.4 On the 5 March 2014 the council agreed a timetable for a Joint Local Plan to be prepared in partnership with Stoke-on-Trent City Council. The Joint Local Plan will identify how much new land is required to supply our community's development needs over the next 15 to 20 years, and in which locations, to help ensure the borough and City of Stoke-on-Trent achieve sustainable economic growth.
- 5.5 The evidence base for the Joint Local Plan is currently in the process of being prepared beginning with a Call for Sites exercise, which took place in autumn 2014. The Council as a landowner has participated in this process in order that the Local Plan will help to determine the most appropriate use of the land identified. Key documents which will start to assess, the sustainability, suitability and deliverability of potential sites, including those submitted as part of the Call for Sites, will include a new Employment Land Review (ELR,) and an update of the Strategic Housing Land Availability Assessment (SHLAA) 2013/14.

- 5.6** Once the housing and employment evidence is in place, and this is anticipated by the middle of next year, consideration will be given to whether there is enough land available to meet the borough's needs for new housing, employment land and jobs before final draft targets are identified. Different plan options to deliver these targets will then be developed and tested through further sustainability appraisal and full public consultation towards end of 2015. Draft site allocations will be subject to full public consultation in 2016 and the final Joint Local Plan is expected to be adopted in 2018.

Disposal Programme for Under-utilised Assets (to fund the Capital Programme)

Operational service requirements

- 5.7** Each year operational managers are challenged to ensure that any underutilised/surplus space is identified and, where appropriate, allocated for potential alternative use or disposal. Notable disposals in 2014/15 included the sale of a former playground and retail/office premises where the upper floors required significant expenditure.

Identification of potential sites for disposal

- 5.8** An assessment of all Council owned land is ongoing in order to continue to identify land that is considered to have a better alternative use. These sites fall into one of the following categories:

- Brownfield sites not required for operational use;
- Greenfield sites that do not form part of the Green Space Strategy;
- Sites identified in the Green Space Strategy that are considered to have a better alternative use (i.e. not required to fulfil the objectives of the Strategy);
- Sites identified in the current Playing Pitch Strategy where there is no local demand or business case for retention;
- Sites identified in the Green Space Strategy which form a small part of a larger site and the removal of which would not adversely impact on the function or enjoyment of green space.

- 5.9** As referred to earlier the asset disposal process is required to fund the Council's Capital Programme. The current estimated funding requirement for the next three financial years is about £14.5M.

- 5.10** Appendix 1 sets out a list of sites, with an update on the current position, which Cabinet have approved for disposal. These sites were listed in Appendix 1 of the last the Asset Management Strategy 2014-2017.

- 5.11** Appendix 2 (tranche 3) sets out further sites which have been identified as land which fulfils one of the above criteria. They are potential residential and industrial development sites. More particularly at this stage, approval is being sought to explore alternative use or development of these sites.
- 5.12** As set out in paragraph 2.4 the Playing Pitch Strategy should be completed in early 2015 and the Green Space Strategy is to be reviewed (as approved by Cabinet in December 2014). Once these strategies have been completed, there may be sites for which alternative use or development may be sought.
- 5.13** At the time of writing, a final draft Playing Pitch Strategy was being prepared. It is known that at least three sites will be found to be surplus to operational service requirements (because the use was abandoned at least 10 years ago. Approval is being sought, through the Asset Management Strategy, to explore options for the alternative use or development of those sites as identified in Appendix 3.
- 5.14** It is estimated (subject to planning permission being granted, there being no significant abnormal costs and to the sites selling at open market value) that the capital receipts likely to be generated in respect of the sites listed in Appendices 1,2 and 3 is in the region of £16m.

Call for Sites – response to the local planning authority

- 5.15** At Cabinet in November 2014, members approved a list of Council owned sites (see Appendix 4) to be submitted to the Local Planning Authority following its request for sites through the “Call for Sites” which have the potential to satisfy demand for future housing, employment and other needs (including recreation and leisure). The Call for Sites seeks to identify a wide range of sites in order that a criterion-based assessment can be used to determine the most appropriate and sustainable land uses for such sites
- 5.16** It is important to distinguish the Council's role as a landowner from its function as the local planning authority. This Strategy deals with land / property matters on behalf of the Council as a land owner. By responding to the Call for Sites it is inviting the local planning authority (lpa) to consider the suitability of the Council sites alongside those promoted by third party land owners, with the aim of the process determining the most appropriate use for the land. Cabinet has not approved the disposal or redevelopment of these sites it has merely submitted a list of sites for consideration by the lpa.
- 5.17** Equally important is the need to acknowledge at this stage of the Local Plan process that consideration of sites as part of the Call for Sites process does not mean they will be allocated for the desired use.

