The Vale of Glamorgan Council

CORPORATE ASSET MANAGEMENT PLAN
'Our Land and Property Plan'

2015 – 2018

FOREWORD

Austerity is continuing to drive change in the way local authorities operate and provide services. Our challenge as a Council is to respond positively and work to ensure that public sector assets are managed as efficiently and effectively as possible to support the delivery of services across the Vale.

In aligning our activities with the realities of the Medium Term Financial Plan and the Corporate Plan it is clear that property plays a fundamental role underpinning service delivery and in its ability to generate cost savings through rationalisation. The Corporate Asset Management Plan (CAMP) is the mechanism used to optimise our property assets and provide the strategic direction required to ensure we have fit for purpose property.

The service departments play an important role in this process and together we must continue to challenge our assets and seek opportunities to use our space more efficiently and reduce the amount of accommodation we use. The CAMP outlines the programmes being implemented to achieve this aim, and encourages a focus on collaboration as key to bringing innovation to service delivery and reducing costs.

The message is clear; we need to do more with less, and as a Council we must continue to work towards our aim of optimising our assets whilst maintaining service delivery at the highest possible level.

Councillor Neil Moore
Leader of the Vale of Glamorgan Council

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Foreword

Section 1

The Vale of Glamorgan Council – *The Context*

The Vale of Glamorgan Council was established in 1996 as a unitary authority, and is Wales' most southern authority. It shares its boundaries with Cardiff to the East, Rhondda Cynon Taff to the North, Bridgend to the West and the Bristol Channel to the South. It covers 33,097 hectares, approximately 89% of which is designated as rural, and has four principal urban areas, namely: Barry; Cowbridge; Llantwit Major; and Penarth.

The Local Authority area has a population of 126,679 people (2011 Census) which is expected to rise to 133,727 by 2036. The age profile in the Vale is broadly in line with the Welsh average: 18% of the population are aged 0-15, 63% are aged 16-64 years old, and the 65+ group make up 19% of the population.

Corporate Planning Framework – *What we do and how we do it*

One of the key functions of the Council is the delivery of services to the people of the Vale of Glamorgan. This aim is influenced by a Community Strategy which has been developed by the Council in conjunction with its partners across the Vale of Glamorgan to provide a co-ordinated approach to achieving service delivery. The broad aims of the strategy are to ensure the Vale is a place:

- that is safe, clean and attractive, where individuals and communities have sustainable opportunities to improve their health, learning and skills, prosperity and well-being.

- where there is a strong sense of community in which local groups and individuals have the capacity and incentive to make an effective contribution to the future of the area.

The Council translates these broad aims into its own Corporate Plan focussing specifically in the areas where it has a direct responsibility for service provision, including: ***Community Leadership, Children & Young People, Learning & Skills, Regeneration, Environment, Housing, Health, Social Care & Wellbeing, Community and Public Safety.*** These key services are at the forefront of the Council's activities, and the Corporate Plan seeks to provide a framework for their delivery through a number of priority outcomes for each of the service areas. The priority outcomes are broad in their aims but provide the direction for our property portfolio:

'….achieve the optimum use of our property assets'

Corporate Plan 2013 – 2017 (CL11)

The Council's ability to deliver its priorities has been impacted by increasing demographic and austerity changes which have placed increasing pressure on budgets. This underlying theme of resource constraints has had a major influence on the Council's strategies and delivery plans and is reflected in our financial planning. The Council's financial framework therefore aims to balance expenditure with current levels of funding and sets out how this will be achieved through

the Medium Term Financial Plan and the Capital Investment Strategy. The interaction between the Community Strategy, Corporate Plan, and the financial framework is detailed below.

Organisational Framework

The high level strategic direction established by the overarching plans and strategies provide the main drivers for the organisation and are reflected in the framework diagram below. These drivers are translated into specific service area strategies and in particular the Property Strategy, which highlights the cross-cutting remit our property assets have in supporting service delivery and the Council's financial objectives.
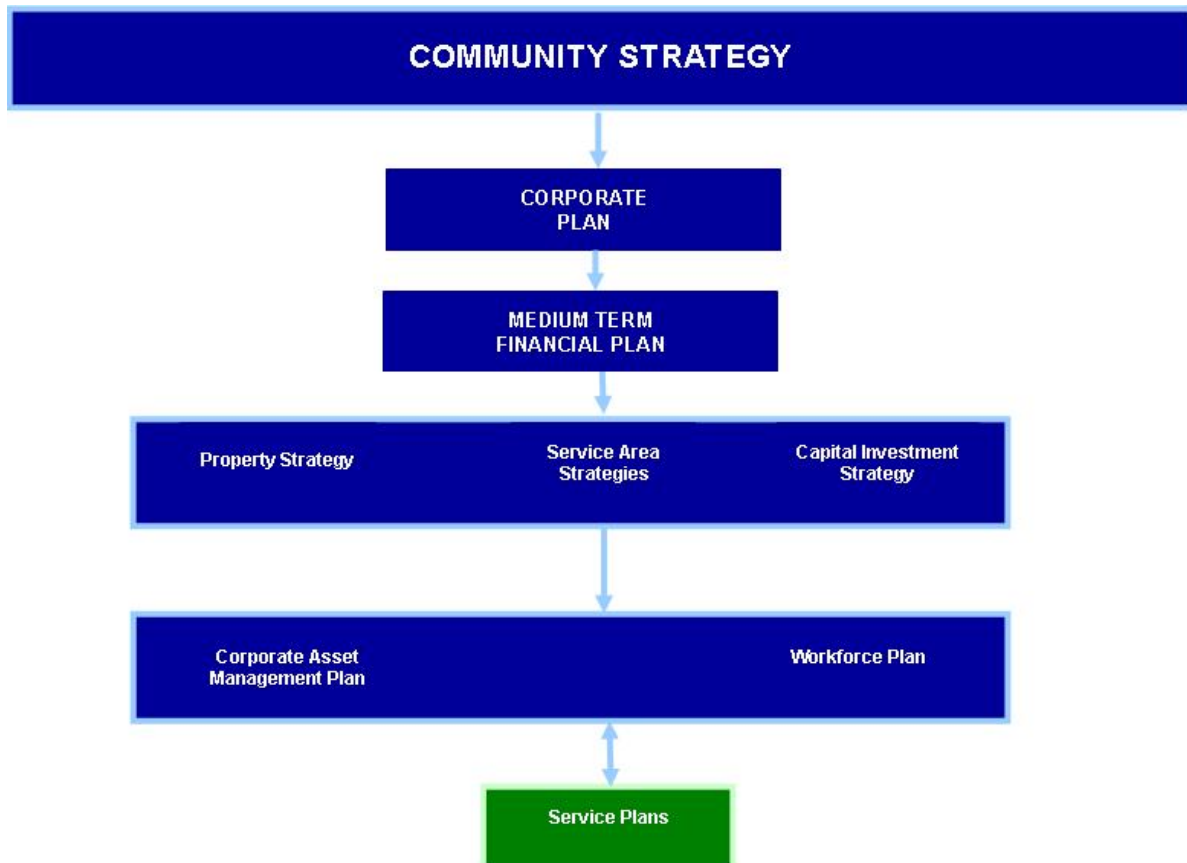
The Property Strategy 2015-2018 is a new document which sets out how we intend to align our property assets with the Council's aims and priority objectives. This strategy, attached in Appendix 1, provides a high level overview of how we will manage our property assets, and more importantly details the mechanism for co-ordinating our approach to asset management, which is detailed in the **Corporate Asset Management Plan (CAMP).**

The CAMP deals with all the Council's interests in land and buildings (not excluding the Housing Revenue Account assets, which include council housing and any related land and buildings, and highways infrastructure.

Highways Asset Management Plan

The Vale of Glamorgan Council's Highway Asset Management Plan (HAMP) is currently in the process of being finalised. When complete it will provide an integrated framework through which the Council delivers highways maintenance across the Council's road network in a manner that optimises resources for the management of the highway infrastructure.

The primary function of the Highway Asset Management Plan will be to maximise value for money for road users and residents while carrying out the council's duties as the Highway Authority, in line with the introduction of Whole of Government Accounts.

The HAMP will have strong links to the council's corporate goals, objectives, and policies and provides the foundation for delivering a well-maintained and managed highway infrastructure. The plan will set out the Council's approach to maintaining the Council's road network, it identifies the management arrangements required to ensure levels of service are optimised and that the highway asset is managed wherever practical, to meet the expectations of highway users. It is anticipated that the HAMP will be finalised and reported to Cabinet as part of the Corporate Asset Management annual review in the summer of 2016.

The Corporate Asset Management Plan (CAMP) – *The Property response to the Councils Service Objectives and Financial Constraints Plan.*

The way we manage our property has a direct impact on the services we provide, and the CAMP seeks to ensure that we achieve the optimum use of our assets whilst supporting service delivery across the Council. It is not just about saving money; it's about ensuring that we achieve the maximum efficiency from our assets. This theme is clearly established in the Corporate Plan and Medium Term Financial Plan and is summarised within our Property Mission Statement contained within the Property Strategy 2015 - 2018 which outlines our long term aspirations (overleaf):

To have a lean, sustainable portfolio that is fit for purpose to support service delivery across the Vale

The framework for achieving the Property Mission Statement is contained within the CAMP 2015-2018, and is broken down into a number of measurable objectives which are detailed in Section 3. Realising these objectives requires a long term strategy, and the CAMP will therefore be updated on a three yearly basis. To highlight our progress and on-going improvement the CAMP action plan will be updated on an annual basis.

The Asset Management Process - Aligning the asset portfolio with the needs of the organisation

The Financial Context – '*Doing more with Less'*

Traditionally the Corporate Plan objectives would establish how the Council sets its budget, but it is the Medium Term Financial Plan which will increasingly influence corporate objectives. The Council receives 74% of its net revenue from the Welsh Government, but with continuing austerity measures being implemented through spending reviews, the latest Medium Term Financial Plan (2014/15 to 2017/18) has assumed revenue funding cuts of 4.5% for 2015/16, 4% for 2016/17 and a further 2% in 2017/18. The final proposals for the 2015/16 Revenue Budget set out savings of £6.847M required in 2015/16. The proposals set out further savings targets of £12.170M in 2016/17 and £6.118M in 2017/18. This totals £25.135M over the three year period.

The Financial Plan sets out the budget strategy for the Council, matching future predicted resources and expenditure. The capital investment strategy forms an integral part of this budget and allocates funding for the Council's assets. However, with continuing reductions in the capital programme, resources are limited and prioritisation of capital schemes is vital. The Financial Plan, The Corporate Plan and The Community Strategy therefore provide us with the direction we need to be moving towards, and it is essential that we align our assets accordingly.

The Capital Investment Strategy, as shown in Appendix 4, outlines the Council's need to acquire or enhance assets. CIPFA recommends that a way of achieving Asset Management Plans and a Capital Programme that complements one another is to merge the two processes and develop a combined strategy; therefore this Capital Investment Strategy sits within the Corporate Asset Management Plan.

"….The challenges ahead are evident – reduced finances, increasing pressures on services and shifting user expectations."

Local Government and Government Business Minister Lesley Griffiths 2013

Section 2

The Existing Asset Base

The portfolio comprises a wide range of operational and non-operational assets and the following table shows the portfolio breakdown by property type:

Operational Assets^	Number of Properties	Area (GIA)*	Asset Value as at 2013 / 2014	Split
Office / Administrative	8	27,316 msq	£10,670,443	Buildings
			£1,489,250	Land
Schools (only 49 owned by VoG)	62	158,209 msq	£91,537,000	Buildings
			£89,398,070	Land
Libraries	9	1,630 msq	£1,060,717	Buildings
			£357,000	Land
Sports Centres / Pools	6	15,801 msq	£15,380,537	Buildings
			£2,175,000	Land
Social Services	18	10,683 msq	£9,638,839	Buildings
			£3,864,000	Land
Community Centres/Clubs/Youth Centres	29	6,069 msq	£5,644,447	Buildings
			£1,239,105	Land
Parks	82	582 Ha	£7,150,127	Buildings
			£7,980,368	Land
Land Associated with Direct Service Property	66	55.88 Ha	£6,678,745	Land
Other Direct Service Property	60	14,463 msq	£16,269,747	Buildings

Operational Assets^	Number of Properties	Area (GIA)*	Asset Value as at 2013 / 2014	Split
Starter Units (workshops)	107	10,780 msq	**£1,814,914**	Buildings
Off Street Car Parks	22	11.02 Ha	**£5,039,858**	Land
Total Operational Assets	**409**	**Floor Space GIA: 230,578 sqm*** **Land: 682.08 Ha**	**£277,388,167**	

Non-Operational Assets^	Number of Properties	Area*	Asset Value	
Surplus Property	5	25.63 Ha	**£13,255,000**	
Commercial/Industrial Property	60		**£5,461,592**	
Economic Development Land/Property	12	142 Ha	**£5,624,542**	
Total Non-Operational			**£28,944,456**	

^Operational/Non-Operation split determined by Welsh Government Data Unit/CLAW definition.

