

## RESTORATION OF FUNCTIONS MAY 2017 – EVIDENCE

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# Rotherham: “Building Stronger Communities”

*[a corporate strategy on community cohesion]*

April 2017

## A vision for stronger communities throughout Rotherham

Building stronger communities is central to the **vision** set out for the Council – emphasising that Rotherham is a **shared community**, which **values decency**, and **provides opportunities** so that **no one is left behind**.

This vision - first set out by the Leader of the Council in October 2015 and underpinning *all* activity and service delivery across the Council – is as follows:

*“Rotherham is our home, where we come together as a community, where we seek to draw on our proud history to build a future we can all share.*

*“We value decency and dignity and seek to build a town where opportunity is extended to everyone, where people can grow, flourish and prosper, and where no one is left behind.*

*“To achieve this as a council we must work in a modern, efficient way, to deliver sustainable services in partnership with our local neighbourhoods, looking outwards, yet focused relentlessly on the needs of our residents.”*

There can be no clearer statement than this about the central importance of strong, successful and cohesive communities in determining a more successful future for Rotherham – and this overall vision best articulates the **Council’s commitment to making sure that its services and activities work together to build stronger communities throughout the borough**.

Stronger communities will mean different things to different people, but for the purposes of this document it is intended to mean, very simply:

*“People living and working in harmony, with a shared sense of community spirit - having respect for each other as citizens and respect for Rotherham as a place”.*

In achieving this, there are a number of central aspects or themes:

- We will need a **strong civic community and pride of place**, with people trusting local institutions based on their demonstrable commitment to acting fairly and honestly in arbitrating between different interests, and their transparency and accountability. To be effective, engagement with local people should be carried out on their terms and be an ongoing dialogue aimed at understanding the issues and challenges faced by communities, whilst recognising their strengths and aspirations.
- The Council and partners must be proactive in providing opportunities to **bring people together**, fostering positive relationships between people from different backgrounds and facilitating the range of community voices and resident-led neighbourhood initiatives.
- This, in turn, will support a positive view of diversity, encouraging people to live and work together on the basis of shared values and ensuring people understand their **rights and responsibilities towards each other**: people know what everyone expects of them, and what they can expect in turn. A crucial part of this is challenging extremism and those who would seek to weaken and divide our community and intimidate individuals.

- Finally, there is a fundamental requirement to **expand opportunity and economic security**, with people from different backgrounds having similar life opportunities, access to services and treatment. There is a particularly important role for community development and for the voluntary, community and faith sector in tackling the barriers which prevent people from participating fully in society and the life of our borough.

In taking this work forward, the Council **will also work in partnership** with others across Rotherham. Achieving the goal of stronger communities is a **shared priority of the Rotherham Together Partnership**, which brings together the key public, private and community sector voices from across the borough. As well as setting out how the Council itself will work to engage with and support local communities, this statement also explains how all services will work with others, as part of the new, shared "Rotherham Plan".

Stronger communities mean better service delivery as the Council and its partners become more responsive and attuned to the needs of local people. With the impact of austerity and the increasingly difficult choices about where and how to invest tax-payers' money, they are also central to the future sustainability of public services across Rotherham.

There is an increasing emphasis being given to community-led solutions to both provide more public services directly, as well as to reduce the demands on the public purse. Central to the Council's long term vision is communities taking on greater responsibility and this requires different communities to work positively together, on the basis of shared values.

Building stronger communities also underpins the Council's "One Rotherham" values and behaviours for its workforce, which help define how it works in the best interests of the Rotherham public, namely:

- **Honest:** open and truthful in everything we say and do
- **Accountable:** we own our decisions, we do what we say, and we acknowledge and learn from our mistakes
- **Respectful:** we show regard and sensitivity for the feelings, rights and views of others
- **Ambitious:** we are dedicated, committed and positive, embracing change with energy and creativity
- **Proud:** we take pride in our borough and in the job that we do

## History and context

With a population of around 260,100 Rotherham borough comprises a diverse and vibrant mix of people, cultures and communities. 70% of Rotherham's area is rural in nature, and the borough benefits from a wealth of natural and built environments.

In common with the rest of the UK, Rotherham has an ageing population with as many people aged 65+ as children under 16. This trend is particularly apparent in the very elderly; the number of people over 85 increased by 41% from 4,100 in 2001 to 5,800 in 2015. This trend has clear implications for the provision of health and social care services.

Rotherham's minority ethnic population is 8.1% (2011), which is well below the national average of 20%. The largest minority ethnic group within Rotherham is the Pakistani & Kashmiri community with 3.1% of the total population.

Rotherham has experienced significant migration of EU citizens since the accession of 8 new countries in 2004. In Rotherham, around half of EU registrations for National Insurance have been from either

Poland (1,938) or Roma people from the Slovak and Czech Republic (2,845) and, since 2014, from Romania (620 - the majority of whom are Roma).

The Casey Review into opportunity and integration, published in December 2016, made four clear recommendations: build local communities' resilience in the towns and cities where the greatest challenges exist; improve the integration of communities in Britain and establish a set of values around which people from all different backgrounds can unite; reduce economic exclusion, inequality and segregation in our most isolated and deprived communities and schools; and increase standards of leadership and integrity in public office.

The review also identified Rotherham as one of the country's top ten areas in which the ethnicities of school populations were most out of kilter with the overall population of school aged children in the area – meaning that there are disproportionately high levels of minority ethnic concentrations in particular schools.

Many of the challenges facing the borough stem from the decline in the traditional coal and steel industries. This has resulted in massive changes within the local economy, changing jobs and businesses as well as the environment, communities and social conditions.

There has been much success in attracting new jobs to Rotherham in emerging sectors such as call centres, which was evidenced by the growth in the number of jobs between 1995 and 2005, an increase of 30,000 or 40%, one of the highest growth rates in the country. Despite job losses since 2007, Rotherham still has a higher percentage of its workforce in manufacturing than the national average. The number of VAT registered businesses in Rotherham per 1,000 population remains below the national average and there are too few businesses in high value-added sectors. Rotherham's average weekly wage is only 86% of the average for England as a whole, although the local cost of living is also lower.

The employment rate in Rotherham has generally fallen over recent years with 67.7% of those aged 16-64 in employment in 2016, 6.4 percentage points below the national average. The recent fall in employment rate is a result of a rise in economic inactivity rather than unemployment rates.

The claimant count of unemployment in Rotherham fell by 705 claimants between March 2015 and March 2017, mirroring falls seen across the country. The claimant count rate stood at 2.8% of working age population in March 2017, 0.5 percentage points above the regional rate and 0.9 percentage points above the national rate.

Some areas of Rotherham are affected by acute economic and social deprivation. The Index of Multiple Deprivation (IMD) 2015 showed that 50,400 (19.5%) Rotherham residents are living in the 10% most deprived areas of England. This has increased significantly from 44,170 in 2010 and 30,400 in 2007. As Rotherham's overall IMD "ranking" has changed little since 2010, the data suggests that deprivation is becoming more concentrated in the poorest parts of the borough.

The central area of Rotherham is the main area of deprivation although there are also pockets of high deprivation in Maltby, Rawmarsh, Dinnington, Thurgroft, Wath, Swinton and Aston. The main forms of deprivation are low educational attainment and adult skills, poor health, high rates of disability and high worklessness, notably long term sickness.

Educational attainment in Rotherham has been rising with the percentage of 16 years olds with 5 or more GCSEs A\*-C, including English and maths, having risen from 37.4% in 1997 to 73.3% in 2010. This is still below the national average of 76.1% although the gap has closed significantly. The number

of people aged 16-64 in Rotherham with no qualifications is above the national average (15.8% compared to 12.2% for England & Wales in 2009).

Rotherham's particular recent history – including that set out in Dame Louise Casey's Corporate Governance Inspection (CGI) report (February 2015) - is that, while the Council often had the right policies and procedures on paper with regard to equalities and community cohesion, they were not embedded in the way services operated; and all too often ignored in the way that the Council behaved in practice. The Council also failed, previously, to work effectively in partnership with others on these critical issues.

The CGI report criticised the Council for not facing up to some of the most urgent issues surrounding race and cohesion because of a fear of the impact this could have on its reputation; and was highly critical of the Council's past political and managerial leadership in failing to confront these issues.

Tackling the legacy of these historical failings has been a key priority of the Council's improvement programme since government intervention following the CGI report.

Rotherham has been a focal point nationally for far-right protests for a number of years, with 17 taking place in the town since 2012. Aside from the economic and social disorder impacts, these recurrent protests and counter-demonstrations have put a substantial strain on the community – inciting racial and religious hatred and emphasising difference rather than what people have in common.

Rotherham, in many ways, is no different to other areas of the country in this respect, but does have this particular local context to bear in mind. For example, in consultation and engagement with the public, migration and cohesion issues are consistently voiced as top concerns; and hate crime reports in Rotherham have increased by more than 50% in the last year. Rotherham's recent history – child sexual exploitation (CSE) and the associated court trials; numerous protests; high profile racially motivated attacks, including the murder of an 81-year old man on his way to prayers at the local mosque; and reports of deteriorating community relationships with the police in particular - all serve to make dealing with these issues a top priority. These issues are likely to continue to have a continuing and profoundly local impact over the coming years.