Master Plan of land to the west and south of urban Newcastle (including the former Keele Golf Course)

- 5.18 As part of the Council's response to the Call for Sites it has been agreed that a number of sites around the urban fringe of Newcastle should be the subject of a comprehensive master-planning process in order that the most appropriate future uses can be identified for the wider area including any infrastructure requirements. In view of the Green Belt nature of these sites it is envisaged that the Master Plan will assist the local planning authority in considering the most sustainable form of development and land use.

Consultation Arrangements on Future Land Disposals

- 5.19 The primary purpose of the consultation on potential land disposals is to identify any physical, technical or other constraints that might affect the scope/opportunity for alternative use or development being pursued. The outcome of such consultation exercises, taken together with desktop technical assessments, allows the Council as a landowner to consider the latter approach. Importantly it is considered that the Town Planning processes (Local Plan and Planning Applications) should consider the appropriateness of land or property being developed or used for alternative purposes rather than the Council as landowner making potentially subjective judgements.

- 5.20 A consultation process was been carried out over a 6 week period in respect of the Tranche 1 and 2 sites. This involved Ward councillors being notified prior to the start of the process; notices being placed on site and; the adjacent property owners being notified along with the Parish/Town Council, where relevant .(see Appendix5). This arrangement is considered to be generally proportionate and appropriate to the majority of land sales and it is proposed that this approach will continue for the foreseeable future.

- 5.21 There will however be some circumstances in respect of certain disposals, such as the disposal of disused public toilets, where a public consultation process will not be necessary or may be scaled to a more proportionate level. Other examples could include land or property where the future use is consistent with the present use (e.g. a shop premises in a shopping parade) where there is unlikely to be any public interest at stake. The approach to consultation in each case will seek to ensure that any public/stakeholder consultation is proportionate to the particular disposal.

Car Parks

- 5.22 In view of the Council's aspirations for strengthening the Town Centre economy it will be important to keep the town centre car parks under review with a view to either optimising their use or to facilitate regeneration.

- 5.23** There are approximately 35 non-fee paying car parks; some are attached to operational/recreational facilities whilst others are used as neighbourhood car parks. A review should be undertaken within three years to assess the usage, maintenance cost and general overheads of these assets.

Commercial Portfolio

- 5.24** The commercial portfolio (including the Market) in 2013/14 generated a gross income circa £1.2 million and provides business accommodation for over 200 small to medium sized businesses. It is important that the condition of these units is kept under review in order to both protect the Council's income and to ensure that the units are fit for purpose. In addition it is proposed to undertake, within the next two years, a comprehensive review of the commercial portfolio to optimise value for money considerations (as referred to earlier).
- 5.25** Terms have been agreed to dispose of The Square, High Street, Newcastle. This will allow the Council to realise a capital receipt that will contribute to known demands within the Council's Capital Programme whilst enabling the prospective purchaser to pursue investment in the property. The loss of annual rental income will however need to be mitigated.
- 5.26** The first and second floor offices of Council-owned properties in Hassell Street and Brunswick Street Newcastle have been unoccupied for a number of years. Both premises require substantial refurbishment prior to reoccupation. These assets along with the ground floor retail premises are in the process of being disposed of (see 3.2 Strategic Property). As with The Square the capital receipt will contribute to the Council's Capital Programme whilst the loss of annual rental income will require mitigation on the revenue budget.

Community Centres Review

- 5.27** Cabinet at its meeting in December 2014 agreed to the establishment of a Cabinet Panel which will have delegated decision making powers to review and modernise community centre provision; there are currently 15 such centres with the Borough.
- 5.28** The aim of the review is to develop options for the long term sustainability and management of the Community Centres in partnership with the community and voluntary sector and to review the management arrangements linked to these options and implement the proposals. To date six of the community centres have expressed an interest in entering into a lease arrangement thus reducing the Council's ongoing maintenance liability, whilst allowing the management committees greater freedoms to pursue external funding.

PARTNERSHIP AND COLLABORATIVE WORKING

Public Sector GIS based database

5.29 Staffordshire County Council, working in conjunction with Newcastle Borough Council and the other District Authorities, has developed an intranet database which holds the land ownership details of all the Councils and other public bodies such as Police and Fire Authority etc. In addition the County Council is in the process of formalising a strategic partnering arrangement with a private sector organisation with the aim of providing greater focus on the strategic management of its property portfolio. Both of these actions should provide opportunities for the Borough Council to manage its own property assets more effectively and it is expected that further information will emerge over the next twelve months in this regard.

Regeneration

5.30 The Authority continues to work with various partners to bring about the regeneration of various sites throughout the Borough. From time to time such projects involve land in which the Council has an interest; in such cases the primary aim is to facilitate delivery of the scheme whilst ensuring that the Council achieves “best consideration” for disposal of its interest.