*Subject to change with continuous improvement of data.

Asset Performance Headlines

To highlight our current performance, the data collated on each of our property assets has been analysed to provide the following headline data:

Corporate Property Breakdown by Service Allocation (Based on number of assets allocated)
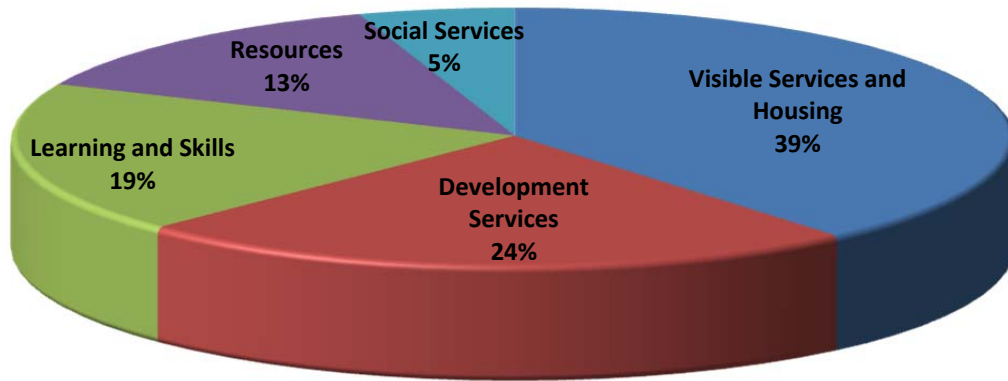
Property Asset Condition

The current breakdown of the portfolio by condition grade is as follows:

Suitability

The chart below shows the suitability of the property asset base as reported by the Service Areas through the Service Asset Management Plan Questionnaires 2014.

Major Suitability Issues 11% • **Unsuitable 3%** • **Suitable 34%** • **Minor Suitability Issues 52%**
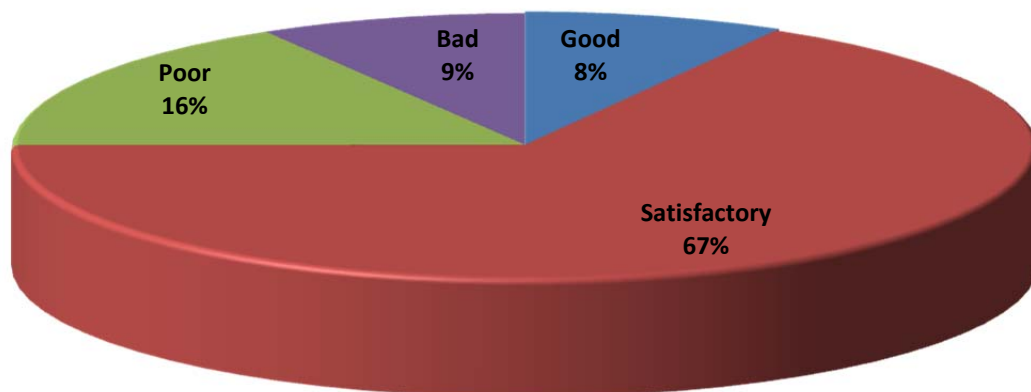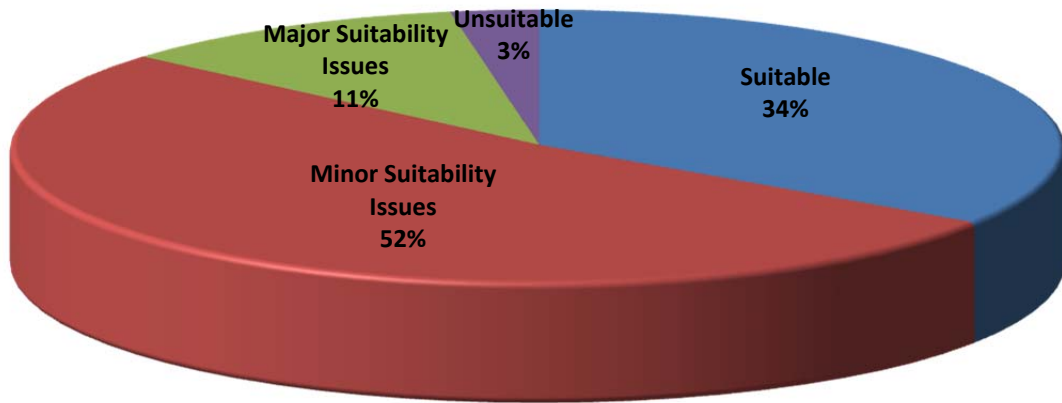
Sufficiency

The chart below shows how the property asset base supports service delivery both in the short, medium and long term as reported by the Service Areas through the Service Asset Management Plan Questionnaires 2014.

Major Sufficiency Issues 8% • **Insufficient 6%** • **Minor Sufficiency Issues 7%** • **Sufficient 79%**
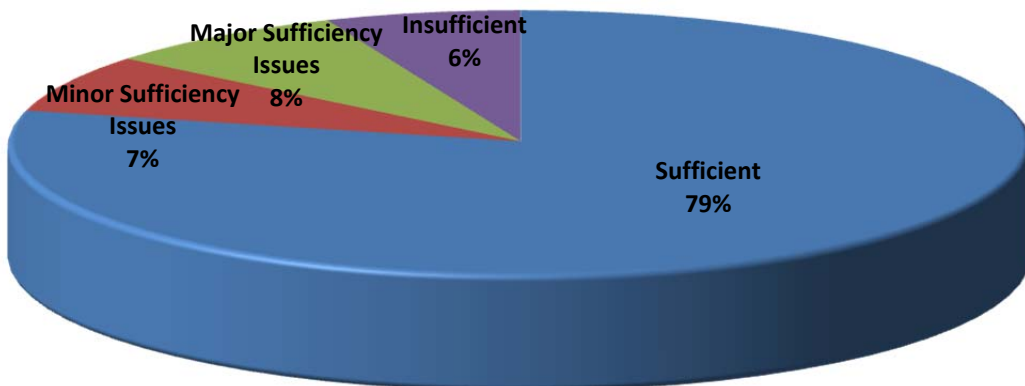
We are continuing to improve the data we hold on our asset base which will allow us to analyse asset performance, and assist us in realigning the estate to meet our service and efficiency objectives.

2012 – 2014 CAMP Review – *What we've achieved*

The 2012 – 2014 CAMP provided a more focused approach to how we managed our property assets and sought to reflect the objectives set out in an external review of asset management carried out by Grant Thornton LLP. Their review was completed in December 2011 and identified a number of suggested improvements for our asset management arrangements, including:

- The need to evaluate assets in terms of how they contribute to the Corporate Priorities.
- The need to justify holding land and buildings, based on business case.
- The need to strengthen the performance management of assets.

The above improvement objectives were subsequently reflected in our 2012 – 2013 action plan and the progress against these, and our 2013 – 2014 action plan, is outlined below and provides the current status.

TARGET (2012-2013)	PROGRESS
To continue to carry out Condition Surveys across the operational portfolio.	The process has been completed and the 5 year rolling programme restarted in 2014, with Education assets almost completed.
Evaluate assets in terms of how they contribute to the corporate priorities.	This was addressed as part of the 2012 CAMP and will continue to be a focus in future plans.
Set Performance Targets for asset management to assess value for money achieved.	Local performance indicators have been introduced (Running costs and GIA across baseline) and will be monitored on a regular basis by the Corporate Asset Management Group.
To undertake and complete property area reviews of all operational buildings.	Improvements to the asset base taking place. A comprehensive Asset Review is currently being undertaken by consultants under the Council's Invest to Save Asset Management Review project.
To produce a new user friendly SAMP pro-forma.	A new form was produced and circulated to the CAMG for completion.
Completion of all SAMP pro-formas and analysis of the collated data.	Completed.
Develop an acquisition protocol.	Currently being finalised. *Presently on hold while status-quo of office accommodation is being established.
Identify opportunities to dispose of underperforming / inefficient assets or to retain and improve.	On-going as part of the disposal strategy. This has resulted in generating a capital receipt of £1,121,215 for 2012/13 and £1,184,012 for 2013/14.
Continue to support collaboration with our local service area partners and look for opportunities to share assets.	The Council continues to lead the LSB and co-locating opportunities have been achieved at Barry Police Station, the Alps, and Docks offices.

To review existing Space standards.	Completed Phase I of the Space Project. Phase II currently being implemented. This will be detailed in a later section.
To actively promote new working practices and standards, such as hot desking and adoption of space standards.	On-going as part of Phase II of the Space Project. This is detailed in a later section.
Carry out utilisation studies of all office accommodation.	Completed for key corporate buildings as part of the Space Project. Data collection completed for Phase 2. Data is currently being analysed.
To roll out user access of our asset management database (AssetManager.net) and ensure the data is of a consistent and high quality nature.	This is being carried out on a phased basis and work is continuing.
To develop a Property Strategy that supports the CAMP.	Completed (Appendix 1) The CAMP sets out how the Property strategy will be achieved and highlights the programmes being implemented.

TARGET (2013-2014)	PROGRESS
To review and improve the SAMP questionnaires and send out to all services.	A revised SAMP has been completed, and was sent out to the service areas early in early 2014. The collated suitability and sufficiency data will be used to inform our service area reviews and enable us to use the data for more accurate performance measurement.
Develop an Acquisition Protocol.	Currently being finalised. The protocol will be used to qualify any new space requests. *Presently on hold while status-quo of office accommodation is being established.
Secure an Invest to Save grant to assist transformation and change in respect of our property assets.	Completed. The grant will be used to fund an asset review with the aim of generating efficiency savings across the property asset base.

Section 3

2015 - 2018 CAMP Objectives – *Closing the gap*

The CAMP provides the strategic framework for realising the Property Strategy and our property mission statement. The 2015/18 CAMP will also continue the work already commenced through the 2012/2013 CAMP and translates the objectives of the Corporate Plan and Medium Term Financial Plan into clearly definable programmes that will seek to challenge and improve the asset base. The results of this strategy will be considered in terms of the following:

- Identifying buildings that are underperforming.
- Identifying our future property requirements.
- Efficiency savings (Revenue).
- Releasing capital from surplus properties.

The following 5 key objectives will support our asset management strategy:

1. **To ensure an efficient, effective, and sustainable use of land and buildings to deliver fit for purpose property to support the council's service delivery.**

2. **To identify and pursue opportunities to generate capital receipts from the disposal of surplus property.**

3. **To ensure that Premises Managers / Duty Holders manage Council assets so that they comply with appropriate statutory, regulatory, and corporate standards, and are maintained to an appropriate level.**

4. **To ensure that all asset information held is in a user friendly form which is accessible to service providers.**

5. **To work in partnership and collaborate with other public sector bodies within the Vale of Glamorgan to achieve efficiencies in the use of property assets.**

The Asset Strategy – *Our Response*

This section will identify the mechanisms being utilised to achieve and implement the key objectives detailed above.

Objective 1: To ensure an efficient, effective, and sustainable use of land and buildings to deliver fit for purpose property to support the Council's service delivery.

This is the dominant focus for our activities and directly reflects the aims of both the Corporate Plan and the Medium Term Financial Plan. The mechanisms being implemented to achieve this objective will seek to positively impact performance by seeking to optimise our property assets from both a financial and service delivery perspective. A description of the on-going key programmes follows (overleaf):

Data Management Programme - *Supporting Delivery*

The starting point for any asset management programme is ensuring we have full and accurate information relating to the properties that make up our asset base. Although such asset data is continually being reviewed, baseline data has been collated and validated and will highlight whether an asset is fit for purpose and ultimately inform our decision making process and strategy. The structure below shows the various sources of data we currently record.