In addition, this recent history and context has had a particular impact on girls and women of all ages, from all communities, across Rotherham.

However, Rotherham also has a thriving voluntary and community sector (VCS) to capitalise on, with over 47,000 active volunteers. There are numerous examples of VCS leadership and innovation in Rotherham to build upon, including national exemplar work on "social prescribing". A revised "Compact" is being launched in March 2017, following extensive consultation, to reset the relationship between the voluntary sector and all Rotherham's public service providers.

## What have we already done?

### A strong civic community and pride of place:

- We engaged hundreds of residents from all communities across the borough in our **Views from Rotherham** consultation, helping to shape the Rotherham Plan, our ambitious proposals for the future of the borough.
- Making **Rotherham Town Centre** feel and look a safe, welcoming place for all is at the core of the Council's commitment to a new "masterplan" that seeks to re-energise the

town centre through commercial, retail and residential development. There is a commitment to ensuring community focus in the masterplan, e.g. taking opportunities to create spaces for people to get together.

- The intensive work by the Council to **support the victims and survivors of CSE and bring perpetrators to justice**, regardless of their background or heritage, is an important part of rebuilding trust between communities and restoring confidence in public services. This touches upon the critical roles of both adult and children's social care in supporting stronger communities.
- Raising **public awareness of key issues affecting Rotherham** to inform and enable the public to take action. Recent examples including putting key information about hate crime and CSE on bus tickets, and the launch of the 'Ending the Silence' toolkit. This is a community toolkit that has been developed to raise awareness amongst South Asian parents and families about CSE and grooming.
- To provide the operational infrastructure to support engagement with communities, a **review of the Council's neighbourhood and engagement function is being finalised**. The aim is to provide more effective support to elected ward members in having a better understanding of their local communities and issues that impact on cohesion. This intelligence will be fed back to service teams, via elected members directly and service managers, to embed improved understanding of local issues.
- Continuing to honour the borough's civic traditions, including the Civic Parade and our annual **Armed Forces Day** celebrations, including members from all sections of the community.

#### Bringing people together:

- The Council is involved with an extensive **programme of events** across the borough every year to foster positive relations – this has included the Diversity Festival as part of the Rotherham Show, Holocaust Memorial Day commemorations, Rotherham Carnival, the "Love is Louder" campaign, Volunteer Walk, "Reclaim the Night", Rotherham Pride, Workers' Memorial Day and International Women's Day.
- Funding from the Police and Crime Commissioner has been used by the Safer Rotherham Partnership and Rotherham United Community Sports Trust for the **Building Bridges project**, bringing together young people from different communities using film, sports and the arts to discuss difficult issues such as racism.
- For new arrivals who settle in Rotherham, the Council has an important role in **citizenship ceremonies** – we will seek to make this more explicitly linked to life in Rotherham.
- The **Love is Louder** partnership project run by Rotherham Ethnic Minority Alliance (REMA), which has worked with over 50 local organisations, has won a national Epic award as part of BBC Radio 3's Free Thinking Festival. Love is Louder won for celebrating diversity by counteracting negative perceptions of the town through an inclusive and creative approach to community cohesion.
- An enhanced focus on the Council's **arts, culture and tourism** will fully explore what more can be done through public events to bring communities together.

## Our rights and responsibilities towards each other:

- The **Safer Rotherham Partnership and Strategy**<sup>1</sup> has a crucial role to play, and has set out “building confident and cohesive communities” as a top priority for council and police joint work. Its wider **focus on disorder, anti-social behaviour** and other forms of enforcement which help to make Rotherham a safer, more welcoming place are critical to building community confidence and also bringing people together. The Council’s new, **robust taxi licensing policies and enforcement** activity is a further example, placing paramount importance on the safety of customers.
- **Tackling environment issues** – including through an enhanced focus on enforcement of littering, fly-tipping and other “enviro-crimes” - is also a major factor. Beyond this, however, it is critical for services to work with communities to **improve understanding** of how environmental services are delivered and what the **responsibilities are of all Rotherham citizens** in looking after and being proud of their local area.
- Where there are **particular issues to tackle in specific localities** the Council also has a key role to target activity, including the work of partners. One example is the dedicated **Eastwood Action Plan**, addressing the issues and challenges in this area and bringing people together to understand local needs and promote integration, including new arrivals. The Council will explore with local communities where similar, local action plans could add value.
- The Council also works with others to address the specific issues that threaten to undermine strong local communities, where people feel unsafe or unprotected. This includes through tackling issues such as **hate crime** with the police (where measures such as Operation Solar have improved reporting); and by working with **schools** in terms of their duty<sup>2</sup> to promote and report on cohesion issues.
- The Safer Rotherham Partnership has funded a **Hate Crime Advocates** project in 2016/17, helping to build the confidence of BME women and strengthen Rotherham’s response to hate crime.
- There is no room for **extremism or intolerance** from any part of the community or society in Rotherham – and the Council will do everything it can, working with partners, to challenge the negative influences that seek to undermine local communities and divide citizens. This includes fulfilling its **Prevent** duties, as a council and through schools.
- Distinct from Prevent, the Council is working on community responses to extremism and engaging with the Home Office counter extremism strategy through the appointment of a community engagement co-ordinator to support mainstream voices that are against extremism or intolerance.
- The Council also has particular responsibilities in response to the **right-wing marches and counter protests** that have had such a damaging impact on the town and its communities over recent years. While the Home Office has promised a full review of current legislation, this failed to emerge in 2016 and current powers mean it is almost

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<sup>1</sup> See the Safer Rotherham Partnership (SRP) website at [www.rotherham.gov.uk/srp/homepage/3/priorities](http://www.rotherham.gov.uk/srp/homepage/3/priorities)

<sup>2</sup> The Education and Inspections Act 2006 inserted a new section 21(5) to the Education Act 2002 introducing a duty on the governing bodies of maintained schools to promote community cohesion

impossible to stop these protests going ahead, despite the disruption they cause. In addition to managing the impacts of these marches and doing all it can to minimise the impact on the public and businesses, the Council has a further role to **bring community and faith leaders together** to reach a better mutual understanding of the long-term impacts on local communities. The “Enough is Enough” campaign is one example of the joint work in this area.

- The Council attends the South Yorkshire **Police and Crime Commissioner’s independent panel on protest marches**, to ensure a better understanding of the wider social, community and economic impacts of the protests, beyond the disruption on the day. As the threat of protests continues into 2017, this community leadership role will again be critical.

### Expanding opportunity and economic security:

- The Council agreed a new **Equality and Diversity Policy** in July 2016<sup>3</sup>, the delivery of which is now supported by officer and community reference groups overseeing a detailed strategy and action plan: “**Equality for All**”. This sets out the Council’s commitment to addressing the needs of all protected characteristic groups, as set out in legislation; but goes wider than this to tackle inequalities across the board – including in terms of socio-economic and health factors. Importantly, the strategy includes helpful profiles of different local communities across Rotherham (in terms of ethnicity, disabilities, religion, age, gender and sexual orientation and identity). A key focus of this work is to bring these different groups together and directly support the ambitions to build stronger communities that understand and can celebrate differences.
- Through the economic growth plan for 2015-25, progress is already being made in creating jobs by supporting businesses to start up and grow and attracting investment. The **new university centre** in the town centre, due to open in 2018, will help to boost skill levels and add to the vibrancy of the town centre as the new masterplan takes shape. To help people who find it difficult to secure and maintain decent employment, local partners will work with Sheffield City Region to develop a **work and health programme**. This will provide individually tailored support, focusing particularly on those with health problems or disabilities.
- **English language provision** is supported through the Council’s adult learning service. There is good provision of English language courses in Rotherham – but more needs to be done to reach out to those who are ineligible but in need of support, as well as alternative ways of delivering English language beyond the classroom setting. This includes conversational approaches and taking English language tuition into sports, arts and cultural settings. A particular focus is also needed to reach out to women who may be marginalised by mainstream English language courses. A first step will be to fully map current provision and discuss with the community how gaps and shortcomings can be addressed.
- Celebrating the **positive and strong role of women in Rotherham** is a further theme that demands particular focus through the partnership-wide commitment. For example, a Rotherham “Louder Together” group is developing positive ideas to create a “social movement” which shares and celebrates the many positive female role models in the town, encourages respect for women, increases aspiration and self-confidence, and

<sup>3</sup> See <http://modern.gov.rotherham.gov.uk/documents/s106464/Appendix%20-%20Corporate%20Equality%20and%20Diversity%20Policy.pdf>

challenges sexist attitudes and behaviours. The group is keen to use social media to share positive stories of strong local women to challenge stereotypes, demonstrate the impact that supporting women has, and develop self-belief.