Newcastle Town Centre Redevelopment

5.31 In 2011 the Borough Council in partnership with Staffordshire County Council purchased the former Sainsbury's supermarket premises in order to assemble a site for a comprehensive retail-led regeneration scheme in the Ryecroft area of the Town Centre, which will contribute towards broader regeneration objectives within the town.

5.32 During 2014 formal marketing of the Ryecroft site has been undertaken by the Council's retained specialist retail consultants, on the basis of a disposal by way of a long term ground lease. The selection process is nearing completion following in depth analysis of three shortlisted bids. At the time of writing, the outcome of the marketing process was due to be reported to Members (December 2014) and approval sought to the nomination of a preferred bidder.

5.33 The potential 'core' development site includes the current Merrial Street Civic Offices and work on a full business case, modelling and costing of options for the re-provision of this accommodation is ongoing. The target for finalising this work and negotiation of a development agreement for Ryecroft is mid 2015 at which time both will be reported for members consideration and approval to proceed

5.34 Demolition and site clearance of the former Sainsbury store was completed in the summer of 2014 in preparation of its redevelopment. A short-term licence was granted to enable a Christmas-related activity to make use of the former store part of the site during

November and December 2014. The remainder of the site is being used for car parking purposes during this interim period.

Newcastle Town Centre Public Realm

5.35 The Borough Council worked in partnership with Staffordshire County Council to complete a long standing major project in the Town Centre in 2014. The final elements of work were to close Hassell Street to through traffic in the daytime and re-pave the High Street intersection to enhance pedestrian flow in this area. Additionally, new market stalls (with attractive permanent canopies) have been placed on site in a new alignment to follow the pedestrian flow and create safer access for market traders to load their vans. The overall impact has been that the market is now a more attractive destination in the town centre and the Borough Council has seen an increase in interest from traders wishing to trade on the market.

Shared Accommodation/Public Sector Hub

5.36 The Authority currently shares accommodation with its public sector partners examples of which are listed below:

- Civic Offices is shared with Staffordshire County Council, Staffs Police and the Staffordshire and Stoke-on-Trent Partnership Trust.
- Kidsgrove Town Hall is shared with Staffordshire County Council, Staffs Police and Kidsgrove Town Council
- Part of the Guildhall is being used by Staffs Police as their Enquiry Office

5.37 As referred to earlier officers are in the process of working with key partners to prepare a full business case for the relocation of the Civic Offices in order to facilitate the comprehensive retail-led redevelopment of the Ryecroft area (see Newcastle Town Centre Redevelopment page 26). The preferred location for the new Civic hub is the former St. Giles and St. Georges School

Facilitating Development of Community Assets

5.38 Listed below are two examples where the Council has facilitated enhancement of important community facilities:-

- Disposing of part of the former Knutton Depot to Staffordshire Fire and Rescue Service (SFRS) to enable the construction of a Community Fire Station at Knutton Lane, Newcastle
- Disposing of land at Loggerheads to the SFRS to facilitate the construction of a community fire station

Funding and Investment Strategy

5.39 In the current economic climate and following the Strategic Spending Review, government funding for Council projects (e.g. RENEW Housing project) has been severely restricted and in some cases

stopped. Consequently this Council along with others is having to generate funding from other sources one of which is through the disposal of assets which no longer support service delivery. The capital receipts from these disposals will allow the Council to develop an investment strategy to deliver its capital programme needs (which is aligned with communities needs and requirements).

CONFIDENTIAL DRAFT

6.0 ARRANGEMENTS FOR ASSET MANAGEMENT PLANNING

CORPORATE MANAGEMENT STRUCTURE REGARDING ASSET MANAGEMENT

6.1 The diagram at Appendix 6 shows the Council's structure in terms of Asset Management. Since January 2008 the Assets Section has been consolidated into the Regeneration and Development Directorate.

Portfolio Holder Responsibility

6.2 Asset Management predominately falls within two Cabinet portfolios:

- Planning and Assets
- Economic, Regeneration Business and Town Centres.

Corporate Property Officer

6.3 The Corporate Property Officer (CPO) is the Executive Director of Regeneration and Development (a member of the Executive Management Team).

Assets Review Group

6.4 The Assets Review Group is chaired by the Chief Executive and meets on a quarterly basis. The overall objective of the Group is to be responsible for the formulation of strategies and actions for dealing with capital income and expenditure.

Capital Programme Review Group

6.5 The Capital Programme Review Group (CPRG) meets bi-monthly and is chaired by the Executive Director (Resources and Support Services). This group considers and monitors capital expenditure.