The data stream shown above represents the elements that make up our asset management data and allows us to assess the performance of our buildings and identify opportunities and areas for improvement. Accordingly it allows us to challenge each asset. Each stream is assessed as follows:

DATA SOURCE	MEASURED / COLLATED		OBJECTIVES / OUTCOMES
Condition Survey	Surveys are carried out on each aspect of the building fabric: internal; external; mechanical; and electrical. The surveys are undertaken on a 5 year rolling programme.		The data is used to assess whether our assets are fit for purpose. An overall grade (A-D) is generated which is used to highlight maintenance/repair priorities, and for performance measures. This informs our assessment of building performance and is also an integral part of the capital bids process.
Service Asset Management	SAMP questionnaires are completed annually by each service area and provide data		Assists in aligning our property assets' ability to meet both current and future service delivery needs. It is also an integral part of informing

Plan (SAMP)	relating to the assets each service are allocated.		whether assets are fit for purpose and performing as required. Performance is reviewed on a suitability and sufficiency basis, with consideration given to workforce planning requirements.
Compliance	This covers a wide range of aspects which have a service/maintenance requirement or form part of on-going risk assessments.		The aim is to ensure the council operates from fully compliant buildings, and that all premises responsible officers are able to update the data we hold in relation to frequency testing on AssetManager.Net.
DDA / Equality Act	Access Audits carried out for all operational buildings.		Works carried out in accordance with priority listings and budgets to improve access to buildings in accordance with legislation.
Energy / Sustainability	The Council is committed to reducing its energy costs and reduce carbon emissions. Data is collated by the Energy Manager.		The Council aims to reduce its carbon emissions by 20% by 2015-2016. On-going energy projects are being implemented through the SALIX fund. The Council is also working towards ensuring that all major developments meet BREEAM 'excellent' standard where appropriate.
Running Costs	A key element of assessing building performance, which is used to compare assets and highlight how efficient an asset is. This is collated with the assistance of the Finance section.		Informs our asset strategy and any priorities for change.
SPACE Project	The Project required a review of asset usage and performance in key corporate office buildings.		Informs how efficiently we are using our office accommodation and identifies opportunities to rationalise and consolidate corporate space.

Once we have comprehensive data in relation to asset performance we can analyse the asset base to identify opportunities to optimise the portfolio. The following programmes seek to achieve this objective:

Asset Challenge/Review Programmes – *Delivering Efficiency and Fit for Purpose Buildings*
This work is essential in supporting our objective of moving the asset base from its current state to a position where it is better aligned with our corporate and asset management objectives.

Below is an outline of the mechanisms currently being utilised to review and challenge the asset base:

- **Property Area/Service Reviews**
A programme of geographical and service area reviews will be undertaken to challenge the use of assets with the aim of identifying projects which highlight opportunities to:

  o Optimise utilisation of land and property;
  o Generate capital receipts through the release of sites identified as surplus;
  o Identify revenue savings; and
  o Progress joint use / collaboration.

The reviews will be based on the asset data collected as part of our data management programme and will be informed by the SAMP data collected from the service areas.

- **Smarter Working Policy**

How we approach our use of office space is continually evolving to meet the requirements of the CAMP and changing service delivery requirements. To standardise how we allocate space a strategy has been developed which will determine how space is allocated. The Smarter Working Policy will help to make the best use of office accommodation and enable different styles of working. The council understands that it is important to develop modern working practices that enable employees to maximise their performance whilst maintaining a good work life balance.

To ensure a standard approach across the Council that supports our aim of optimising our assets we utilise the Council's Smarter Working Policy which provides a framework to enable staff to work flexibly from any location, whether it is from a Council building, in the community, from home, or any combination of these. This approach has the potential to rationalise our use of office space and can be achieved through a range of technologies:

Agile working: This refers to a way of working which isn't location dependant and relies heavily on IT support to enable workers to work remotely. This would require a major corporate culture shift and while it has not been considered as suitable to be widely implemented at the present time, the council has introduced some elements of agile working, though this is in its infancy.

Hot-desking: A recent CIPFA report noted that national averages for desk utilisation were at 45% – 50%, demonstrating that reductions in office accommodation could be achieved by instigating a hot-desking policy i.e. sharing a desk by more than 1 member of staff.

Home and remote working: The use of technology could enable front line staff to limit the need for "coming into the office" and enable them to spend more time with customers/clients. As well as improving service delivery this will contribute to reducing office accommodation.

When applied, the asset review programmes detailed above will highlight opportunities to improve our office utilisation and result in a more efficient use of space. Where applicable, a space ratio of 7:10 (7 desks to every 10 staff) will be implemented. The space standards shown below will also be applied to determine the space to be allocated. It is our aim to apply the ratio and standards to all future space requests or moves.

FUNCTION	ALLOCATION m/sq
Director / Head of Service	18 – 25
Operational Manger	11 – 15
Manager	8 – 11
Admin Staff	6 – 8
Hot Desking	4 – 5
Meeting Space	13
Average Office Space Per Person (sqm) (Civic, Alps, Docks, Provincial, C1V)	**10.66**

In order to develop a more proactive approach to rationalising our corporate office accommodation the Space project has been initiated which applies the principles outlined above.

- **Space Project**

Forming part of the Council's accommodation strategy the Space project is focussed specifically on our key corporate buildings. Since its implementation it has become a key driver for achieving a more efficient use of our corporate buildings with clear aims and objectives, as follows:

OBJECTIVES / BENEFITS	
Main Objective: To Deliver Cost Reductions	*Through the disposal and more efficient use of buildings.*
Benefit: To Create 'Fit for Purpose' Offices	*To create a quality working environment for staff that provides future flexibility of space to better meet the needs of services.*
Benefit: To Reduce Carbon Emissions	*Through occupying fewer buildings and making use of technology.*
Benefit: To Deliver Highly Visible Efficiencies	*Demonstrating efficiencies to staff and the public.*
Benefit: To Deliver Service Efficiencies	*Efficiencies through co-locating services.*

The Business Improvement Team are working with the Property Section in delivering the 'Space Project', which is considering the Council's current and future corporate office accommodation requirements. This will help define a plan for delivering an effective and efficient use of space in order to realise cost savings.

Using asset base data and an assessment of utilisation of our key corporate buildings the project team is able to assess how we can make better use of our space. The assessment focuses on:

- o Comparing current space allocation against corporate space standards; and
- o Identifying occupancy of desks, offices, and other facilities to determine minimum space requirements based on usage, and to introduce hot-desking where it has not already been adopted.

The key theme for the project is identifying and implementing cost saving initiatives in the short/medium term, with the aim of future proofing our long term accommodation usage.

The project also seeks to implement a range of flexible work practices, which when applied will enable a rationalisation of the space we occupy. This aim is achieved through the application of technology and IT to support modern working styles known collectively as 'Smarter Working', as set out in the Council's Smarter Working Policy which preceded the Space Project.

Smarter working classifies staff as being in one of the following categories: 'hot-desker'; 'mobile worker'; 'fixed desk worker'; and 'home worker'. Hot-desking is being adopted across the Council and at present it is for service managers to determine the ratio of hot-desks to number of staff. To inform this process the Space project used occupancy studies to identify the maximum number of people at their desks at any one time, and used this maximum figure to propose the total number of desks for the service area. This data is used to assess the amount of space allocated to each service area and the number of meeting rooms required.

The principles of the Space Project will continue to be implemented across our corporate buildings in the medium term. The project re-emphasises the principle of there being no service ownership of assets, with space being allocated based on service delivery need. The example below highlights how the Space Project was applied to our key corporate assets.

Review: Haydock House, Barry

In June 2010, the OneVale Programme Board approved Phase 1 of the Space Project to examine the Council's current use of office accommodation across its key corporate buildings. Following the review, reports to CMT and Cabinet proposed that Haydock House be disposed of as Phase 1 of the project.

An analysis of SAMP data and condition survey grades supported this proposal, and the building was assessed as being underutilised and not fit for purpose. However, prior to a sale the project team were required to relocate the 97 staff occupying the property into the Dock Office.

The relocation triggered a requirement to consolidate existing space within the Docks Office which involved Social Services and Development Services. The project provided the opportunity to consider smarter working practices and reduction of file storage.

The utilisation studies identified 200 staff in the Docks Office and the intention was to increase occupancy by approximately 50%.

The project has since been completed and as time progresses the expected outcomes remain positive, with identified cost savings, a more optimised use of office space, and the co-location of service areas.

The project has increased fit for purpose space in the Docks Office through the conversion of several storage rooms into office space, and delivering a more secure, service-suitable reception for Children and Young People's Services.

The disposal of Haydock House has generated revenue savings in the region of £88,000, and a capital receipt of £305,210. This disposal has also resulted in a 3.5% reduction in carbon emissions across the Council's corporate office accommodation.

- **Acquisition Protocol**

An Acquisition Protocol is in the final stages of development and will help to ensure that a co-ordinated approach is adopted for any acquisition requests. The protocol will require:

   o   The reason for acquisition (by service area);
   o   A property search (to be undertaken by Asset Management/Estates, initially undertaking a review of property already in Council ownership/control, and only if deemed appropriate should a wider search of third party properties be undertaken);
   o   Option appraisal (including an assessment on a whole life costing basis to establish the most cost effective options to provide a suitable building); and
   o   Approval process (including referrals to Cabinet / strategic groups).

The protocol will be applied to all new space requests which require the acquisition of non-Council property. All space requests, including those for Council owned property, are also required to be reported to the CAMG before being considered.

- **Energy and Carbon Reduction -** *Delivering Sustainable Use of Assets*

By working with the Energy Manager the Sustainable Development Working Group (SDWG) and the Carbon Management Group are developing initiatives aimed at reducing energy use, in addition to identifying funding streams to implement them.

The Council's adopted Carbon Management Plan (2008) has an overall objective of reducing emissions by 20% by 2015-2016 from a baseline calculated from the 2005/6 financial year. This objective has also been incorporated into the Carbon Management Plan objectives set out in the Corporate Plan, thus ensuring it remains a priority across the services.

The Council currently has buildings utility expenditure in the region of £3m per annum with an associated carbon emission of approximately 10,500 tonnes from its operational buildings (2013/2014). Work to reduce these figures is being achieved through the introduction of the SALIX invest-to-save fund and the installation of various energy saving projects such as:

- Insulation works;
- Installation of motorised swimming pool covers;
- Lighting controls and higher efficiency lighting equipment
- Voltage optimisation;
- Implementation of a building energy management system;
- Programmed boiler replacements and premises refurbishments; and
- Introduction of automatic meter reading systems to allow more accurate reporting of consumption.

The Council reports changes in its annual buildings CO_2 emissions. Compensating the results for the weather in each year meant that there was a drop in CO_2 emissions of 1.2% comparing 2013 – 2014 with 2012 – 2013. The actual drop was just under 7% if weather effects were not factored into the result.

The Council now displays Display Energy Certificates (DEC) to comply with 'Energy Performance in Buildings Regulations 2007' in all premises which require them under the Act. The average rating for the portfolio in 2014 was 78.1 (a comfortable D grade on an A-G scale). This compares favourably with the benchmark average of 100.

The Council produced its annual report for the Carbon Reduction Commitment (CRC) for 2013-14 in accordance with the Corporate Plan 2010-2014 (CR8), advising that the emissions were 10,573 tonnes CO_2. This is significantly less than the first annual report of 17,694 tonnes that was submitted in 2011. This significant reduction is mainly attributable to the conversion of our street lighting from dynamic to passive metering which in phase 1 excluded it from the reports. However street lighting and unmetered supplies will be included within Phase II of CRC and be measured for inclusion from 1st April 2015.

The CRC scheme was revised following a review by the coalition government resulting in qualifying bodies paying a tax of £12 per tonne for declared emissions under CRC (for phase I and £16 at the start of phase II). Within Wales of the 18 authorities that qualified for phase 1 of the CRC scheme the Vale of Glamorgan Council declared the 2nd[h] smallest amount of emissions for 2013 - 14.