- The Safer Rotherham Partnership has supported **Remedi Girls Group**, working with girls aged between 13-17 who have been identified as vulnerable (e.g. they have low self-esteem, find it difficult to form relationships, or are being bullied at school or by siblings at home). The overall aim of the programme is to help girls and young women improve their level of self-esteem.

## **Working in Partnership – a shared commitment and programme of action**

The Council cannot achieve its ambitions to support stronger communities across Rotherham without *working alongside its partners in the Rotherham Together Partnership*<sup>4</sup>.

This Partnership - re-launched and expanded in the autumn of 2015 – includes all the strategic partnership organisations across Rotherham with a clear priority to bring communities together.

The Partnership has now launched its new, long-term “*Rotherham Plan*” setting out a shared ambition for a more prosperous borough; and *building stronger communities* is a key theme within this.

The Council will therefore seek to focus and target its work to support stronger communities through the Rotherham Together Partnership structures. Specifically, it will work with its partners to set out a fresh programme of activity, including:

### ***1. Establish a new community-led, Stronger Communities Forum for Rotherham***

An important first step will be to establish a new **Stronger Communities Forum for Rotherham** to change the terms of community-led debate on these critical issues, and advise all agencies involved in the Rotherham Together Partnership.

This should bring together service leads from across the Partnership with local community representatives and faith-based organisations, to rethink what actions and support are needed to bring people together.

The forum will build on engagement mechanisms established to respond to the impacts that repeated right-wing and counter protests have had on Rotherham over recent years. But it will also overtly bring different community voices and opinions together in a safe environment, and there is also commitment from local universities to support this work and bring in new thinking, analysis and expertise. In this way, we will be well placed to pick up signs of particular issues, difficulties, or breakdowns in integration.

The approach will focus on dialogue, but with communities in the driving seat. The forum would give communities the opportunity to engage directly with the full range of public service providers in Rotherham – the police, NHS, fire service, education institutions etc.

### ***2. Provide a Stronger Communities grant programme to fund practical, community-led projects***

The Council will provide **£5,000 of funding** to design a community-led programme of support and activity with Voluntary Action Rotherham, to be **matched by a further £5,000 from the Rotherham Together Partnership**. Other public agencies and partners are called upon to add to this wherever they can, with the aim of producing a rolling pot of funding that can support small scale initiatives.

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<sup>4</sup> See [www.rotherhamtogetherpartnership.org.uk](http://www.rotherhamtogetherpartnership.org.uk)

To further support and facilitate this, the Council will also **deliver against its plans to re-energise neighbourhood level working** (as noted above) by clarifying the role of ward-level support officers and local engagement teams who help ensure that the needs of local citizens are effectively communicated back to those that design and deliver the Council's services, as well as to partner agencies.

**3. *Deliver a programme of activity that responds to the specific challenges and increased demand on services resulting from migration and settlement patterns***

The council, supported by a range of partners, will seek external funding, including from the government's **Controlling Migration Fund**, to deliver activity focused on:

- Service integration
- Rogue landlords
- English language support
- Cohesion
- Data and evidence gathering

**4. *Commit to a programme of public engagement that seeks to have the “difficult conversations” about Rotherham’s recent history and current challenges, whilst focusing on the positive things that unite people***

A series of “roadshows” will be held across the borough and with a wide range of demographic groups, providing opportunities for an honest and open dialogue. The aim would be to promote understanding and empathy and ultimately develop shared **Rotherham values** that emphasise what people have in common rather than the things that divide them.

**Dedicated support to embed understanding within the Council – while also reaching out to communities**

Delivering against the ambitions and aims set out in this document requires **focused and dedicated support**. While the Council's Cabinet and entire Strategic Leadership Team are fully committed to driving this work forward, it requires coordination within the Council, coordination across partners, and coordination directly with communities and their representative groups.

The Council will therefore secure dedicated officer support to lead on this activity and ensure that there are a range of focused actions. Wherever possible, it will seek to fund this support via relevant external sources of funding, including those from central Government which may be linked to the recommendations included in Dame Louise Casey's independent report on integration and cohesion<sup>5</sup>.

It is envisaged that the officer(s) would:

- Directly support the work of the forum
- Be skilled in direct interaction with community and faith groups about issues associated with cohesion and integration – able to have the “difficult conversations” that are often required
- Channel intelligence back to strategic and service managers, and elected members (including Cabinet)
- Work in tandem with the Neighbourhood and Engagement Service, drawing on their support to elected members to further enhance the information being fed back to service teams on the needs of local communities

<sup>5</sup> <https://www.gov.uk/government/publications/the-casey-review-a-review-into-opportunity-and-integration>

- Have similar access to senior leadership colleagues in all partner organisations
- Facilitate and deliver training and awareness raising amongst Council staff, and also within partner organisations
- Provide direct outreach support to communities, leading projects where appropriate to bring different communities together

## **How the Council will embed its focus on stronger communities**

In addition to the dedicated capacity noted above and the associated learning and awareness-raising associated with it, there are a number of further ways that the Council (and partners) can look to “mainstream” this critical focus on building stronger communities:

- Ensuring a key focus within the refreshed Council (corporate) Plan for 2017/18 onwards, complete with appropriate success/outcome measures defined so that the situation can be monitored, on an ongoing basis, at the highest level.
- Ensuring the supporting service business plans that each Council directorate produces in support of the Council Plan have an overt focus on the role of each service in fostering stronger communities.
- Ensuring that future public satisfaction surveys carried out by the Council address the issue of community cohesion and integration, so that the views and opinions of local people can be tracked and trends analysed.

## **Maintaining focus and looking to the future**

The “Building Stronger Communities” statement will be subject to political leadership at the Council at the highest level by the Leader, who is also the current Chair of the Rotherham Together Partnership.

At officer level activity will be championed and overseen across the Council by the Assistant Chief Executive.

The Stronger Communities Forum will also provide a critical external perspective that can provide robust and constructive challenge, both to the Council and to other partners.

There will be ongoing engagement with the LGA specialist interest group led by Leeds and Luton councils to ensure that Rotherham is aware of and learning from best practice nationally.

## **Resources and further advice**

- The Casey Review: a review into opportunity and integration <https://www.gov.uk/government/publications/the-casey-review-a-review-into-opportunity-and-integration>
- Community Cohesion: Seven Steps A Practitioner’s Guide [www.tedcandle.co.uk/publications/015%20Community%20cohesion%20seven%20steps%20%20Community%20Cohesion%20Unit%20.pdf](http://www.tedcandle.co.uk/publications/015%20Community%20cohesion%20seven%20steps%20%20Community%20Cohesion%20Unit%20.pdf)
- Local Government Association’s helpful resource pages at [www.local.gov.uk/community-safety/-/journal\\_content/56/10180/7878729](http://www.local.gov.uk/community-safety/-/journal_content/56/10180/7878729)



## Honest

**Open & truthful in everything we say & do**

- Share information wherever possible
- Be open to challenge
- Speak up about concerns
- Actively listening to others
- Give reasons for our decisions & actions
- Be open about what is achievable
- Be honest and give feedback



## Accountable

**We own our decisions, we do what we say & we acknowledge & learn from our mistakes**

- Do the right thing, not just the easiest thing
- Respond in a timely manner
- See things through with pace
- Hold each other to account
- Take ownership for personal & team performance
- Reflect & learn from our experiences



## Respectful

**We show regard & sensitivity for the feelings, rights & views of others**

- Value others as individuals
- Respect differences
- See things from another's point of view
- Pay attention to people's differing needs
- Be polite
- Challenge unacceptable behaviour



## Ambitious

**We are dedicated, committed & positive, embracing change with energy & creativity**

- Set high standards & go the extra mile
- Be positive
- Have a can do attitude
- Be imaginative & creative
- Seek out best practice & be open to new ideas
- Take responsibility for our own development
- Be a team player



## Proud

**We take pride in our borough & in the job that we do**

- Recognise & share success
- Be enthusiastic & encouraging
- Act as an Ambassador for Rotherham
- Celebrate the best of Rotherham & our people
- Work together with others both inside & outside of the Council

# One Rotherham

These demonstrate how we behave with each other, our partners, elected members & customers.

They seek to break down barriers, creating a **one team approach** which ultimately puts the customer at the heart of everything we do.



# Asset Management Policy & Strategy

2017 - 2025

## **Foreword**

The Council commissioned a Property and Asset Management Health Check in June 2016 and a draft report on the findings including recommendations for improvements was approved by Cabinet in February 2017. The review found that there were no risks in terms of health and safety related to the Council's management of its assets, however, made key recommendations around a new strategic approach to the management and development of our assets.

Following the approval of the policy and strategy, the Asset Management Board will oversee the production of an Asset Management Plan for the Council which will include an action plan scheduling specific activities to optimise the use of our assets.

The CIPFA Health Check report in November 2016 focused on Asset Management and recommended, amongst other things, that the Corporate Landlord Model be adopted, that a Strategic Asset Management function be installed to support strategic asset management and regeneration ambitions and that a comprehensive property review be undertaken. The development of a Corporate Strategic Asset Management Plan was also strongly recommended. This Policy and Strategy form two thirds of that Plan, with the final part, the Action Plan due to follow shortly.