6.6 The ARG and CPRG monitor the use of both Assets and Capital, and approve the release of Assets for specific purposes, having reviewed the business case for the use. Similarly they make recommendations to the Council's Executive Management Team (EMT) about Capital expenditure, having examined the business case, and subsequently monitor the capital expenditure programme.

6.7 The recommendations and decisions of these two groups directly inform the Council's Medium Term Financial Strategy and Capital Programme. In terms of broader governance arrangements the decisions of both groups have to be ratified by EMT (as is the case with all Corporate Working Groups).

6.8 Membership of the Assets Review Group ensures that the CPO receives direct and pertinent user information about the Council's Operational Portfolio. The ARG effectively provides feedback as to any asset management proposals/plans being considered either corporately or from a service perspective. Any plans or proposals requiring new capital expenditure require endorsement by the CPRG

before proceeding through the formal decision-making processes of Cabinet or Council.

- 6.9 The output from both the ARG and the CPRG will form the basis of the Council's Capital programme (which is reviewed annually along with the Council Plan and the Medium Term Financial Strategy).
- 6.10 As well as ensuring the efficient and effective use of the Council's property assets, the role of the CPO, ARG and the CPRG is to ensure a consistency between the Council's asset portfolio and the Council's Council Plan, as well as the service-specific Service and Financial Plans.

Day to Day Asset Management Planning

- 6.11 The Executive Director of Regeneration & Development is responsible for Assets, Facilities Management, Engineering and Car Parks. All the day-to-day work connected with this asset management planning is undertaken within this service area. Significant expenditure is allocated through the capital planning process whilst small scale works and reactive maintenance is funded from a Repairs and Renewals Fund.

ASSET MANAGEMENT DATA AND INFORMATION SYSTEMS

- 6.12 The Council's land ownership mapping system (terrier), property data, Asset Register and property management and maintenance records are held on one computerised system. Paper filing systems are used for other property management functions.
- 6.13 The Council subscribes to the IDOX Uniform suite of applications which includes the asset register and property management modules, which contains key property information. This system links with other modules throughout the authority, which means that departments such as Planning, Land Charges Operations and Building Control, which use plan-based systems, will be able to access shared information.
- 6.14 The system also allows for each property to be given a unique property reference and will allow this reference to be linked to the National Land and Property Gazetteer.

HEALTH AND SAFETY

- 6.15 In 2010 the Council purchased a computerised health and safety system (BS Target 100). This system along with the IDOX Uniform system are used to manage, record and monitor all aspects of health and safety across the Council including the inspection and servicing of the building utilities and any other statutory inspections. These systems are supplemented by a database of statutory inspections.

Appendix 1

2014/15 Land and Property Disposals - Approved and ongoing				
Address	Site Area acres	Site Area (Ha)	Position Statement	Site to Market
Plot D Apedale Road Chesterton	4.50	1.82	Brownfield - former (reclaimed) marl hole. Land is being marketed for industrial development purposes. No interest at present time.	
Silverdale Road Newcastle	1.38	0.56	Brownfield – former plant nursery. Following a review by Operational Services it has been identified that this land may be required for future operational purposes. If this is not the case then the site will be looked at again for disposal.	
Former St Giles and St Georges School Newcastle			The site is the preferred location for the new civic hub subject to the outcome of the redevelopment of the current Civic Offices and the former Sainsbury's site.	
Former Sainsbury's Supermarket Site, Liverpool Road and Civic Offices Merrial Street, Newcastle	6.4	2.59	Brownfield – former supermarket site. Site is has been marketed by specialist retail consultants and the outcome is be considered by Cabinet in December 2014s.	
High Street Knutton, (Recreation Centre site)	5.31	2.15	The disposal of this site has been approved. Site specific constraints to be overcome prior to formal marketing	
The Square, High Street, Newcastle			The disposal of this site has been approved and terms agreed with the current tenant. Legal documentation being finalised	
2-10 Hassell Street & 15-21 Brunswick Street, Newcastle			The disposal of these premises has been approved and terms agreed with a prospective purchaser. Legal documentation being finalised	
2015/16				
Address	Site Area acres	Site Area (Ha)	Current Situation/Position	Site to Market