It is anticipated that compliance with increasing green legislation, such as the future tightening of the DEC regulations and the complexity of the CRC compliance, will ensure that effective energy management remains a corporate and financial priority.

Sustainability
All sections of the Council have achieved a Green Dragon award (Welsh Environmental Accreditation Scheme similar to EMAS or ISO 14001), ranging from level 2 to level 5 (the highest level achievable), however to reduce outgoing expenditure the Council has decided not to seek re-accreditation in the foreseeable future.

In accordance with the Regeneration Framework (Theme 3: The Green Lung of South East Wales) it is important that all public sector led new capital projects exhibit best practice in Sustainable Development (SD) building standards. These include Building Research Establishment Environmental Assessment Method (BREEAM) and Waste and Resources Action Programme (WRAP). The use of sustainable materials and low carbon technology should be maximised in all developments. All major developments should meet BREEAM 'excellent' standard and seek to use renewable energy (solar thermal water heating, solar PV panels, heat pumps, biomass boilers, rainwater harvesting and wind turbines) if there is an acceptable payback period. To meet this objective a Sustainable Development Checklist has been developed and incorporated into the Project Management Toolkit. The Sustainable Development Working Group (SDWG) receives progress reports on a number of major projects throughout the year for monitoring purposes.

The Council has signed the Welsh Government Sustainable Development Charter and is committed to making sustainable development our central organising principle, and to promoting and delivering wellbeing through our decisions and operations.

Review: Civic Offices Roof

As part of a phased roof covering renewal the opportunity was taken to install photovoltaic cells. The intention was to take advantage of the buildings approximately south facing position to generate electricity. As a result the feed in tariff for 2014 provided an income of circa £7,000, which will help fund additional energy efficiency projects. The repayment period for the pv cells is estimated as being 8 years and the Council is on track to achieve this target.

- **Well-being of Future Generations (Wales) Act 2015**

The Council, as an early adopter of the Well-being of Future Generations Act 2015, has reaffirmed its commitment to the promotion of sustainability. The Act cuts across all areas of the Council and all departments have a responsibility for its implementation. The Act will be at the heart of the organisation, and the promotion of sustainability will need to be our central organising principle; this will allow all departments to set objectives against the well-being goals. The Act is likely to have significant implications for how the Council will continue to manage its assets. An effective Asset Management Plan in conjunction with the Act's statutory Local Well-being Plans will be important for the Council in meeting and contributing to the Well-being Goals.

Objective 2: To identify and pursue the opportunities to generate capital receipts from the disposal of surplus property.

The asset management process of review and challenge provides us with the opportunity to identify surplus or underperforming assets and subsequently seek their disposal. This creates the opportunity to generate a capital receipt, enabling the Council to finance capital projects, and improve service delivery. Reduced financial resources will ensure that the disposal programme is a priority activity for the Property department.

The contribution that this aspect of asset management can make is highlighted below:

2011/12 Capital Receipt = £415,377

2012/13 Capital Receipt = £1,121,215

2013/14 Capital Receipt = £1,184,012

2014/15 Capital Receipt = £3,645,722*

*as at 31/03/2015

To support this objective a Disposal Protocol was agreed and approved by Cabinet in the CAMP 2010, which sets out the key determinants for identifying an asset as surplus:

- Evidence that a higher value for an alternative use can be achieved.
- The asset no longer contributes to service delivery.
- The asset has no potential for a regeneration use.

It is a challenging time to dispose of surplus assets, and predicting future capital receipts remains a difficult and uncertain process. This is particularly the case with higher value development sites which require property expertise to exploit the potential a site may offer and ensure we achieve best consideration in line with our statutory and fiduciary duties.

Review: 1-3 The Butts, Cowbridge

2012 - 2013

1-3 The Butts became surplus to Council housing requirements as it was not up to the Welsh Housing Quality Standard. The property was sold at auction in 2012 for a figure of £445,000 to a local purchaser. Since the purchase the owners have carried out an extensive refurbishment of the property.

Review: Penarth Heights, Penarth

Penarth Heights is a complex £70 million regeneration project involving the redevelopment of a prominent 17-acre former Council owned site overlooking Penarth Marina and Cardiff Bay. Originally the site comprised 329 Council flats built during the 1960s (the Billy Banks), which had largely fallen into disrepair.

The Council commenced marketing of the site in 2004 and developer Crest Nicholson purchased the site in 2006. Despite the economic recession the developer and the Council remained committed to facilitating the regeneration of the site, and despite the challenges to the housing market during this time planning permission was secured in April 2010 to construct a phased master planned residential development of 377 new houses and apartments.
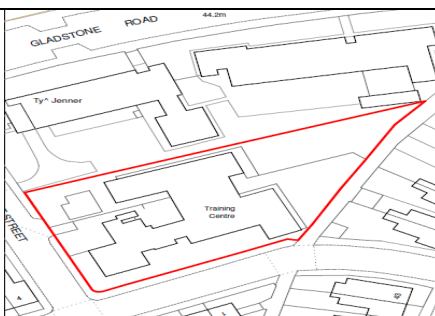
The new development of both open market and affordable homes is progressing well, and to date 174 new homes have been completed (as at January 2015), with the developer advancing the construction of further new homes with the development presently due for completion by 2017/18.

As part of our disposal strategy we have identified the following key assets for disposal:

PROPERTY	STATUS	
The Hydraulic Pumping Station	The property is situated in the Innovation Quarter (a regeneration Joint Venture between the Council and Welsh Government) within Barry Waterfront in an area undergoing extensive regeneration for mixed use development. The property comprises a Grade II listed, purpose built, hydraulic pumping station which has recently undergone external refurbishment by the Council with funding from the Welsh Government and Council. There are two principal buildings measuring 1,014 sqm (10,914 sqft) and a prominent 42m high chimney. In accordance with Cabinet and Welsh Government consent the Council has recently disposed of the property by Long Lease to a developer for the local historic property to be converted into a mixed use scheme comprising Live/Work units, restaurants and a Fitness Studio along with the land outside to be hard and soft landscaped to include a pedestrian Plaza and car parking. The developer is currently on site converting the property and is aiming to complete their works contract by July 2015.	
Nell's Point, Barry Island	A prominent headland development site comprising circa 10.4 acres which includes a Grade II listed former toilet block. The site was formerly used as a part of the now closed Butlins holiday camp. The site is allocated for leisure and tourism uses. At the time of writing, the site is being marketed.	

The Goods Shed Site, IQ	The site comprises approximately 3 acres of former industrial land which is held within a joint venture between the Vale of Glamorgan Council and the Welsh Government. The site is being offered to the market with the aim of securing a development comprising one or more of the following uses: • Financial and Professional Services (Use Class A2) • Food and Drink (Use Class A3) • Business (Use Class B1) and • Assembly and Leisure (Use Class D2) Emphasis has been placed on the aspiration for a cinema in this location, a Priority Outcome of the Corporate Plan 2013-17.	
The Watch Tower, Cold Knap	A circa 1860 Grade II listed building located at Cold Knap, Barry, which was in use as a coastguard station. The property is surplus to Council requirements and in order to remove our continuing maintenance liability a freehold disposal was sought. Following Cabinet approval the property was offered for sale at auction and has now been sold.	
Ysgol Maes Dyfan	A school site comprising circa 3.67 acres The existing buildings are in the process of being demolished to remove the continuing maintenance and security liability and to leave a clear site prior to disposal. Following a successful marketing and Tender exercise this site has now been sold.	

Bryneithin, Dinas Powys	Following its closure the property has been demolished and subsequently declared surplus. Marketing of the site commenced in April 2014 and we are seeking to secure an extra care facility and/or an older person's housing use for the site, subject to planning. Following a Tender exercise the Council is in advanced stages of negotiations with exchange of contracts imminent.	
Former St Cyres Lower School Site	The site of the former School and adjacent land extends to circa 30 acres. The site was declared surplus to the Council's requirements in October 2012 and agents were appointed to market and dispose of the site for a mixed use development comprising residential, community and recreational uses (subject to planning). Following a successful marketing and Tender exercise a preferred bidder has been identified.	
Woodlands, Barry	The Woodlands Day Centre has been closed and subsequently demolished offering a cleared site. Following a marketing exercise, this site has now been sold.	
Gardenhurst, Penarth	Following Gardenhurst being declared surplus to requirements and a successful marketing exercise it has now been sold.	

Our progress with the disposal of the above sites will be updated annually as part of our action plan.

Objective 3: To ensure that Premises Managers / Duty Holders manage Council assets so that they comply with appropriate statutory, regulatory, and corporate standards, and are maintained to an appropriate level.

The Council has a duty to ensure that buildings under its control comply with appropriate statutory, regulatory, and corporate standards. To protect both workers and the public the Council regularly inspects its premises and monitors compliance with Health & Safety legislation.

The Building Compliance Team, which consists of Council officers, meets periodically to review and address issues arising and to report back any significant findings. It is our aim that all compliance data and specifically the re-testing commitments are added to the Council's property database (AssetManager) to ensure compliance with re-testing dates.

As part of this aim we have recently updated the compliance checklist which details the statutory requirements duty holders need to comply with in relation to the buildings they manage. Each compliance aspect has been listed, together with its service requirements and frequency, and added to AssetManager. The next stage is to train all duty premises holders to update the system as retesting occurs on each asset. This will enable us to maintain an overview of our compliance requirements and respond to any issues. This objective has been added to the action plan. A section of the compliance checklist is shown overleaf:

<Property>		Compliance Record					
<Premises Manager>							
Aspect	Service Requirement (by a competent contractor unless otherwise stated)	Frequency	Responsible Person e.g. PM, Occupier, Leaseholder	Record of work carried out "yes or no or n/a "	Date of last service	Contractor	Comments
Air Conditioning Systems	Inspection	Not exceeding 5 years					EPC (Inspections)
Air Conditioning Systems	Maintenance	6-monthly or Annual					As per manufacturer's guidance
Asbestos register	Inspection (by BCU)	Annual					
Asbestos register	Inspection (by PM)	In line with Asbestos Policy & product risk assessment					
Barriers and Gates	Risk Assessment and Monitoring	Annual Review of RA and periodic monitoring					
Equality Act Assessment (disabled access)	Inspection	Checks to be made whenever alteration / changes are made to the building or the external					

Objective 4: To ensure that all asset information held is in a user friendly form which is accessible to service users.

To manage our asset data the Council utilises the Chartered Institute of Public Finance asset management software (AssetManager) to store data. AssetManager is a web based database which allows multiple users the ability to log in and view core asset information such as floor areas, occupier details, and other estate management related data. A typical information screen is shown overleaf:

| Core | Financial | Property & Asset Management | Estate Management / Terrier | Performance | General | Security | ▼ Help | Sign Out |

Core Property Details [13471 - CIVIC OFFICES1]　　　　　　Year [2013-14]

| Notes | Health & Safety | File Attachments | Buildings / Blocks | Rooms |

| Name & Address | Contacts | Details | Rating Details | External Areas | Internal Areas |

Name and Address

UPRN : 13471
Property Type : OFFICE ACCOMMODATION
AMP : 13471
Property Name : CIVIC OFFICES1
Category : Land & Buildings
Category Division : Office Accommodation
Sub-Category : Office Accommodation
Committee : FINANCE ICT & PROPERTY (F, ICT & P)
Sub-Committee : Property Group (PG1)
Gazetteer Ref :
Address Line 1 : HOLTON ROAD
Address Line 2 : BARRY
Post Code : CF63 4RU
Map Ref : ST1167
OS East :
OS North :
GIS x-coordinate :
GIS y-coordinate :
GIS polygon radius :
Last Modified On : 04/10/13 14:46
Last Modified By : Year End Process

Module	Data
Buildings	✔
Blocks	✔
Rooms	✔
Condition	✔
Asbestos	✔

PVE
Valuation
CAPS
Cost Centres
Managed Records
Managed TR
Acquisition
Disposals
Condition
Asbestos
Water Hygiene
Fire Risk
DAA
POW
Suitability
Sufficiency
Benchmarking
AMP Report
User Defined
GIS
CAD
Maintenance
Back To List

Add Property　Edit Property Details　Delete Property

We are currently in the process of reviewing our asset management data with the aim of improving our performance measurement and benchmarking capabilities. Part of this work will be to enter key building condition and compliance data. The compliance data will be recorded to ensure that a full and accurate record of testing, inspection and remedial works is held centrally. This will enable the Council to demonstrate that its portfolio complies with all statutory requirements and allow premises responsible managers to view their allocated properties to check compliance status.