The Policy and Strategy will ensure the Council adopts a corporate approach to the management of assets and that they are managed and utilised to the benefit of the Borough and all who live and work within it. It is a "live" document which will be reviewed, at least, annually.

## **Executive Summary**

The Council commissioned a review of Asset Management which it reported in November 2016.

Rotherham Metropolitan Borough Council provides services to a growing population of 260,000 people in an area covering approximately 110 square miles. The Borough benefits from a wide range of environments - urban, suburban and rural – providing our residents with a varied region in which to live. 70% of this is open countryside, providing opportunities to enrich the lives of an increasingly diverse population.

The Council owns or occupies a portfolio which includes a wide range of assets, all of which require individual consideration in terms of their management. This Policy and Strategy document is intended to govern how those assets are managed to best effect not only capitalise on their benefit to the Borough, its communities and residents but also to maximise efficiency and effectiveness going forward.

Strategic asset management is crucial in ensuring that assets are managed in accordance with a pre-determined, well thought through plan but with a flexibility and adaptability that allows that plan to change should that be the right thing for the Borough. The Asset Management Policy and Asset Management Strategy have been developed to deliver a cohesive and considered approach and to inform the development of a comprehensive and timely Asset Management Action Plan to ensure effective delivery of identified short, medium and long term priorities. The three documents together will form the Council's Asset Management Plan for the period from 2017 to 2025.

Proactive implementation of Strategic Asset Management provides the opportunity to:

- Make best use of publicly owned assets across Rotherham.
- Encourage shared use of property resources.
- Minimise cost of occupation and management of land and buildings.

## **Introduction**

The Council has developed a new Vision together with four Corporate Strategic Priorities providing direction and focus for the transformation of the Borough as well as the services the Council provides. The Corporate Plan for 2016/17 sets out a clear framework for progress in all areas, including regeneration and the environment.

Rotherham Council's land and property asset portfolio is one of the key enablers to growth and regeneration and will play an important role in the delivery of the Vision and the Priorities. The corporate estate comprises 232 non-operational assets with an estimated market value of in excess of £37m. In addition to this, the operational estate consists of 248 operational land and property assets at an estimated value of £154m. This Strategy will facilitate the review of these assets and also a range of other miscellaneous assets throughout the Borough, enabling opportunities to be realised, income to be generated and capital receipts to be generated to support the provision of services for our residents.

It is imperative that in the current environment of budget constraints together with increased transparency and scrutiny that all resources at the Council's disposal are employed as efficiently and effectively as possible. This Policy and Strategy and the subsequent Action Plan will ensure this is the case, providing assurance to all that the asset base is being used to best effect at every opportunity.

## **Context**

### **1. Purpose**

The Corporate Plan for 2016/17 established the Vision and Corporate Priorities which will take Rotherham into the future. The Plan includes details of how each Directorate will contribute towards delivery of the Vision and Priorities, a firm commitment to working in partnership with others and the expected staff values and behaviours for those working in a modern and efficient Council. There are plans for delivering each Priority together with performance measures so that progress can be effectively monitored.

The purpose of this Policy and Strategy and subsequent Action Plan, which will be known collectively as the Asset Management Plan, is to ensure that the Council's land and property assets contribute pro-actively to the delivery of the Vision and the Priorities so that effective Asset Management is recognised as an enabler of progress and growth. There will be a focus on income generation, minimisation of outgoings, of surplus assets being used to support housing and economic growth and also on service delivery and customer care. The Policy, Strategy and Action Plan will also inform investment decisions, where assets are purchased to either support regeneration or to increase income generation.

In essence, effective Strategic Asset Management will ensure that the asset portfolio is consistently aligned with corporate priorities, provides value for money with management of the portfolio in accordance with industry standards, benchmarked against comparable peers and with a view to the long term. This strategic approach to management and investment of the corporate portfolio will ensure that the asset base remains fit for purpose for years to come.

### **2. Vision and priorities**

Following consultation with residents during the Summer of 2015, a new Vision for the Borough was defined, which is:

*“Rotherham is our home, where we come together as a community, where we seek to draw on our proud history to build a future we can all share. We value decency and dignity and seek to build a town where opportunity is extended to everyone, where people can grow, flourish and prosper, and where no one is left behind.*

*To achieve this as a Council we must work in a modern efficient way, to deliver sustainable services in partnership with our local neighbourhoods, looking outwards, yet focused relentlessly on the needs of our residents.”*

To deliver this Vision for the Borough the Council has set out four priorities:

1. Every child making the best start in life.
2. Every adult secure, responsible and empowered.
3. A strong community in a clean, safe environment.
4. Extending opportunity, prosperity and planning for the future.

Underpinning this is the need for Rotherham to be a modern, efficient Council, thereby enabling delivery of the Vision. A modern, efficient Council will provide value for money, customer-focused services, make best use of the resource available to it, be outward looking and work effectively with partners.

This Policy and Strategy help the Council to deliver that vision and the four priorities in a number of ways – some direct and tangible, others less so but still crucially important to eventual success.

As the owner of such a significant number of assets within the Borough, the Council is in perhaps a unique position to influence the positive development of communities and business and make a real difference through its assets.

Well managed assets create opportunities to grow, flourish and prosper.

They encourage businesses to start or to expand, creating jobs and wealth which largely remains within the Borough as residents are increasingly less likely to travel elsewhere to shop, work and spend their leisure time. Through those assets regeneration can be encouraged, strategic acquisitions can make things happen, leading to innovation and creativity in the way those assets are used now and in the future.

They allow families to live in homes rather than simply houses, creating stability and sustainability and a respect for the neighbourhoods in which they live.

They encourage learning and development, providing the skills, knowledge and experience to remain, and fully participate in, the highly skilled economy of the future.

### **3. External Influences**

#### **3.1 Financial Context**

For some years now, central government has required local authorities and partner organisations to make substantial savings in both revenue and capital spend. This has affected Rotherham in much the same way as other Councils.

This requires the Council to make significant savings over the coming years, meaning that the focus on efficiency and value for money the Council holds even more important.

The effective, strategic management of the Council's assets will enable revenue savings to be made through rationalisation, growth to be achieved through new initiatives and innovative thinking in partnership with others and capital receipts to be generated to support the Council's ambitions for the Borough.

But efficiencies should not be made at the expense of the provision of quality services, nor should rationalisation be undertaken in a way which leaves the Council with an unfit for purpose portfolio, unable to meet its Vision and priorities.

Value for Money is key and will form an integral part of the decision-making processes governed by this Policy and Strategy and which inform asset management in Rotherham for the future.

### **3.2 Social Context**

Rotherham is ranked as the 52<sup>nd</sup> most deprived district in England, mainly as a result of poor health, worklessness and low educational levels. In addition, evidence is that whilst deprivation is decreasing in some areas, it is increasing.

While large scale job losses affected the Borough in the last economic downturn, there are many positive initiatives underway, including the continued growth of the flagship Advanced Manufacturing Park at Waverley, set to create 3,500 new jobs plus deliver 4,000 homes and the formation of a new community.

Positive Strategic Asset Management by the Borough will be used in varied ways to deliver regeneration and growth in the places they are needed the most and where they will deliver the maximum beneficial impact.

This Policy and Strategy will lead to the creation of additional sustainable employment, opportunities for growth and entrepreneurship, the regeneration of the town centre and other key areas of the Borough and the creative use of assets to deliver outcomes which improve the lives of those who live and work here.

### **3.3 Planning Policy**

The Government has implemented many changes in recent years designed to speed up the planning system. The overall aim has been the simplification of the system so Councils have the freedom to make decisions in the best interests of their area. A key tenet of the changes is a belief that Councils and communities should be central to a system that achieves socially, environmentally and economically sustainable development.

The latest iteration is the Neighbourhood Planning Bill which aims to speed up processes even further through strengthening but simplifying the popular neighbourhood planning process, similarly removing some of the complexities from the compulsory purchase process and also ensuring planning conditions are only used when strictly necessary.

When the Bill becomes law this will affect Rotherham as Local Planning Authority resulting in changes in practices. However, it will also affect the Strategic Asset Management function, requiring increased consideration of the views of communities and a need for additional active consultation on proposals. Changes to compulsory purchase may enable regeneration but the reduction of the imposition of conditions will make the need for covenants in disposals to be very well considered and fully enforceable to ensure assets are developed in the way intended. This will be facilitated through this refreshed approach to Asset Management.

### **3.4 Transparency Agenda**

The Government's Transparency Agenda requires all Local Authorities to annually publish details of their property portfolio online to enable residents, and any other interested party, to have access to how assets are being used in terms of service delivery and also to facilitate economic development. This Policy, Strategy and Action Plan will underpin this required publication, providing confirmation of an ongoing review of all assets and that they are indeed being used to their best effect.

## **4. Internal influences**

### **4.1 Transformational Change**

Rotherham has undergone a significantly challenging process of change and transformation since the appointment of Government Commissioners in February 2015, resulting in many significant changes in culture, processes and key personnel.