Classification: NULBC UNCLASSIFIED Organisational

Lyme Valley Road Newcastle	0.26	0.1	Brownfield - disused site which is under offer subject to planning permission for residential development.	2015/16
Gloucester Road, Kidsgrove	0.41	0.17	Brownfield - disused garage site not in Green Space Strategy A planning application is to be submitted for residential development	2014/15
Hillport Ave, Porthill	0.67	0.27	Grassed area within urban area. Although in Green Space Strategy it is only a very small part of Bradwell Recreation ground and it is separated from the Recreation Ground by a watercourse. A planning application is to be submitted for residential development	2015/16
Stafford Ave, Clayton	0.50	0.20	Grassed area within the urban area. Although in Green Space Strategy area identified is only very small part of total therefore disposal could be considered from green space perspective if contribution was made to improve quality of other green space to mitigate loss. Plans and associated reports to be prepared prior to a planning application being submitted for residential development	2015/16
St Edmunds Ave, Porthill	0.59	0.24	Hardstanding area not in the Green Space strategy. Plans and associated reports to be prepared prior to a planning application being submitted for residential development	2015/16
Wedgwood Ave Westlands (adj Community Centre)	0.27	0.11	Disused tennis courts currently used as an overflow car park for the Community Centre. Situated within urban area. Identified in Green Space Strategy as part of the Westlands tennis ground but this area is not currently utilised for sport. Plans and associated reports to be prepared prior to a planning application being submitted for residential development	2015/16
Sandy Lane/Brampton Road, May Bank	2.22	0.90	Grassed area within Conservation area and urban area. The Green Space Strategy identifies this land as a site where its use / maintenance regime should be considered i.e. site is considered to have a better alternative use. Consultants to be appointed to prepare plans and associated reports and to submit a planning application for residential development	2015/16

Classification: NULBC UNCLASSIFIED Organisational

Bower End Lane, Madeley	0.94	0.38	Former depot site outside but attached to village envelope. Although in Green Space Strategy its disposal could be supported if a contribution was secured towards an alternative site for a park/garden in the settlement.	2015/16
Kinnersley Street Kidsgrove	1.61	0.65	Grassed area within urban area and not in Green Space Strategy. Housing Association interested in the site for an extra care facility	
Cotswold Ave, Knutton	0.44	0.18	Grassed area within urban area. The Green Space Strategy identifies this land as a site where its use / maintenance regime should be considered i.e. site considered to have a better alternative use. Housing Associations not interested in the land. Site to be marketed	
Heathcote Street Kidsgrove	0.73	0.30	Currently used for informal car parking within urban area and not in Green Space Strategy. grassed area within urban area and not in Green Space Strategy. Housing Association interested in the site for an extra care facility	
2016/17				
Address	Site Area acres	Site Area (Ha)	Current Situation/Position	Site to Market
Market Drayton Road, Loggerheads	11.50	4.65	Grassed area adjacent to the village envelope and not in Green Space Strategy. Currently let on farm business tenancy. Consultants to be appointed to prepare plans and associated reports and to submit a planning application for residential development	2015/16
Eccleshall Road, Loggerheads	5.56	2.25	Grassed area close to the village envelope and not in Green Space Strategy. Currently let on grazing licence.	2015/16
Former Jubilee Baths			Terms agreed for disposal for commercial/residential purposes subject to planning permission	

CONFIDENTIAL DRAFT

Land and Property Disposals - Under investigation and subject to approval

2016/2017 - Anticipated Disposal Date

Residential Sites

Address	Site Area acres	Site Area (Ha)	Current Situation/Position	Site to Market
Deans Lane, Red Street	3.36	1.36	Grassed area in urban area not in Green Space Strategy. Currently let on a grazing licence	2015/16
Shrewsbury Drive, Chesterton 3– 5 individual plots	0.41	0.17	Small grassed areas within urban area, not in Green Space Strategy	2015/16
St Edmunds Avenue (Single Plot), Wolstanton	0.06	0.02	Grassed area in urban area not in Green Space Strategy.	2015/16

Employment Sites

Brick Kiln Lane, Chesterton	4.76	11.76	Brownfield – reclaimed land	2015/16
Plot E, Apedale Road, Chesterton	10.92	4.42	Brownfield – reclaimed land	2015/16

Appendix 3				
Sites recommended in draft Playing Pitch Strategy as having no local demand - Under investigation and subject to approval				
2016/2017 - Anticipated Disposal Date				
Residential Sites				
Address	Site Area acres	Site Area (Ha)	Current Situation/Position	Site to Market
Sheldon Grove, Chesterton	5.92	2.40	Site not used as playing pitch for in excess of 8 years therefore recommendation in draft PPS to consider disposal	2015/16
Knype Way (Talke Road), Bradwell	6.35	2.57	Site not used as playing pitch in excess of 10 years therefore recommendation in draft PPS to consider disposal	2015/16
Industrial Sites				
Crackley Bank	9.9	4.0	no current playing pitches on site therefore recommendation in draft PPS to consider disposal	2015/16