The Council also utilises QGIS, a geographic information system which is designed to capture and store details in respect of our land and property ownership. We are currently working on linking this system with AssetManager with the aim of having an easily accessible system which can be used to provide an immediate overview of an asset's performance. This will assist with improving our performance monitoring and benchmarking. This work has been identified as an action point in our action plan.

Performance Monitoring – *Assessing Improvement*
We currently undertake performance monitoring as a means of judging our progress against our property vision and objectives. This allows a more outcome focussed approach to the way we manage our assets. We currently assess asset performance by using the following indicators:

- **National Key Performance Indicators**

Asset performance indicators (PIs) are collated on an annual basis and sent to the Local Government Data Unit Wales which benchmarks us against other Councils in Wales. This allows us to assess and improve our performance over time. It should be noted that when viewing benchmarking data consideration should be given to differences in the location and size of the reporting councils. An example of the benchmarking data produced by the Data Unit is attached as Appendix 2.

- **Local Performance Indicators (PIs)**

We have introduced a range of local performance indicators which will be monitored and reviewed for relevance on a regular basis by the Corporate Asset Management Group. They include:

- o Reduction of 1.5% in total Gross Internal Area of all operational buildings from a baseline of 230,578m².
- o Reduction of 5.1% in total expenditure across Council Buildings from a Baseline of £5.865m.

Baseline data is currently being reviewed as part of the council's Invest to Save Asset Management Review and subsequently the following further PIs will be set:

- o Percentage of buildings in condition categories C (essential repairs) or D (urgent repairs);
- o Percentage of buildings in suitability/sufficiency categories C (major suitability issues) or D (Unsuitable);
- o Amount of corporate office space per person (msq);
- o Percentage change in DEC rating.

The accuracy of the indicators is entirely dependent on the quality of data collected, which is a key improvement objective we are working towards through our data management programme. We are also working towards ensuring that the type and range of data we collect is informed by the performance indicators.

Objective 5: To work in partnership and collaborate with other public sector bodies within the Vale of Glamorgan to achieve efficiencies in service delivery.

Of growing importance both nationally and locally is collaborative and joint working as a driver to improving service delivery and reducing costs. This agenda is being supported by the Welsh Government who recently advised that it is considering detailing specific areas for collaboration as a way of supporting innovation and delivering savings. The Council has recognised collaboration as a priority and it is therefore reflected in the Corporate Plan and the CAMP objectives.

There are a number of ways we are driving the collaborative agenda through our membership of working groups and the following projects:

Community Asset Transfer Protocol
A protocol was established and endorsed by Cabinet in 2010 which considers the issue of community asset transfers. The Community Asset Transfer Protocol identifies when the Council can consider the transfer of an asset, and how local communities could register an interest in taking over a Council owned property. There has been a growing policy emphasis from Welsh Government for the third, voluntary and community sectors to play a greater role in the running of local public services which have traditionally been delivered by Local Government. The Deputy Minister for Culture, Sport and Tourism launched a good practice Community Asset Transfer Toolkit in February 2015 which is available to such organisations as guidance to the CAT process.

Review: Community Asset Transfer of Penarth Pier

The Penarth Pier Pavilion project is an example of close partnership working between the third sector and the Council. The scheme represented one of the first projects to be carried out in accordance with the Council's Community Asset Transfer Protocol.

The Council has provided mentoring to our third sector partner, Penarth Arts & Crafts Ltd (PACL), in the form of project management, legal, estates advice, and revenue support to allow the group to develop its design and business plans. The commitment to capital funding provided by the Council placed PACL in a strong position to seek funding from the Welsh Government, Big Lottery Fund, Heritage Lottery Fund and a variety of other funding programmes. The commitment from all parties has driven the project, and the £2.9m Pavilion refurbishment has provided a vital investment in a Grade II listed structure which can be enjoyed by the community and visitors alike.

Electronic Property Information Mapping Service (e-PIMS)

e-PIMS is a web based database developed for the Central Civic Estate, and adopted and promoted by the Welsh Government, which allows key estates information to be stored online. It has been developed to provide public sector users with online access to enable them to update their property information and to view the central civil estate as a whole on an electronic map. The database displays the location and outline of public sector assets on computerised maps and provides a single reference point for all participating public sector organisations on the available supply of surplus land and buildings.

Despite it not being a mandatory requirement it is now used by the majority of public sector bodies in Wales, and we regularly utilise the system to update our current holdings and our planned availability of accommodation. By exchanging and sharing property data public sector bodies can use the information to inform decisions on relocating, co-locating and rationalisation, ensuring that the best use is made of the assets held in the public sector.

Local Service Board (LSB) Asset Management Group

The LSB provides the opportunity for representatives of local public and third sector organisations to come together to seek ways of improving asset performance. Through co-operation and information sharing there is the potential to highlight opportunities for collaboration and the sharing of innovation.

The Council has hosted the LSB which met on a quarterly basis with representatives from the Police, Health Authority, Fire & Rescue Service, Voluntary Sector, and Cardiff & Vale College. Each group member highlighted key asset management activities being undertaken in their respective organisations for discussion, which highlighted opportunities for joint working efficiencies between partners.

Through co-operation and information sharing there was the potential to highlight opportunities for collaboration and the sharing of innovation. There have been no meetings however since the formation of the Joint LSB, but Vale of Glamorgan Property Officers recommend that this group is resurrected to the mutual benefit of partner organisations.

LSB members are committed to the use of e-PIMS to map their available assets, with the aim of identifying opportunities for developing an integrated Asset Management Plan.

General Collaborative Programmes
The following opportunities also contribute to generating a more effective use of our assets through collaboration and joint working initiatives with other public sector organisations:

Central South Education Consortium (CSEC)
The Council is involved in the CSEC comprising Vale of Glamorgan, Bridgend, Rhondda Cynon Taff, Merthyr Tydfil and Cardiff Councils and together they have established a Joint Education Service (JES).

Local Health Board and Social Services Joint Working
The Council is working closely with Cardiff & Vale University Health Board on developing a more integrated service, which seeks to improve service delivery whilst benefiting from efficiency savings. This has included several initiatives where co-location opportunities have been achieved.

Review: IFSS at the Alps

The Integrated Family Support Service (IFSS) is an example of partnership between the Vale of Glamorgan Council, Cardiff Council, and the University Health Board. Services to families affected by parental substance misuse are delivered across the two local authority areas from a co-located team based at The Alps in the Vale of Glamorgan. This joint working initiative is legislated for by the Children and Families (Wales) Measure introduced by the Welsh Assembly in March 2009 and is underpinned by regulations issued by Welsh Government. Partnership and co-location has facilitated the alignment of services and added value by offering Community Reinforcement and Family Training (CRAFT), and family interventions.

Communities First
The Communities First programme works in the most deprived areas throughout Wales helping to improve the lives of many residents of all ages. Communities First work in partnership with public sector, third sector, and private sector organisations to achieve common goals and ensure the most effective use for premises delivering community services. There is currently one programme running in the Vale of Glamorgan for the 'Barry cluster' and it operates out of Council owned property at Skomer Road, Barry.

Regulatory Services
The project to consider a regionalised regulatory service with Cardiff and Bridgend councils is underway and a business case, target operating model and implementation plan have been agreed by the respective Cabinets and Councils in each Local Authority area. There is an opportunity as part of this project to consider the way in which office accommodation is used. For example, the proposals include a move towards agile working, facilitated by ICT, which will result in fewer "fixed desk" locations being required across the county. In addition, a central host location is being developed to support the shared service and will look to make use of hot-desking arrangements and technology to minimise the physical space occupied and support region-wide working.

Developing a National Adoption Service
The Vale, Valleys and Cardiff Regional Adoption Collaborative is one of the five regional adoption collaboratives which will form part of the National Adoption Service in Wales. Establishing a National Adoption Service is a key part of the work needed for implementation of the Social Services and Wellbeing (Wales) Act. Cabinet were initially made aware of the

proposals for the Service in November 2013 and follow up reports were presented to each of the respective four local authority Cabinets during July 2014. The purpose of the reports were to secure agreement to progress the plan, seek authorisation to develop the business and service delivery model for the collaborative and undertake consultation with staff, and to secure agreement to the Vale of Glamorgan acting as the host authority for the Collaborative. A subsequent report was presented to Cabinet in November 2014 to secure approval to establish and recruit the posts of Regional Adoption Manager and Business Support Manager.

Section 4

Service Area Asset Review

The overall strategy for the Council's assets has been established, and it is our aim to develop a strategy for each of the asset classes on a service by service basis. This strategy will seek to:

- Target underperforming assets;
- Reduce the amount of accommodation used to deliver services; and
- Identify opportunities to provide multiple service delivery from an asset (co-location).

Through the use of service asset management plan questionnaires (SAMPs) we will seek to understand how the activities and future strategies of the service areas will impact the assets allocated to them. We intend to build upon this data with improved SAMPs which will focus on the suitability and sufficiency of the asset to meet service delivery objectives. As the timeline of the CAMP progresses an action plan will be prepared to implement any opportunities identified during the process. Our progress will be reported in future action plan updates.

Whereas this work is on-going, the following provides an overview of recent key activities within the service areas:

Review: Regeneration. The Triangle, Innovation Quarter

The disposal of the Triangle facilitated the sustainable regeneration of approximately 2 acres of brown-field land, which assisted the regeneration of the Innovation Quarter and complemented the wider Waterfront area. The development secured a hotel developer, Whitbread, who delivered a 2,693 sqm BREAMM Excellent Premier Inn hotel (80 bed spaces) and a 925 sqm Brewers Fayre Restaurant.

The £7.5m hotel and restaurant development has created approximately 68 new jobs and has assisted local businesses. Carter Lauren the main works contractor report spending approximately £298,000 on south Wales based suppliers. The tourist industry is also anticipated to benefit as consultants representing Whitbread anticipate the hotel will attract 28,000 guests per annum.

Prior to the Hotel opening in October 2013 Whitbread in partnership with the Council and its Business and Employment team hosted a jobs fair at the Council's Business Support Centre for jobs at the hotel and restaurant. This was a result of an obligation placed on the developer to implement various social and community benefits to ensure that Whitbread locally promoted job opportunities at the construction and operational stage.

Review: Leisure Centres

The Council's leisure management contract with Parkwood Community Leisure commenced on 1st August 2012. The aim was to significantly reduce the revenue cost of the Council's leisure centre operation and become the only council in Wales that does not require a revenue subsidy to operate its portfolio of leisure centres over a ten year period.

As part of the contract arrangements, significant capital investment was planned in the first year of operation. £1,000,000 was identified for service

improvements, and an additional £2,000,000 was available to begin to address the work identified in the condition surveys completed as part of the procurement process. Improvement works are now completed in Barry, Penarth and Llantwit Major Leisure Centres, which has improved the quality of the product.

The contract between the Council and Parkwood Leisure has led to physical improvements to the buildings, a growth in new activities and an increase in usage in key areas. The provision of services is integral to the Council's health and wellbeing objectives and this contract demonstrates the commitment to working in partnership to deliver high quality services to its customers.

Review: Visible Services & Housing. Court Road Depot

Court Road Depot comprises approximately 3.68 acres (1.48 hectares) and is in the freehold ownership of the Council. The site primarily accommodates Waste Management and Cleansing, Parks and Grounds Maintenance service areas, and provides storage for other departments such as electoral services.

The site is presently the subject of a review by the Council to determine future options for the regeneration of the site, and is identified as a potential housing site in the Deposit Local Development Plan (2011-2026).

Review: ICT Strategy

The Council has an ICT Strategy that aims to use technology to assist in the transformation of Council services to make them more efficient and accessible through a wider range of access channels.

The Strategy covers the management of the ICT assets of the Council, including the hardware, telephony, and network infrastructure. The continuing development of these assets is intended to promote the aims of the CAMP, in particular: the use of ICT in conjunction with the Information Management Strategy, the use of flexible working and hot-desking, and the increased availability of wireless technology and mobile devices to enable the Council to achieve property rationalisation opportunities. The strategy also seeks to promote the use of greener ICT systems to minimise the use of space and power within Council buildings to help achieve the Council's carbon reduction targets.