The CIPFA Health Check report (November 2016) highlighted the need for a clearer strategic direction for Asset Management and that there were significant opportunities for improvement in the way the service is provided to the Council as whole. This has led to the introduction of the Corporate Landlord Model and a commitment to manage properties in a holistic way, one which supports the delivery of the Council's Vision and its corporate objectives and with the intention that a number of key asset management focused objectives be delivered. This Policy and Strategy will enable that delivery, ensuring that the Asset Management service re-focuses its attention to include not only management of property to deliver optimum Value for Money but also excellent external and internal customer service.

### **4.2 Introduction of Corporate Landlord**

The adoption of the Corporate Landlord Model from 1 April 2017 has effected a transfer of the majority of the Council's assets, to the Asset Management service.

This is designed to enable the Council to utilise its assets to deliver better, more efficient services to communities:

- To unlock the value of assets, seek efficiencies through joint arrangements with public sector partners and maximise private sector investment.
- To support the delivery of the Council's Corporate Plan.
- To integrate thinking about property with financial, regeneration and other considerations.

Under a Corporate landlord approach the ownership of an asset and the responsibility for its management; maintenance and funding are transferred from service department to the Corporate Landlord. The respective roles and responsibilities will be outlined and clarified under a Service Level Agreement (SLA).

This change is being facilitated by the development of Service Asset Management Plans (SAMPs), produced by each distinct service area and setting out what the property they own and use currently and also their aspirations for the future. The

information gathered will be collated and interrogated by the Strategic Asset Management team within the Asset Management service so that an overall picture of the asset base and the needs of the various services can be ascertained. This will then be assessed, aligned with this Strategy and a fully informed Asset Management Action Plan developed.

### **4.3 Performance Management**

Performance Management involves the adoption of a systematic approach to help improve performance through measurement and review.

This will be implemented to ensure the successful delivery of the Asset Management Policy, Strategy and Action Plan (the Asset Management Plan) through a series of key performance indicators (KPIs) reported via a balanced scorecard. Asset Management KPIs will be focused on key outcomes, they will be manageable and realistic and they will be relevant to stakeholders. The scorecard will contain indicators relating to the critical success factors in the Plan, threading through to ensure effective contribution to delivery of the four corporate priorities and the Vision for the Borough. They will measure elements which make a positive difference to the Borough and those which demonstrate efficiency and effectiveness.

Following review and challenge, results will be analysed and acted upon with the intention of driving exemplar performance.

### **4.4 Benchmarking**

Benchmarking involves the continuous search for better ways of working with the intention of delivering superior performance.

This practice will be incorporated into the performance management process so that results can be compared against similar organisations and in order that any learning can be incorporated into ways of working. This will serve to inform future target setting whilst also encouraging an innovative and creative approach and a competitive spirit. The intention will be to drive peer-compared excellence in all practices with a view to achieving upper quartile performance in respect of key indicators by 2020.

## **Asset Management Policy**

Rotherham Metropolitan Borough Council recognises the inherent value in the effective and efficient direction and utilisation of land and property assets in sustaining the provision of services in the Borough and enabling the delivery of the Vision and four priorities. The alignment of asset management with organisational priorities and objectives is key to ensuring that decisions are made in the correct context and having regard to all relevant factors.

The following five policy objectives for Property Asset Management have been designed to enable decision-making in respect of assets which supports the Council's Vision and four priorities.

**Asset Management Objective 1: Enabling delivery of the Council's services and priorities.**

**Asset Management Objective 2: Supporting Economic Growth, Housing Growth and Town Centre Regeneration.**

**Asset Management Objective 3: Maximising the opportunities that are available through the adoption of 'one public estate'.**

**Asset Management Objective 4: Developing growth income from commercial/non-operational activities.**

**Asset Management Objective 5: Maximising the range of benefits through the commissioning of property projects and property services.**

The following existing and approved documents are relevant to the Asset Management Policy and should be referred to when appropriate:

- 1.1 The Corporate Plan 2017-2018.
- 1.2 Rotherham Together Partnership
- 1.3 Housing & Economic Growth Plan
- 1.4 Children's and Adult Services Improvement Plans
- 1.5 The need to grow revenue income to support the Medium Term Financial Strategy
- 1.6 The need for revenue savings and capital receipts to support the Medium Term Financial Strategy
- 1.7 Health check of the Council's own Asset Management practices.
- 1.8 Asset Management Improvement Plan
- 1.9 Sheffield City Region (SCR) and The Combined Authority, especially through the Joint Asset Board (JAB)
- 1.10 One Public Estate (OPE) Programme
- 1.11 South Yorkshire and Bassetlaw NHS Strategic Transformation Plan

## **Asset Management Strategy**

The Asset Management Strategy identifies how the policy will be delivered and implemented. The Strategy sets the strategic direction and key outcomes to be delivered, which will be detailed in the Asset Management Action Plan, along with relevant timescales.

### **1. Asset Management Objective 1: Enabling delivery of the Council's services and priorities**

#### **1.1. Expected Outputs:**

- **Enabling delivery of the Council's Medium Term Financial strategy (MTFS), the Capital Strategy, the Corporate Plan, Service plans, improvement and transformation plans.**  
In seeking to ensure best value for money is achieved from property assets, effective asset management will naturally enable savings to be made, growth to be achieved and the Borough to be transformed through regeneration. This Strategy will be integrated with the delivery of the above Strategies and Plans to ensure that joined up, consistent thinking and actions deliver optimum solutions.
- **The delivery of schools basic need.**  
A key focus of this Strategy is to encourage a Borough with a vibrant, attractive offer in terms of housing, employment opportunities and lifestyle. Such an increase in population will lead to a corresponding increase in school places and the level of basic need funding received together with associated maintenance funding, thereby improving the estate and the attractiveness of the Borough even further.
- **A rationalised efficient estate provided at lowest possible cost.**  
The implementation of the SAMPs process to identify the requirements of each discrete service area will enable future plans for the portfolio in terms of investment and rationalisation to be formulated in a structured and coherent way, ensuring that linkages are made to reduce costs and maximise efficiency across the estate.
- **An effective estate suitable for modern ways of working.**  
The operational portfolio will be reviewed following receipt and overall assessment of the SAMPs by the Strategic Asset Management function. It is intended this will lead to a rationalisation review, providing a portfolio which reflects Rotherham's position as a modern, efficient Council. The effectiveness of WorkSmart will simultaneously be assessed and a view taken regarding roll out to other properties within the rationalised operational estate.
- **An estate with an effective preventative condition maintenance plan.**  
Following a comprehensive programme of condition surveys, a revised preventative maintenance programme will be devised taking into account component life cycles and building life expectancy, ensuring assets are maintained in a way which maximises their capital value and preserves their use for the longest time possible.

- **A resilient estate.**  
In an ever-changing political, economic and social world it will become increasingly important to ensure the estate owned and occupied by the Council after rationalisation is able to withstand external pressures. Each asset will be assessed to determine whether continued use of ownership is appropriate and, if not, the most beneficial disposal approach. Assets retained will be those which are considered to be of use or to have investment return potential in the short, medium or long term. They will be adaptable, flexible, fit for purpose and financially viable.

## 1.2. Actions to Deliver Objective:

- **Implement a Corporate Landlord approach across the estate.**  
The use of the Corporate Landlord Model was recommended by CIPFA in its “Property Function Health Check” approved at Cabinet on the 13<sup>th</sup> February 2017. The Model was implemented across the estate from 1<sup>st</sup> April 2017 and is expected to introduce an increasingly co-ordinated approach to asset management throughout the Council’s portfolio. This Strategy will embed that process further through provision of an explanation of the future of asset management at Rotherham, encouraging discussion and communication between Directorates.
- **Rationalise and minimise the cost of the estate.**  
The implementation of this Strategy to enable considered decision-making in accordance with the Principles set out in the Asset Management Policy will provide a framework for the rationalisation of the estate, leading to a reduction in costs.
- **Use of modern agile and flexible working principles to make best use of the estate (WorkSmart).**  
The review of the operational estate will allow investment in new ways of working and WorkSmart practices to be focused upon buildings which have been determined to be retained in at least the medium to long term. Decisions regarding investment will be made according to the Corporate Landlord model, thereby reducing waste and the making of short-term spending decisions which fail to take account of the bigger picture.
- **Developing and operating an increasingly energy efficient and environmentally low impact estate.**  
The comprehensive property review will include an assessment of the energy efficiency and/or environmental impact of all assets. Decisions regarding the future of assets will be made having regard to the forthcoming Environment and Energy Policy.
- **Implement a Planned Preventative Maintenance (PPM) Plan across the estate.**  
The implementation of PPM across the portfolio will allow workstreams to be planned, assisting in resource planning, and financial requirements to be assessed in the medium to long term.