Call for Sites List

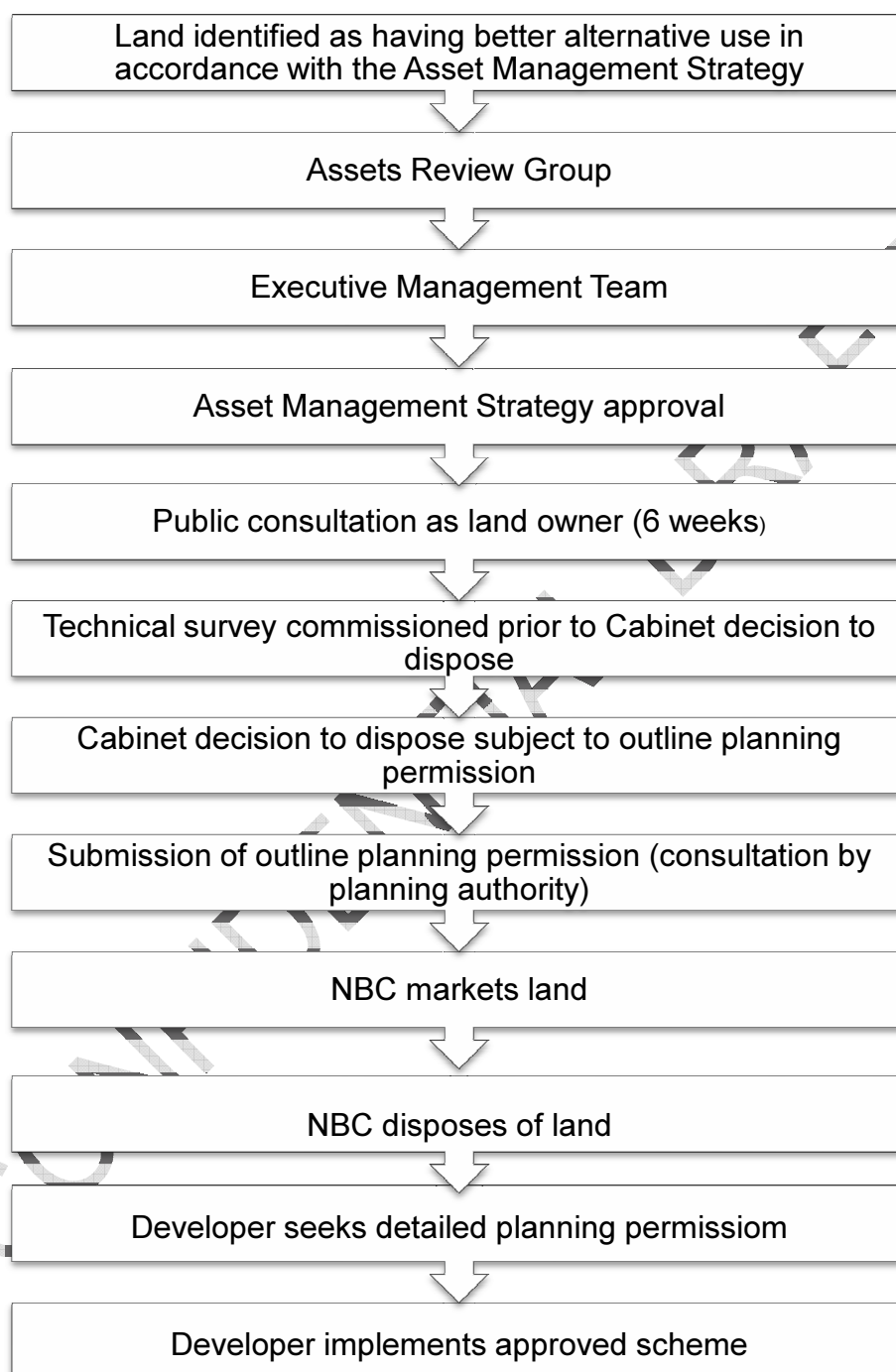
Sites to be included in Master Plan South/South West Newcastle (including former Keele Golf Course)

Address	Site Area Ha	Site Area Acres	In Green Belt Y, N or P (part)	In Green Space Strategy Y, N or P (part)
Park Road, Silverdale	3.10	7.66	Y	Y
Jobs Wood, Keele	3.10	7.66	Y	Y
Home Farm Keele Road, Keele	9.05	22.36	Y	Y
Former Keele Golf Course	60.06	148.40	Y	Y
The Butts Gallowstree Lane, Thistleberry	10.49	25.92	Y	Y
Guernsey Drive, Seabridge	18.48	45.67	Y	N
Seabridge Lane	6.17	15.25	Y	Y
Whitmore Road	1.86	4.60	Y	Y
Whitmore Road	1.87	4.62	Y	P
Westcliffe Avenue (inc Rowley Wood), Westbury Park	25.33	62.59	Y	Y