The Council has implemented the latest phase of the virtualisation project to reduce the number of servers used across the Council. This should be completed in 2014/15. This continues to reduce the space occupied and energy consumption used, particularly at the Civic Offices. In addition, the Council has implemented a new wireless network provision in all buildings and schools, introducing free public access Wi-Fi in all major Council buildings. A project to rationalise all of its computer rooms to free up office accommodation and further reduce energy costs is expected to be completed in 2015.

Review: Social Services

Local Health Board and Social Services Joint Working

The Council is working closely with Cardiff & Vale University Health Board on developing a more integrated service, which has led to a number of service delivery improvements, including:

- Implementation of a locality structure enabling services for older people to be planned jointly. The development of a joint operational plan has provided the strategic direction for health, social care and voluntary sector services in the future to ensure that maximum effectiveness is achieved from more integrated ways of working across the partnerships.

- Development of a co-located community resource service at Barry Hospital. A full integration of this service was completed by the end of 2014. Co-location opportunities have also been achieved with IFSS locating at the ALPS.

Further collaboration opportunities are being investigated to achieve a more efficient use of training resources. Shared training on a regional basis is being considered with other health and social care agencies. Social Services continue to provide training jointly with Cardiff, Rhondda Cynon Taff and Bridgend Councils, and the service is investigating opportunities with partners through an LSB sub group. As part of the Space Project the training function has been co-located with the Corporate Training Team and the IT training team in a training suite in the Civic Offices.

Office Bases

In addition to the joint working locations above, the Social Services directorate currently has office based staff situated in the following locations:

- Hen Goleg, Barry
- Dock Offices, Barry
- Flying Start, Barry
- Tŷ Jenner, Barry
- Cadoxton House, Barry
- 91a Salisbury Road, Barry (Youth Offending Service)

The Council will seek opportunities to reduce property running costs, particularly on 'leased in' accommodation. As part of the Space Project the Children and Young Peoples Service has relocated from Haydock House to the Dock Offices (April 2014). The Social Services Directorate is also exploring opportunities to co-locate staff with the Youth Offending Service to help improve service delivery and reduce costs.

Residential Care

The previous Corporate Plan 2011 included Objective 18 "to increase the range of accommodation options that enable older people to live independently in the community and develop preventative measures to delay use of residential care". This objective is echoed in the 2013 – 2017 Corporate Plan and the emphasis on Extra Care facilities continues, with the likelihood that in the longer term there will be a decrease in demand for residential homes. The first Extra Care scheme has opened in Barry, providing 42 purpose built units of accommodation for older people.

A review of residential homes was undertaken to meet the Improvement Plan 2011-12 seeking to increase capacity of residential beds for older people with mental illness, and reduce admissions to residential older people's homes (non-EMI). The review assessed likely demand and aimed to ensure that supply is controlled through a continual review of provision. The review also led to the demolition of the former Bryneithin care home which has been marketed as a site for older persons residential accommodation / extra care facility. Two care homes, Ty Dyfan and Ty Dewi Sant which were previously managed in partnership with Hafod Community care will revert to be the sole responsibility of the Council from April 2015.

The number of placements in care homes has now started to reduce. The Council has also reviewed the re-ablement services provided in the community to reduce the dependency on residential care. The service was restructured during 2012/2013.

Also in accordance with the Improvement Plan 2011-12, a review of respite services has commenced. The

use of respite residential care beds has been rationalised with capacity being used in Tŷ Dyfan to provide this service. A review of respite services for adults with learning disabilities is also being undertaken.

Day Services
Woodlands Day Centre was vacated at the end of 2013 as the property had been identified as being not fit for purpose. The vacant buildings were demolished early 2014 and following a successful marketing exercise the vacant site has now been sold. Improvement works were undertaken at Hen Goleg to accommodate the additional service users. In the light of budgetary pressures a review of Day Services will be undertaken to ensure that the Council has the right provision in the right place. This will ensure that buildings are being utilised to their optimum level.

Review: Learning & Skills

Education Service changes - CSEC

Central South Consortium is a Joint Education Service commissioned by five local authorities namely:

- Bridgend
- Cardiff
- Merthyr Tydfil
- Rhondda Cynon Taff
- Vale of Glamorgan

The Consortium's ambition is to work alongside schools to enable headteachers to lead improvement within and across schools, to develop and share practice and increase opportunities for constructive challenge and disciplined support.

The service aims to deliver significant and sustained improvements including improvement in schools' banding positions, in literacy and numeracy, in performance against the level 2+ threshold and most crucially in closing the attainment gap for disadvantaged pupils.

The success measures for the schools in the five authorities across Central South are:

- improved outcomes achieved by all children and young people in all schools, and a closing of the gap between the most disadvantaged children and their peers;
- capacity and leadership for improvement increasingly rests within schools in the region; and
- local and regional arrangements that create the conditions that enable schools to lead improvement across all schools.

Over the next three to five years moving to a fully school-led system will involve significant cultural change from all parts of the system in order to build the capacity, confidence and behaviours of schools to lead improvement.

School Investment Programme
The Council drew up a School Investment Strategy (SIS) as a result of the Welsh Government's target that all schools should be fit for purpose. Condition surveys and strategic school property appraisals have been carried out and have assisted in the development of the Strategy which was adopted by Cabinet in May 2007 (minute no. C3028).

In December 2010, a Strategic Outline Programme for 21st Century Schools was approved and subsequently submitted to Welsh Government. Following changes to the capital support grant, the Council was invited to revisit the sequencing of the programme taking into account the changes. A revised School Investment Programme (SIP) has now been approved, providing:

- an increased emphasis on suitability and sufficiency issues at schools;
- the community at the heart of future proposals to ensure optimal use of the facilities;
- an increase in the provision of Welsh medium primary education;
- proposals to address surplus school places within the Vale and develop a plan to reduce surplus capacity as required.

The overall objective of the programme is to ensure that all schools within the Vale are fit for purpose. School buildings should inspire learning, nurture every pupil and member of staff, and be a source of pride, as well as providing a practical resource for the community. Failure to deliver this strategy has been identified as a strategic risk in the Council's risk register.

The original strategy was to deliver three secondary schools through a programme of re-build and redevelopment, as well as addressing the investment requirement for all other schools in the Vale. These schools were ranked in accordance with building performance which included assessments of the building condition, requirements for repairs and maintenance, sufficiency of accommodation, and operational issues. The three schools identified are detailed below together with an overview of our other school projects:

SCHOOL	UPDATE
Cowbridge Comprehensive	The re-building of Cowbridge Comprehensive started in December 2008 and the new school, which met 21st century educational needs, was opened in September 2010. This has resulted in the relocation of the Lower School to the new single site. Funding for the project was provided by Welsh Government (£14m) and Council funding (£7.5m).
Penarth Learning Community (St Cyres)	Construction of the Penarth Learning Community started on site in October 2012 with completion of the new building in October 2014. The adjoining existing schools will subsequently be demolished and the cleared site redeveloped for sports pitches. Overall completion of the scheme is anticipated for December 2015. The main building accommodates a new secondary school to replace St Cyres Comprehensive and a new Special Educational Needs (SEN) provision to replace the existing SEN schools in the Vale: Ysgol Erw'r Delyn; Ashgrove School; and Ysgol Maes Dyfan. The new SEN school, named Ysgol y Deri, will include provision for a regional facility for children with autism spectrum disorder. The scheme comprises of approximately 20,000 sqm and has achieved a BREEAM rating of 'Excellent', which supports our agenda of reducing carbon emissions and being as environmentally efficient and sustainable as possible. Both schools will operate separately and will achieve efficiencies through the use of shared facilities management, including caretaking, grounds maintenance and catering. The site also includes a respite centre for children attending the school. The proposal achieves Learning and Skills objective LS1, which is to implement the School Investment Programme which includes Penarth Learning Community. The total project cost is £49.2m, with funding from Welsh Government of £33,360,650 and a further £1,131,000 grant funding towards the development

	costs. £1,330,000 is being funded by Cardiff Council towards the regional SEN element of the build with the remainder being provided by the Vale of Glamorgan Council.
Llantwit Major Comprehensive	Capital funding for the Llantwit Learning Community is being sought through the 21st Century schools programme. The full business case has now been approved by Welsh Government, and the award of funding letter has now been received. The proposal is to remodel the main block of the school and build a second pattern book design block to replace all the other existing buildings forming the Comprehensive school. The Llantwit Learning Community also includes a new 420 place primary school created from the amalgamation of Eagleswell and Llanilltud Fawr primary schools. If the proposal is approved following consultation, the schools could amalgamate, but remain on their current sites with a new school anticipated for completion during 2017.

The existing Ysgol Gymraeg Dewi Sant buildings are being replaced with a new 210 place pattern book design school on the existing site. The current buildings will be transferred to other schools to replace poor quality accommodation. It is proposed that the three schools forming the Llantwit Learning Community will share support services to achieve operating efficiencies.

In addition, works at Ysgol Dewi Sant started in September 2014 with an anticipated completion date of September 2015 for the new school building. |
| **Other School Projects** | In Barry the School Investment Programme also includes a new 210 place school for Ysgol Nant Talwg on the existing site; the existing modular buildings have been re-located to Barry Comprehensive to replace the existing art block which was in poor condition. The new build Ysgol Nant Talwg was completed in September 2014.

Due to increasing parental demand, proposals to increase Welsh medium primary capacity have been developed and approved a new 210 place pattern book school will be built to accommodate Oak Field Primary on the existing site. This will facilitate the expansion of Ysgol Gwaun y Nant to a 420 place school through the remodelling of the building currently occupied by both Oak Field Primary and Ysgol Gwaun y Nant. The modelling works to Ysgol Gwaun y Nant will be completed in 2016. The new building for Oak Field Primary will be completed by September 2015.
Cabinet has also approved the remodelling of Colcot Primary to improve the teaching and learning areas of the school which is planned to start in 2016. |

Review: Libraries

There are 9 libraries in the Vale and a number of other learning resources facilities which rely on co-operating with third sector partners to utilise community centres. In recent years the library service has been required to reduce operating costs and secure efficiencies, and with continuing budget reductions a fundamental review of the service has been carried out with the aim of providing a more efficient and sustainable service.

The review has examined: current library provision, the employee budget, premises costs, and other asset performance data such as its fitness for purpose, the building condition, and its usage. This data assisted the Library Review Group in identifying where opportunities exist to make the necessary efficiency savings and will be used to help develop further options for service delivery.

Delivery / Governance

The CAMP is a structured approach to managing our property portfolio and sets out how we intend to govern and implement it.

The asset management process involves both elected members and officers. Members are fully involved in the strategic decision making process of asset management, including the use and disposal of surplus property, with key asset management issues requiring referral to Cabinet for decision/direction.

The Strategic Property Section of the Council holds the responsibility for the preparation and implementation of the CAMP. Under the supervision of the Operational Manager and the Group Estates Officer the day to day management of the asset management process is delegated to the Asset Management Officer who has the following roles and responsibilities:

- To put the necessary asset management processes in place to undertake strategic asset management that meets the Council's needs and Government requirements;

- To address the role and contribution of the Council's property assets in supporting the delivery of corporate and service objectives;

- To report to chief officers and members on the performance of the property portfolio;

- To ensure that a record is maintained of basic core data on all the Council's property; and

- To be able to demonstrate a clear understanding of the data required to manage the performance of the property portfolio.

Officers also represent the Council at external asset management and property groups in order to share good practice and discuss current issues. These include The Chartered Institute of Public Finance (CIPFA), Consortium of Local Authorities in Wales (CLAW), and Association of Chief Estates Surveyors (ACES).

Corporate Asset Management Group (CAMG)
The CAMG is a group of senior officers covering all service areas who are tasked with co-ordinating the most effective use of Council assets. The role of the group has also been extended to monitor the progress of schemes in the capital programme.

The Group has also taken over the responsibilities of the Property Projects Group, and now reviews all potentially surplus and underutilised land and buildings. In this respect the objectives of the Group are to:

- ensure that all property assets that are surplus to the Council's requirements are released for sale in a timely manner;

- identify opportunities for the re-use of underutilised properties and to ensure that they are discussed and taken forward; and

- discuss any problems service areas have with property assets e.g. occupation problems/legal issues.