## 2. Asset Management Objective 2: Supporting Economic Growth, Housing Growth and Town Centre Regeneration:

### 2.1. Expected Outputs:

- **Provision of sites and developments that deliver economic growth, employment, housing growth and town centre regeneration.**  
The comprehensive property review and ongoing review of the asset base will likely enable sites and properties to be released, which can be used for economic growth, employment, housing growth and town centre regeneration. Sites may be of use in Council-driven initiatives, or the decision may be taken to dispose of the site on the open market or with the Council retaining an interest to ensure regeneration and growth are indeed driven through the release of those sites.

### 2.2. Actions to Deliver Objective:

- **Proactive release of public sector sites for development.**  
Central Government believes that public sector bodies are holding land which could, and should, be released for development by others. This Strategy provides for the comprehensive review of all sites with a view to actively identifying sites which can be developed by our partners.
- **Development of Council owned sites.**  
Where sites are considered viable for development by the Council directly then these will be retained and, following a valid business case and subject to availability of funding, will be developed in accordance with the most appropriate outcomes for that locality.
- **Targeted Council development of sites to stimulate the market/address market failure.**  
The review of all assets will identify those sites available for development which are in areas most in need of Council intervention.
- **Investment in developments with a financial viability gap when that investment enables/achieves Housing, Economic growth and regeneration.**  
The sites identified through the review will not all be viable from a financial point of view. Assessment of the sites released through the process of comprehensive review will allow any viability gaps to be quantified and options which will permit progression to be considered.
- **Strategic acquisition of sites for development.**  
The comprehensive review may also show where there are gaps in ownership in areas where Council intervention could make a real difference. The SAMPs will similarly inform of Directorate requirements where acquisition may be appropriate and justified. Once such gaps have been identified the Asset Management service will work with other areas and potential local and sub-regional partners within the Council, using more detailed provided briefs, to acquire sites to meet needs, subject to funds being available.

### **3. Asset Management Objective 3: Maximising the opportunities that are available through the adoption of ‘one public estate’.**

#### **3.1. Expected Outputs:**

- **Co-location & joint rationalisation to achieve;**
  - **Revenue savings and generation.**
  - **Capital receipts.**
  - **Release of development sites.**
  - **Better integrated public services.**

The Council is already actively working with a range of partners to deliver the benefits of “one public estate” and this is expected to increase further through the implementation of this Strategy. The identification of not only the assets held by each partner but also the intelligent formulation of co-location options which benefit all partners in terms of customer service as well as rationalisation will be enabled further by the adoption of the Corporate Landlord Model.

#### **3.2. Actions to Deliver Objective:**

- **Active participation with Sheffield City Region – Joint Asset Board and One Public Estate Programme.**
- **Active Participation in the South Yorkshire and Bassetlaw NHS Strategic Transformation Plan.**
- **Active participation in Rotherham Together Partnership - Local Estates Forum and Integrated Working Programme.**

Continued active participation in the above partnerships will deliver co-location and rationalisation opportunities for all concerned, resulting in benefits for Rotherham Borough and also for the wider region.

### **4. Asset Management Objective 4: Developing growth income from commercial/non-operational activities.**

#### **4.1. Expected Outputs:**

- **To maximise income generated through the Council’s Commercial estate, property investment and Asset Management Service external trading activity, to support the Council’s revenue position.**

The further commercialisation of Council services, where this is possible, will present a significant opportunity to generate additional revenue to support the overall budget. The Comprehensive Asset Review will lead to the rationalisation of the commercial and overall estate and may lead to opportunities to maximise return being identified. In addition, the Asset Management service has a number of elements which are marketable and that with some resource applied together with investment, may generate a valuable revenue stream in the future.

#### 4.2. Actions to Deliver Objective:

- **Investing in property to deliver revenue income.**  
Condition surveys will confirm the investment required to meet ownership and Landlord obligations and also the investment needed to maximise capital value going forward. This will be used to drive investment decisions not only through the Planned Maintenance Programme but also in terms of the ongoing capital improvement programme.
- **Developing and growing the non-operational estate to improve its yield and surplus.**  
Opportunities will be explored in order to potentially fund the acquisition of non-operational assets which will produce a good return and sustain the portfolio in future years.
- **Combining income development and managed risk appetite to enable economic growth and housing development where the commercial market is too risk adverse to deliver.**  
The identification of both housing and economic growth sites will deliver additional revenue or capital income, or both, depending on the nature of the opportunity and will also regenerate areas which are difficult to reach through market-led interventions. Receipt of New Homes Bonus, additional business rates income and the creation of new jobs will further benefit the Borough.
- **Investment/ development in the existing estate.**  
This will be informed via the comprehensive property review and the condition surveys being undertaken, with the investment needs of retained assets being included in either the planned maintenance or capital improvement programmes. Development sites will be either developed by the Council, in partnership or released to the market where the capital receipt receivable is significant. This will be enhanced wherever possible by the prior obtaining of planning permission to maximise value.
- **Purchasing commercial and housing developments.**  
The purchase of commercial developments through Rotherham Investment and Development Office (RIDO) and housing developments in conjunction with the Housing Service will be dependent upon the developments proving to be commercially viable and with a positive return. Such return can be purely financial or may be formed in part by a calculated Social Return on Investment.
- **Developing new commercial assets.**  
This will also be facilitated through RIDO with advice provided by Asset Management to facilitate the development of opportunities in areas where such Council intervention will have the most positive impact.
- **External trading of the Council's Professional Asset Management Services.**  
The Council's Asset Management service includes a number of areas of professional provision which may be marketable to third parties. The potential options available will be assessed and progressed once the existing estate has been reviewed explored to its full potential.

**5. Asset Management Objective 5: Maximising the range of benefits through the commissioning of property projects and property services.**

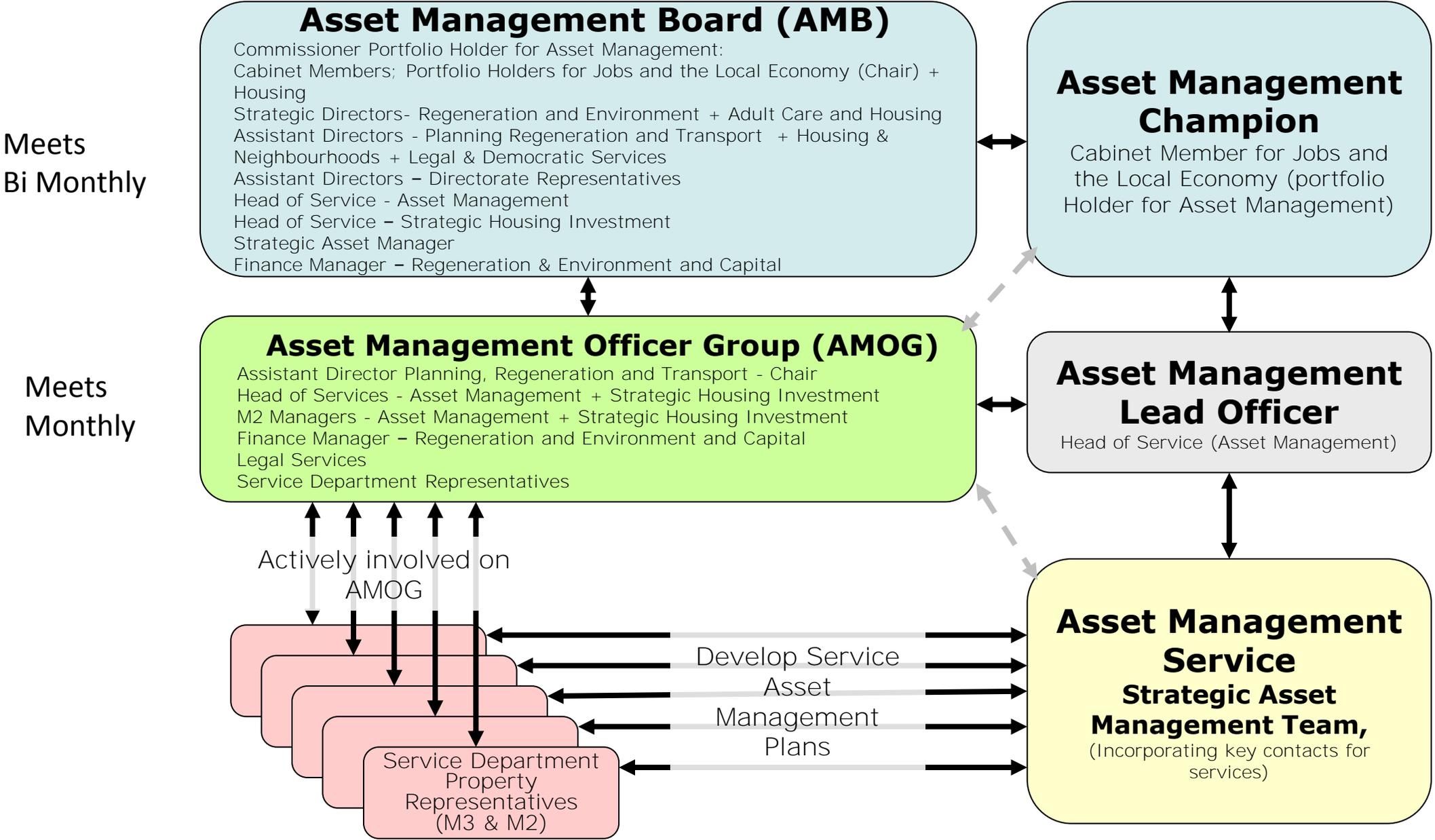
**5.1. Expected Outputs:**

- **The Council is a significant commissioner for the supply of property, construction, consultancy and energy services and the effective management of this process will:**
  - **Ensure cost effective construction and energy services are provided to the Council.**
  - **Maximise the benefits of collaboration and partnership in commissioning property services in the public sector.**
  - **Support inward investment in SME business in Rotherham, Sheffield City Region and the wider Yorkshire and East Midlands region.**
  - **Promote training, development and retention of a skilled labour market in the region.**
  - **Add social value through the delivery of projects and services which enhance the communities they serve.**