Sites included in Birchenwood Master Plan				
Address	Site Area Ha	Site Area Acres	In Green Belt Y, N or P (part)	In Green Space Strategy Y, N or P (part)
Birchenwood Way West, Kidsgrove	2.42	5.98	N	Y
Land at Kidsgrove Bank and Chatterley Drive, Kidsgrove	6.54	16.16	Y	P
Other Potential Housing Sites				
High Street, Rookery	2.99	7.39	Y	N
High Street, Rookery	1.56	3.85	Y	Y
Gloucester Road, Whitehill	2.38	5.88	Y	N
Potential Employment Sites				
High Carr, Chesterton	15.28	37.76	Y	Y
Land adj A34, Parkhouse, Chesterton	14.27	35.26	P	Y
Parkhouse Road West - behind Bank, Chesterton	14.88	36.77	N	Y
Land off Lowlands Road, Kidsgrove	3.25	8.03	Y	Y

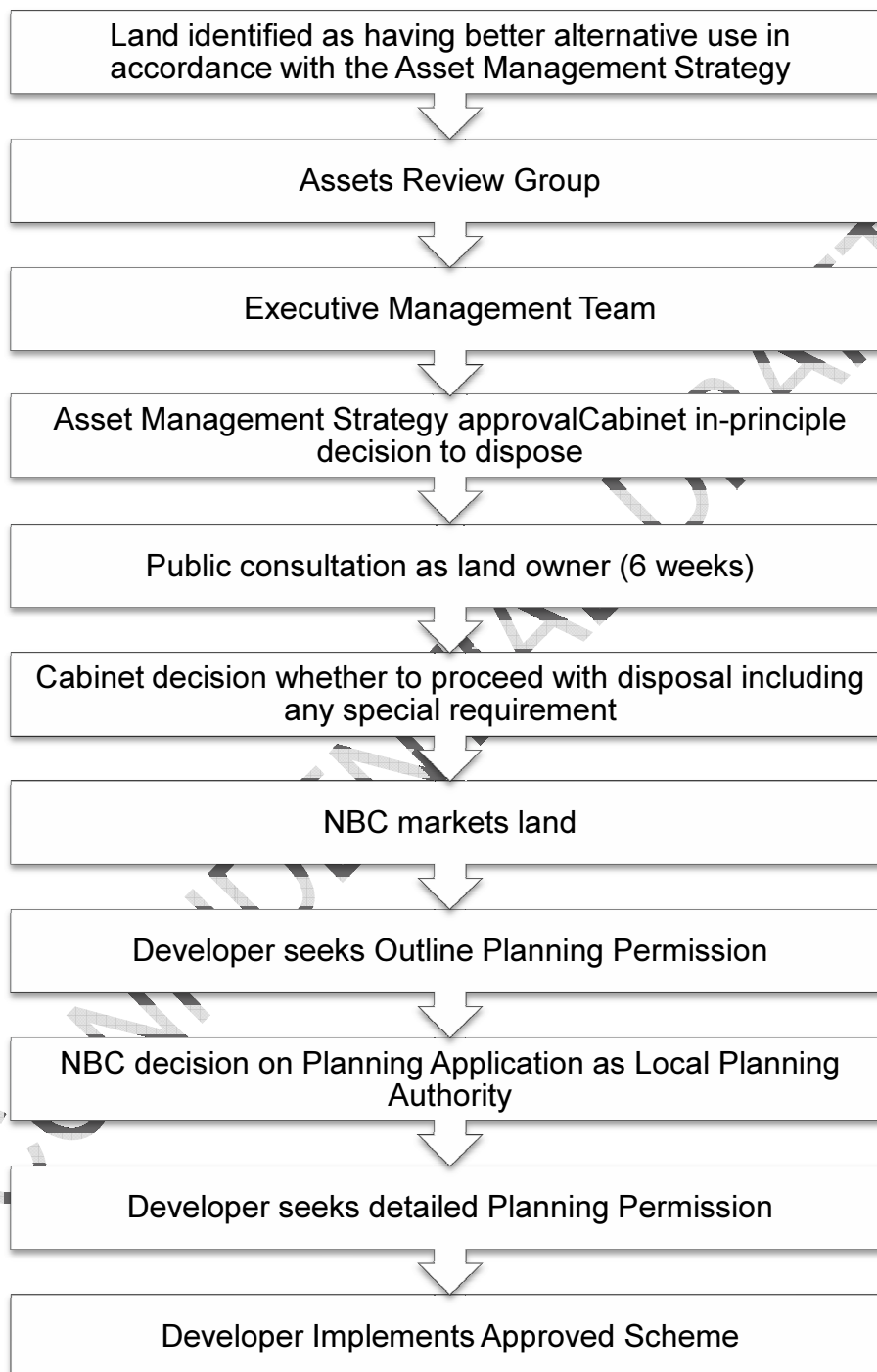
APPENDIX 5

Typical consultation approach in cases where unclear planning policy and NBC seeking planning permission prior to disposal.