Consultation with our stakeholders is fundamental to the Council's activities, and the Group is committed to ensuring that appropriate frameworks are developed to support the asset management planning process. The terms of reference for the CAMG is provided in Appendix 3.

Section 5: Asset Management Action Plan

Objective 1: To ensure an efficient, effective, and sustainable use of land and buildings to deliver fit for purpose property to support the Council's service delivery. Corporate Alignment: CL11

Action / Project	Target	Anticipated Completion Date	Progress/Outcome	
To review and improve the SAMP questionnaires and send out to all services.	Completion of all SAMP's by June 2014	June 2014	A revised SAMP was completed, sent out, and returned to the service areas. The collated suitability and sufficiency data will be used to inform our service area reviews and enable us to use the data for more accurate performance measurement.	
Develop an Acquisition Protocol.	To prepare a new Acquisition Protocol for accommodation requests.	December 2015	The new protocol is under development. The protocol will be used to qualify any new accommodation requests.	
To carry out a yearly review of performance against the CAMP action plan.	Yearly review	April 2016	The review will analyse our progress and where we need to focus to further optimise the portfolio. The outcomes will be reported to Cabinet annually.	
Asset review by Service / Geographical area.	Identify opportunities to generate efficiency savings & rationalise our portfolio	2015-2018	Part of the process of optimising our property assets. The council has appointed consultants further to a successful Invest to Save Bid to undertake a strategic asset review - the aim being to achieve efficiency savings. Annual updates will be provided on our progress.	
Space Project Phase II	Rationalise corporate office accommodation	November 2016	Work will continue to identify further space rationalisation opportunities across our key corporate buildings. Feasibility work has commenced in relation to the release of a further corporate office building. Annual updates of progress will be reported. Desk occupancy studies have been completed and Business Improvement and the Property Section are in the process of analysing the data.	

Objective 1: To ensure an efficient, effective, and sustainable use of land and buildings to deliver fit for purpose property to support the Council's service delivery. Corporate Alignment: CL11				
Develop the Council's Smarter Working Policy and Space Standards.	Produce a template to challenge and review accommodation requests / moves	April 2016	Challenge new space requests and space moves to ensure we are getting the optimum use of our assets	
To continue to decrease our energy costs and carbon emissions	Provide measurable reduction for reporting purposes with a target of 3%	July 2016	Reduction in utility expenditure and carbon emissions.	
Consider termination of leases at expiry or on break dates.	Identify opportunities to reduce number of leased in properties.	April 2016	Revenue savings.	

Objective: 2 To identify and pursue opportunities to generate capital receipts from the disposal of surplus property. Corporate Alignment: CL11

Action / Project	Target	Anticipated Completion Date	Progress/Outcome	
Identify underperforming / inefficient assets which, following an options assessment could be made surplus.	Identify buildings for disposal / transfer	2015 - 2018	A number of assets are currently being marketed with capital receipts expected in the medium term – 1-3 years. Further opportunities will be identified as part of the Invest-to-Save project.	
Progress the disposal of the key disposal sites.	On-going	2015 - 2018	The disposals will generate a capital receipt and reduce our holding liability. The timescale for receipts is dependent on market and outside influences such as the planning process. Contribution to the key Corporate Plan objective of regeneration in relation to key sites.	

Objective 3: To ensure that Premises Managers / Duty Holders manage Council assets so that they comply with appropriate statutory, regulatory, and corporate standards, and are maintained to an appropriate level.

Action / Project	Target	Anticipated Completion Date	Progress/Outcome	
AssetManager.Net to support Compliance monitoring of key compliance data.	Duty holders to upload all fire safety data to AssetManager.Net	2015/16	Provide duty holders/Services the ability to utilise AssetManager.Net to report priority testing dates.	

Objective: 4 To ensure that all asset information held is in a user friendly form which is accessible to service users.				
Action / Project	**Target**	**Anticipated Completion Date**	**Progress/Outcome**	
To roll out user access of the CIPFA's AssetManager.Net Database, and to ensure that all data held within it is in a user friendly format.	AssetManager.Net access available for use by all relevant Council officers	On-going	On-going process to improve the data held in AssetManager.Net. An Asset Register has been created and is managed by the Asset Management Officer to aid in the collation of data for input into AssetManager.Net.	

Objective 5: To work in partnership and collaborate with other public sector bodies within the Vale of Glamorgan to achieve efficiencies in service delivery.
Corporate Alignment CL4

Action / Project	Target	Anticipated Completion Date	Progress/Outcome	
To seek collaboration opportunities with local public sector organisations	Continued commitment to Local Service Board	On-going	On-going process to share asset data to help identify opportunities to collaborate or co-locate with potential for revenue savings and more resilient service delivery.	

Section 6

Appendix 1

Property Strategy 2015 - 2018

VALE of GLAMORGAN

BRO MORGANNWG

The Vale of Glamorgan Council

Property Strategy

2015-2018

Property Mission Statement: "To have a lean, sustainable portfolio that is fit for purpose to support service delivery across the Vale"

Setting the Scene

This is the new Corporate Property Strategy which also encapsulates our Property policy and has been developed to provide direction for the management of the Council's extensive land and property portfolio.

The Council recognises that having the right property is vital to enable the efficient delivery of the services that is offered to its customers. That may require the Council to develop new modern flexible assets, together with rationalising the portfolio where required. Also, as the Council increasingly works collaboratively with its partners to jointly deliver services, this will present opportunities for shared use of buildings.

Property also has an important part to play in our commitment to sustainability, and in the drive to implement modern and flexible working throughout the organisation. The Council is confident that the implementation of this strategy will be an important element of our work to deliver excellent, value for money services to the citizens of the Vale of Glamorgan.

Property is one of the most significant areas of expenditure for the authority. It is vital therefore that it is well managed, and this strategy clearly sets out the objectives which must be pursued to achieve this.

The Council must ensure that in an increasingly difficult financial climate, its assets are providing value for money by minimising running costs and disposing of assets which are no longer required for service delivery.

It is important that Property is recognised as a corporate resource. Particularly important is to ensure that historic links that exist between services and specific buildings be challenged. The Council needs to see its assets as flexible spaces whose use should be maximised, thereby providing the optimal level of operational efficiency.

This document will help ensure that the Vale of Glamorgan continues to make best use of the resources available to it. It provides the means from which we deliver our services and manage our business.

Using our property well to support service delivery can bring about great efficiency to the Council, produce a good rate of return on our asset value, enable service development, and enhance the whole customer experience.

It is therefore important that we have a clearly understood vision for our property that sustains future growth and development of joined up public services, and that we have meaningful strategies to deliver the vision.

This strategy is about maximising the value from our property, meeting the challenges of integrating public services across agencies and supporting corporate objectives.