**5.2. Action to Deliver Objective:**

- **Work across the public sector to jointly procure and commission. Continue to develop the YORHub frameworks.**
- **Develop a Rotherham Construction Partnership (RCP) framework of SME specialist contractors.**

# Asset Management Governance Structure (Membership)



# Asset Management Governance Structure (Role)

Meets  
Bi Monthly

**Asset Management Board (AMB)**  
 Cabinet Member, Commissioner and Senior Management oversight, leadership, advise and guidance to the AMOG. Including monitoring and review of: -  
 Asset Management Policy  
 Asset Management Strategy  
 Asset Management Action Plan  
 Corporate Landlord Activity  
 Asset Management Performance Management

**Asset Management Champion**  
 Cabinet lead can oversee that the asset management policy and strategy is aligned with the Council's aims and objectives.

Meets  
Monthly

**Asset Management Officer Group (AMOG)**  
 This group has an overall responsibility for developing a corporate approach to the use of property assets throughout the Council, it also leads the creation, implementation and progress monitoring of the agreed asset management policy, strategy, action plans of the Council and the Corporate Landlord approach.  
 Recommendations from the group are reported to the AMB.

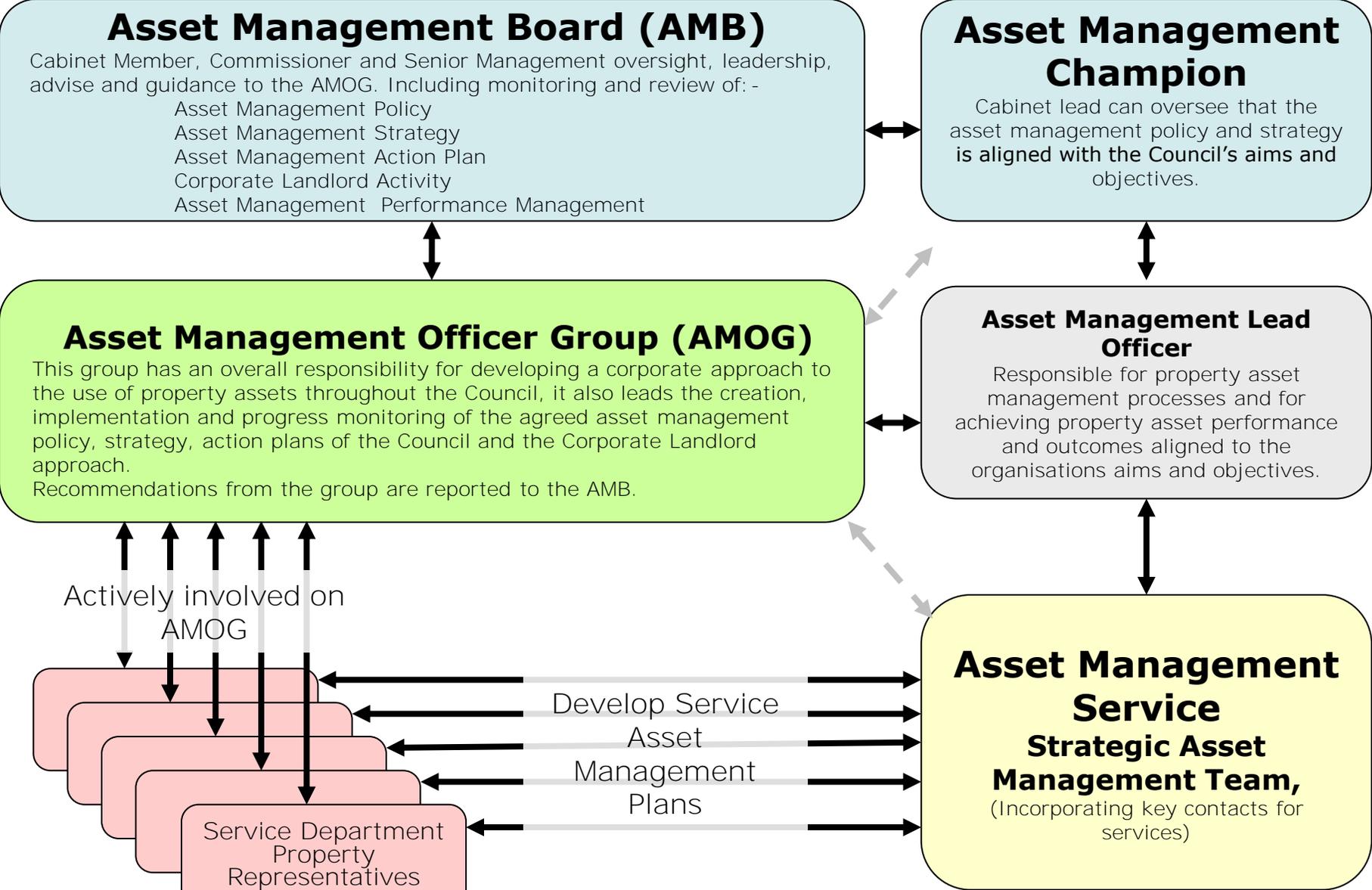
**Asset Management Lead Officer**  
 Responsible for property asset management processes and for achieving property asset performance and outcomes aligned to the organisations aims and objectives.

Actively involved on AMOG

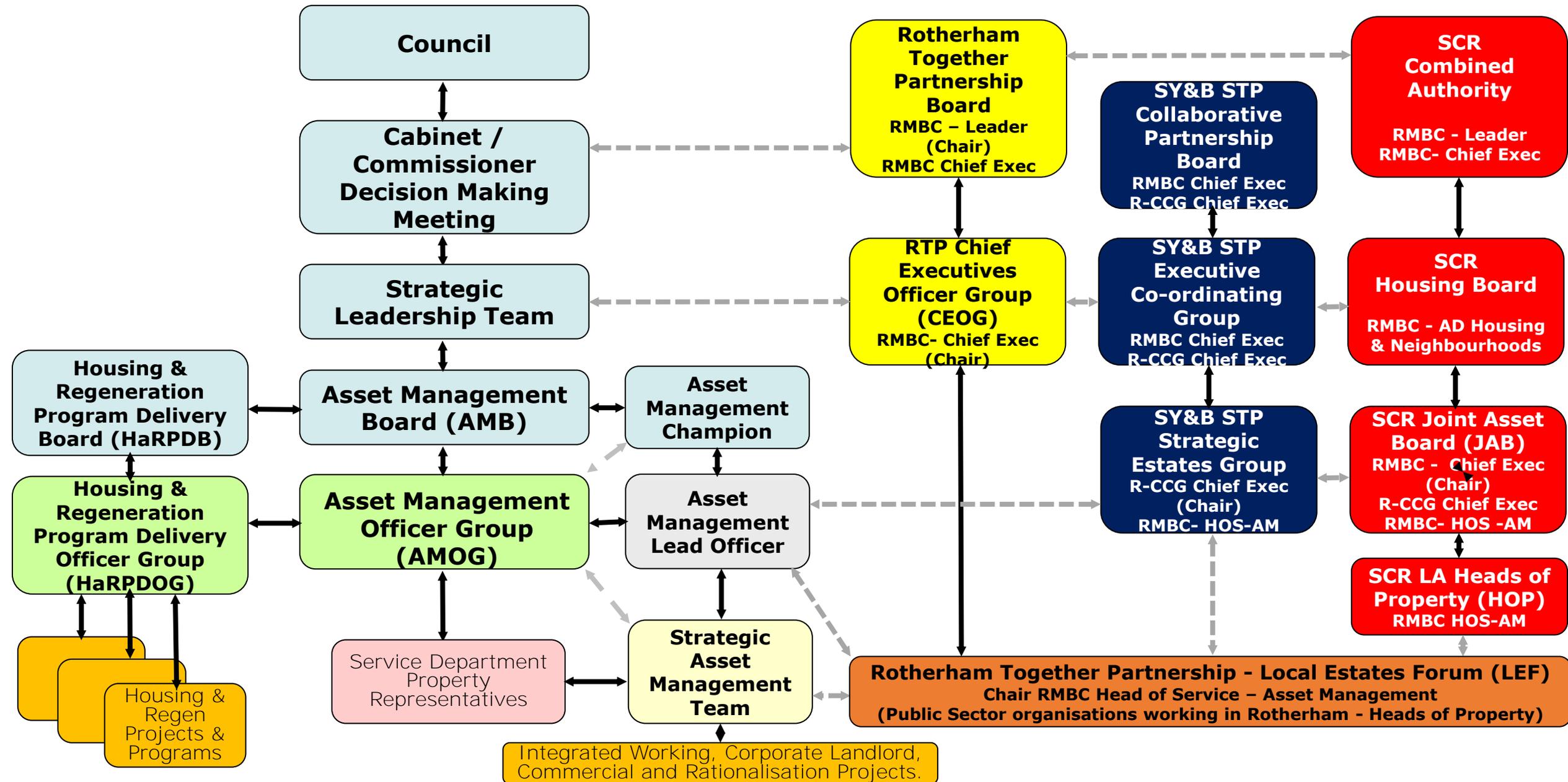
Service Department Property Representatives