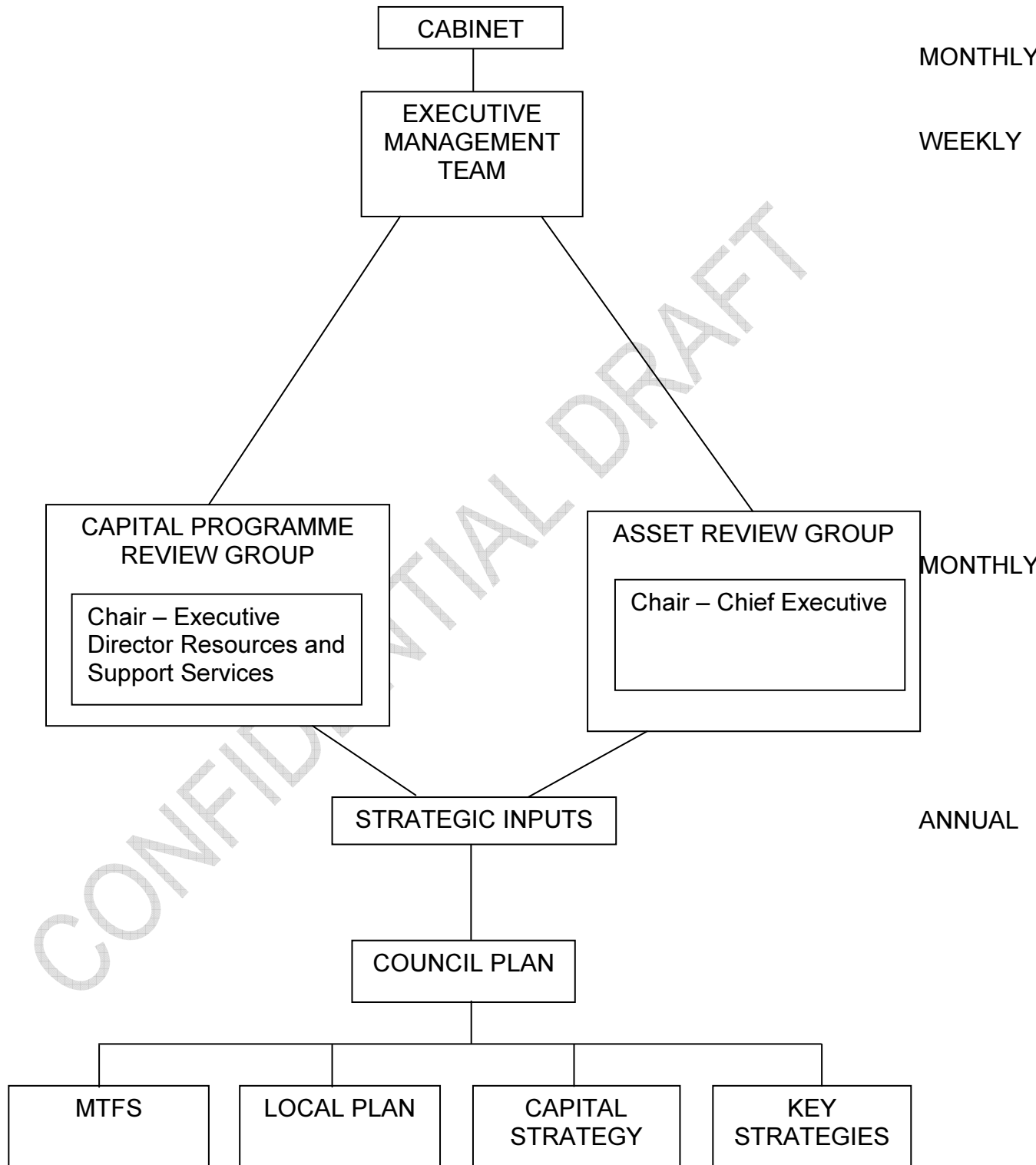
NB. Attention is drawn to the council's proposed approach to consultation as both land owner and as local planning authority.

Typical consultation approach in cases where clear planning policy and Newcastle Borough Council NOT seeking Planning Permission prior to disposal of significant asset



NB. Attention is drawn to the council's proposed approach to consultation as both land owner and as local planning authority.

Newcastle-under-Lyme Council's Asset Management Plan Reporting Structure



This page is intentionally left blank