Develop Service Asset Management Plans

**Asset Management Service Strategic Asset Management Team,**  
 (Incorporating key contacts for services)



# Wider Public Sector Asset Management Structure





## Asset Management Board

DRAFT TERMS OF REFERENCE – March 2017

<b>NAME OF GROUP:</b>	<b>The Asset Management Board</b>
<b>ACCOUNTABLE TO:</b>	The Senior Leadership Team (SLT)
<b>REPORTING THROUGH:</b>	Damien Wilson
<b>PRIMARY PURPOSE:</b>	<ol style="list-style-type: none"> <li>1. Provide a single integrated overview of all Council land and property; policy, strategy, usage, change, service strategy/ need, acquisition, disposal and development.</li> <li>2. Integrate the strategy for the Council's assets with those of the wider public sector.</li> <li>3. Provide leadership and oversight asset management activities and to set priorities. To provide strategic/ organisation leadership of the Council's Land &amp; Property Assets.</li> <li>4. Oversight of the delivery of the Councils Asset Management Improvement Plan.</li> </ol>
<b>COMPOSITION OF GROUP:</b>	<ol style="list-style-type: none"> <li>1. Commissioner Holding Asset Management Portfolio.</li> <li>2. Cabinet Member – Jobs and the Local Economy ( Chair).</li> <li>3. Cabinet Member – Housing.</li> <li>4. Strategic Director - Regeneration and Environment.</li> <li>5. Strategic Director – Adult Care and Housing.</li> <li>6. Assistant Director – Planning Regeneration and Transport.</li> <li>7. Assistant Director – Housing and Neighbourhoods</li> <li>8. Assistant Director – Legal &amp; Democratic Services.</li> <li>9. Head of Service – Asset Management.</li> <li>10. Head of Service – Strategic Housing Investment</li> <li>11. Finance Manager – Regeneration &amp; Environment and Capital.</li> <li>12. A Strategic Director or Assistant Director Representative from each Directorate management team.</li> </ol>
<b>IN ATTENDANCE:</b>	All
<b>LEAD OFFICER:</b>	Damien Wilson, Strategic Director Regeneration and Environment

<b>RESPONSIBILITIES:</b>	<p>To provide senior leadership and oversight for asset management activities and set priorities in delivering:</p> <ol style="list-style-type: none"> <li>1. Asset Management Policy.</li> <li>2. Asset Management Strategy.</li> <li>3. Asset Management Action Plan.</li> <li>4. Decisions on the future use of all Council Land and Property Assets.</li> <li>5. Asset Management co-ordination with external organisations.</li> <li>6. Asset Management Performance Management.</li> <li>7. Corporate Landlord.</li> <li>8. Asset Management Governance</li> <li>9. Change procedures for operational property.</li> <li>10. Service/ Directorate Asset Management Plans.</li> <li>11. Corporate Environmental and Energy policy.</li> </ol>
<b>SERVICED BY:</b>	<p>Regeneration and Environment – Management Team Business Support</p> <p>An agenda and papers will be circulated to attendees at least 72 hours before the meeting. Minutes will be published within 48 hours. Agreed actions will be managed in an action log which will be updated after each meeting and published alongside the minutes.</p>
<b>FREQUENCY OF MEETINGS:</b>	Bi-Monthly
<b>REQUIRED ATTENDANCE</b>	100% attendance assumed. Authorised deputies acceptable
<b>QUORUM:</b>	50% of membership - to include the Chair or their delegated deputy
<b>REPORTING MECHANISM:</b>	SLT
<b>MINUTES CIRCULATED TO:</b>	Group membership
<b>SUB COMMITTEES OF THIS COMMITTEE</b>	<b>The Asset Management Officer Group</b> - tasked with operational delivery and progress of the Asset Management Improvement Plan and the subsequent Asset Management Action Plan.
<b>NEXT REVIEW DATE:</b>	September 2018
<b>DATE APPROVED:</b>	March 2017
<b>PROCESS FOR MONITORING THE EFFECTIVENESS OF ALL OF THE ABOVE:</b>	<p>Progress against the implementation of the Asset Management Improvement Plan will be reported to SLT and Cabinet quarterly.</p> <p>Asset Management Action Plan progress will reported to SLT biannually from April 2018.</p>

## Terms of Reference – Asset Management Officer Group

<b>NAME OF GROUP:</b>	<b>Asset Management Officer Group</b>
<b>ACCOUNTABLE TO:</b>	Asset Management Board
<b>REPORTING THROUGH:</b>	Paul Woodcock – Assistant Director Planning, Regeneration and Transport.
<b>PRIMARY PURPOSE:</b>	This group has an overall responsibility for developing a corporate approach to the use of property assets throughout the Council, it also leads the creation, implementation and progress monitoring of the agreed asset management policy, strategy, action plans of the Council and the Corporate Landlord approach.
<b>COMPOSITION OF GROUP:</b>	<ul style="list-style-type: none"> <li>• Assistant Director Planning, Regeneration and Transport – Chair.</li> <li>• Head of Service (Asset Management) .</li> <li>• Asset Management - M2 Managers.</li> <li>• Head of Service – Strategic Housing Investment.</li> <li>• Finance Manager – Regeneration and Environment and Capital.</li> <li>• Legal Services.</li> <li>• Service Department M2/ M3 Representatives.</li> </ul> <p>Other attendees may be invited to discuss individual agenda items as appropriate.</p>
<b>IN ATTENDANCE:</b>	All
<b>LEAD OFFICER:</b>	Paul Woodcock, Assistant Director Planning, Regeneration and Transport
<b>RESPONSIBILITIES:</b>	<p>To drive continual improvement through the strategic, integrated exploitation of the council's Land &amp; Property Assets and the implementation of the Asset Management Improvement Plan.</p> <ol style="list-style-type: none"> <li>1. The Officer Group will make recommendations to the Asset Management Board.</li> <li>2. The Asset Management Officer Group will:</li> <li>3. Develop a new Asset Management Policy.</li> <li>4. Develop a new Asset Management Strategy.</li> <li>5. Develop a new 3 year Asset Management Action Plan.</li> <li>6. Identify options for the future use of all Council Land and Property Assets.</li> <li>7. Co-ordinate with external organisations and integrated working programmes.</li> </ol>

	<p>8. Operate the Corporate Landlord model. Including change procedures for operational property.</p> <p>9. Identify and document service property needs through Service/ Directorate Asset Management Plans.</p> <p>10. Develop Corporate Environmental and Energy policy.</p> <p>11. Provide a focus for service areas and users on all property asset management issues.</p> <p>12. Identify and appropriately utilise any synergies with work being undertaken by colleagues in the sub region, and elsewhere, whether in other authorities or other public, private or independent sector partners; and</p> <p>13. Act as an advisory body on property asset management issues and provide support to the Asset Management Board, SLT, Members and services in their decision making.</p>
<b>SERVICED BY:</b>	<p>Asset Management Service – Technical Support</p> <p>An agenda and papers will be circulated to attendees at least 72 hours before the meeting. Minutes will be published within 48 hours. Agreed actions will be managed in an action log which will be updated after each meeting and published alongside the minutes.</p>
<b>MEETING FREQUENCY:</b>	Monthly
<b>REQUIRED ATTENDANCE</b>	100% attendance assumed. Authorised deputies acceptable.
<b>QUORUM:</b>	50% of membership - to include the Chair or their delegated deputy
<b>REPORTING MECHANISM:</b>	Asset Management Board via the Assistant Director Planning, Regeneration and Transport.
<b>MINUTES CIRCULATED TO:</b>	Group membership
<b>SUB COMMITTEES OF THIS COMMITTEE</b>	None
<b>NEXT REVIEW DATE:</b>	October 2018
<b>DATE APPROVED:</b>	March 2017
<b>PROCESS FOR MONITORING THE EFFECTIVENESS OF ALL OF THE ABOVE:</b>	Minutes of the Group will be presented to Asset Management Board on a bi- monthly basis.