To be successful, the whole organisation has a part to play – in shaping services, articulating needs, and by using our property in efficient and innovative ways.

```
                    COMMUNITY STRATEGY


                        CORPORATE
                          PLAN


                       MEDIUM TERM
                      FINANCIAL PLAN


    Property Strategy      Service Area        Capital Investment
                            Strategies             Strategy



    Corporate Asset                              Workforce Plan
    Management Plan



                        Service Plans
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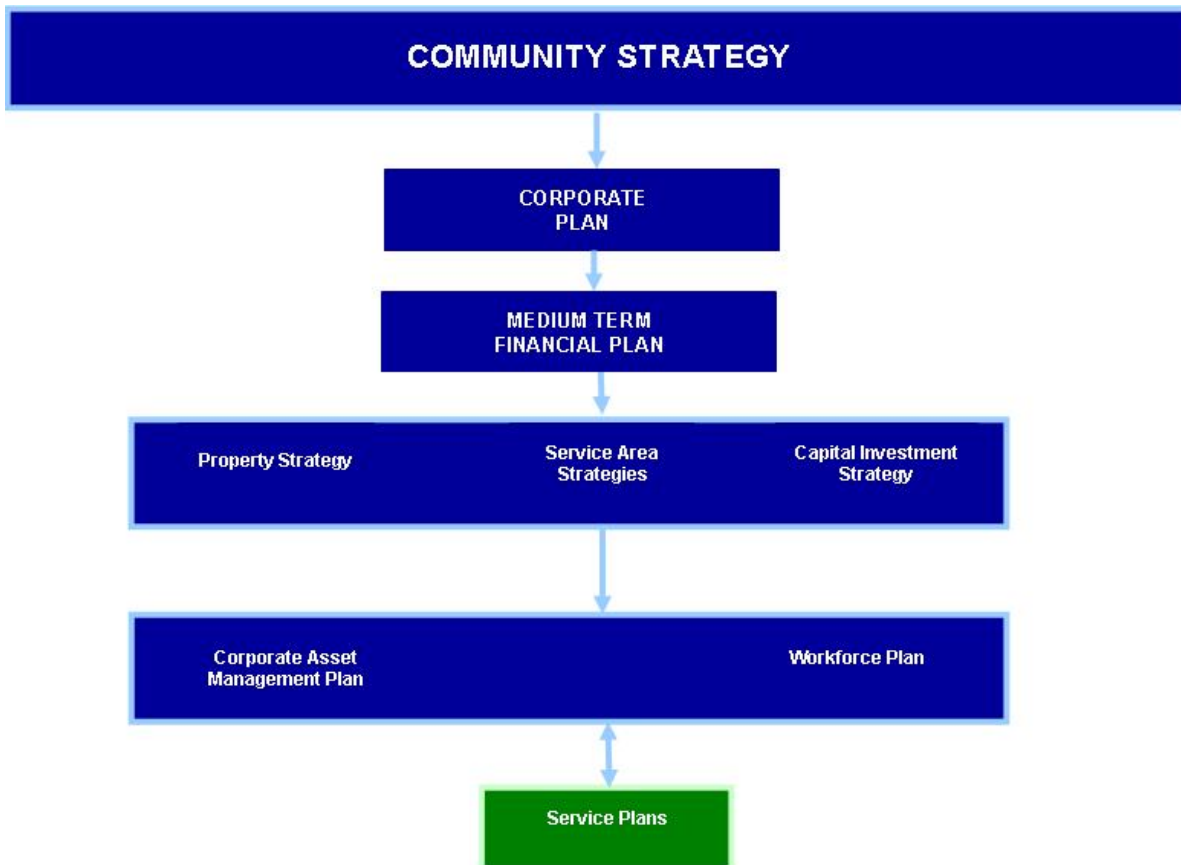
Positioning the Corporate Property Strategy

The Corporate Property Strategy is just one part of our overall framework of Strategies and Plans. The diagram above outlines the important relationship between the Corporate Property Strategy and the other key elements of our planning framework. It is vital that all our strategies and plans are complementary, and managed together to ensure the Council corporate vision and objectives are delivered. Developing this business alignment is a key objective for this Strategy.

Purpose of the Strategy

1. The Council needs a clearly defined framework for managing its land and property assets; the property occupied by the Council and from which it delivers its services communicates an image to its customers. This document sets out key principles to ensure that property makes a positive contribution to service delivery.

2. Property is a corporate resource and the Council is developing a more corporate approach to the delivery of its services. This strategy reinforces this approach in respect of the way the property portfolio is viewed and managed.

3. Of necessity, this is a long-term strategy. The long lead-in times involved with developing property, and the recognition of property as a key resource, along with people, ICT and finance, mean that the Council needs to have effective planning, and with property that means taking a long term view; at least ten years ahead.

4. This Property Strategy is intended to provide a context for decision making now and in the future.

Property Vision

The Vale of Glamorgan's vision for its property over the next 3 years is to have a lean, well planned portfolio which is:
- Value for Money
- Fit for Purpose
- Flexible
- Operationally Efficient
- Appropriate to meet Services' and Customers' requirements
- Used to deliver joined up Services with our Partners (Collaboration)
- Environmentally Sustainable

Delivering the Vision

Delivery of the Property Vision will require significant work across a range of work streams :

Strategic Asset Management

The Vale of Glamorgan will work towards the strategic management of its property portfolio:

- by fully embracing the objectives of the Community Strategy, our role within the Local Service Board, and the Welsh Government drive for improved collaboration between Councils
- by pro-actively pursuing co-location opportunities, for both public facing services and back office functions
- by ensuring that service collaborations between partners and other Councils fully consider property implications in their business cases
- through working on a range of property related initiatives, such as electronic land and property mapping (e-PIMS) and energy saving targets

Governance

The Vale of Glamorgan will fully integrate asset management planning with business planning at corporate and service levels:

- through the development of this strategy, and the production of a Corporate Asset Management Plan (CAMP) that supports the Community Strategy, the Corporate Plan, Medium Term Financial Plan and Capital Investment Strategy
- through reviewing and improving the cross directorate Corporate Asset Management Group
- by presenting the CAMP for approval of Cabinet on a 3 yearly basis, and by reporting progress every quarter to the Corporate Asset Management Group
- by ensuring that the plan is developed with input from Directorate representatives and is presented alongside jointly developed Service Asset Management plans
- by adhering to the disposal protocol and ensuring that property investment proposals involve the more formal use of business cases, with clearer benefits realisation, risk management plans and whole life costing

Asset Review

The Vale of Glamorgan will proactively use its property portfolio as a driver and enabler of change:

- by identifying opportunities to use our property assets to help develop services
- by breaking the link between services and particular buildings, instead seeking to maximise use of our assets to deliver a range of services

- by regularly and systematically challenging, through Area Property Reviews, whether our assets are required, fit for purpose and providing value for money to meet current and future needs
- through rationalisation or disposal of underperforming or surplus assets, generating capital receipts
- by identifying opportunities to reduce running costs
- by identifying opportunities where other organisations would be best served owning or managing the property
- by transferring assets into community ownership in appropriate circumstances

Sustainability

The Vale of Glamorgan will improve the sustainability of its property portfolio:

- by evaluating its buildings for accessibility and adaptability
- by raising awareness of how and why to save energy amongst staff and the public
- by surveying and rating its buildings for energy efficiency (under the Energy Performance in Buildings Regulations 2007) and carrying out improvements to reduce CO_2 emissions and running costs (using the Salix fund and other sources of finance)
- by reviewing running costs and addressing those which are above average;
- by ensuring that all its buildings are properly metered and that regular accurate readings are taken
- by achieving BREEAM (Building Research Establishment Environmental Assessment Method) 'excellent' ratings for new buildings and major refurbishments where possible
- by ensuring that materials are selected principally on the basis of cost, sustainability and durability
- by ensuring that all retained assets are cared for, meeting all legislative requirements
- by ensuring that its assets are kept safe and secure

The Vale of Glamorgan will also ensure that capital development will be undertaken in the most efficient manner by regularly reviewing contracting approaches to ensure value for money and best procurement methods are employed in each case.

Modern and Flexible Working

The Vale of Glamorgan will achieve property solutions which encourage modern and flexible forms of working:

- by developing and maintaining a clear set of office accommodation standards which will ensure a more consistent and corporate approach to office accommodation provision through the Space Project, thus improving the utilisation and optimisation of the office accommodation
- by developing new office accommodation and adapting existing accommodation to provide predominantly open plan, efficiently used space with more shared space areas, reduced numbers of dedicated workstations and higher levels of hot-desking through the Space Project
- by embracing ICT developments such as video conferencing, VOIP and electronic data management as outlined in the ICT Strategy
- by implementing the Smarter Working Policy to support improved use of home and remote working

Data Management

The Vale of Glamorgan will ensure that it holds reliable up to date information on the performance, efficiency, value, suitability, condition and running cost of its property portfolio:

- by maintaining and updating the appropriate asset management system to ensure that relevant data is easily available to all staff from a single source
- by undertaking regular surveys for condition and suitability
- by maintaining and updating the property mapping data on GIS
- by reviewing and developing measures which assist in evaluating the performance of property, and pro-actively using the data collected to help achieve improvements

As we move towards the joint management of our property portfolio with partners, we will increasingly share our property data.

Appendix 2

Benchmarking Examples

Asset Management >> Percentage GIA of the local authority buildings that are vacant >> FY 2013-14

STEP 1

Select the data item you want to see in the map and table...

[Select data] [i]

- = no data # = did not take part in collection
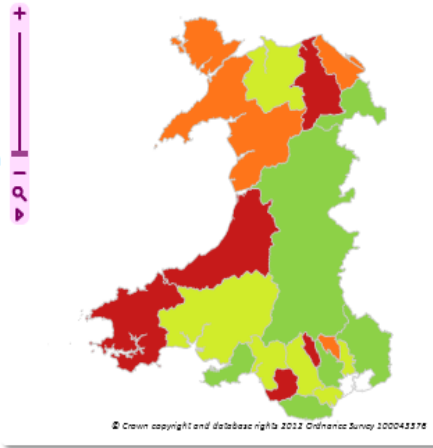
[Filter]

STEP 3

You can 'filter' the results to show a region of Wales. Just click on the button and select your region from the list...

🖉 ☑ Local Authority
🟩 Best
🟨
🟧
🟥 Worst
⬜ -
☐ ☐ WLGA Regions
☐ Background Mapping

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Asset Management >> GIA of all operation buildings >> FY 2013-14

STEP 1

Select the data item you want to see in the map and table...

[Select data] [i]

- = no data # = did not take part in collection
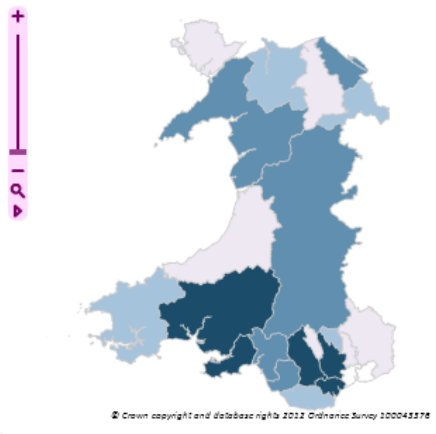
[Filter]

STEP 3

You can 'filter' the results to show a region of Wales. Just click on the button and select your region from the list...

🖉 ☑ Local Authority
⬜ 132,784 - 195,363
🟦 195,364 - 260,387
🟦 260,388 - 331,687
🟦 331,688 - 695,745
⬜ -
☐ ☐ WLGA Regions
☐ Background Mapping

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Asset Management >> Percentage change in the average DEC score within local authority public buildings over 1,000 square metres >> FY 2013-14

STEP 1

Select the data item you want to see in the map and table...

[Select data] [i]

- = no data # = did not take part in collection
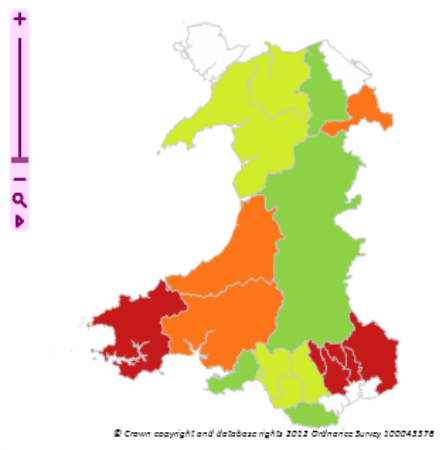
[Filter]

STEP 3

You can 'filter' the results to show a region of Wales. Just click on the button and select your region from the list...

🖉 ☑ Local Authority
🟥 Worst
🟧
🟨
🟩 Best
⬜ -
☐ ☐ WLGA Regions
☐ Background Mapping

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Appendix 3

Corporate Asset Management Group (Terms of Reference)

Corporate Asset Management Group (CAMG)

Role and Responsibilities

The remit and terms of reference for the Corporate Asset Management Group are detailed below:

- Provide the strategic focus for dealing with accommodation and property issues within the Council and provide the route through which property issues are considered corporately
- Develop and refine the Corporate Asset Management Plan (CAMP) and to "optimise the utilisation of assets in terms of service benefits and financial return"
- Work to ensure the efficient, effective, economic and sustainable use of new and existing assets in the delivery of Council services.
- Co-ordinate any acquisition and disposal programme of assets
- Co-ordinate a property review programme to:
  - Ensure that the condition of assets is monitored, maintained and where possible improved.
  - Maximise the utilisation of all operational assets.
  - Identify any surplus space and authorise action as appropriate.
- Monitor progress of the 'Space Project'
- Develop the Council's Capital Investment Strategy in consultation with services and recommend the allocation of capital resources within the capital programme
- Consider and recommend courses of action to Directors or Heads of Service as appropriate
- Identify and make recommendations on proposed priorities for action/programme development
- Identify resources required to enable schemes or actions to be undertaken
- Identify and map property resources in the Vale of Glamorgan and record suitability for function
- Informed of and co-ordinate the property implications of departmental initiatives to ensure that assets are provided and used in a way that maximises their contribution to achieving the Council's corporate service objectives
- Monitor data management and property performance indicators
- The Corporate Asset Management Group will meet quarterly

Aim of Meeting

The subject matter and composition of the meeting is defined below:

- To support / inform Capital Planning
- To share information between services on Council assets
- To make recommendations to relevant groups/committees such as Budget Working Group or Cabinet
- To monitor property performance indicators
- To monitor progress of the CAMP Action Plan
- To monitor progress in ensuring Council assets comply with the appropriate statutory, regulatory and corporate standards

Meeting Composition

The composition of the meeting combines representatives from all Directorates and Officers responsible for property matters. An agenda will be circulated one week prior to each meeting which will aim to have the following standard headings as defined below:

1. Asset Rationalisation / Disposals Update
- *Consideration of Projects – prioritisation*
- *Reviewing project appraisals (including revenue implications)*
- *Recommendation to SMT and Cabinet*
- *Monitoring/Reporting*

2. Capital Budget Update (Monitoring, Setting, Strategy)

3. Asset Management Plan Update: including
- *Asset Review*
- *Compliance Group update*
- *Property Performance Indicators Update*

4. Acquisitions
5. Space Project update
6 Specific Asset / Property issues

Asset Management Group Membership

No.	Directorate	Title
1.	Social Services	Head of Business Management & Innovation
2.	Visible Services & Housing	Director of Visible Services & Housing
3.	Development Services	Director of Development Services
4.	Resources	Head of Finance
5.	Development Services	Head of Public Protection
6.	Resources	Head of Strategic ICT
7.	Learning & Skills	Head of Strategic Planning & Performance
8.	Development Services	Operational Manager, Countryside & Economic Projects
9.	Development Services	Operational Manager, Leisure & Tourism
10.	Visible Services & Housing	Operational Manager, Parks & Grounds Maintenance
11.	Visible Services & Housing	Operational Manager, Highways & Engineering
12.	Visible Services & Housing	Operational Manager, Building Services
13.	Development Services	Operational Manager, Planning & Transport
14.	Resources	Operational Manager, Democratic Services
15.	Resources	Operational Manager, Property
16.	Resources	Group Estates Officer
17.	Resources	Corporate Health & Safety Officer
18.	Resources	Business Improvement Manager
19.	Resources	Facilities Manager
20.	Learning & Skills	Schools Planning and Building Manager
21.	Resources	Building Compliance Manager
22.	Resources	Accountant
23.	Resources	Lawyer
24.	Resources	Asset Management Officer

Appendix 4

Capital Investment Strategy

Capital Investment Strategy 2014/15 to 2019/20

Introduction

Capital Expenditure is defined by the Code of Practice on Local Authority Accounting in the United Kingdom - A Statement of Recommended Practice (SORP) as "Expenditure on the acquisition, creation or enhancement of an asset". The Local Authorities Capital Finance and Accounting (Wales) Regulations also provides for other items to be defined as capital expenditure. These are:

- Expenditure on computer programs
- The making of a grant or other financial assistance to any person towards expenditure that would be capital expenditure if incurred by the authority.
- The acquisition of share and loan capital
- The repayment of grant given for capital purposes
- Expenditure on works on land and buildings and on assets not owned by the authority.

The Capital Investment strategy outlines the Council's need to acquire or enhance assets such as land, buildings, roads, vehicles & plant. CIPFA recommends that a way of achieving Asset Management Plans and a Capital Programme that complements one another is to merge the two processes and develop a combined strategy; therefore this Capital Investment Strategy sits within the Corporate Asset Management Plan.

As resources available to meet the capital requirements of the Council are limited the Strategy explains how priorities are set and outlines way in which the Council can obtain additional funding. Details of the proposed Capital Programme for 2015/16 to 2019/20 are also set out within the Capital Investment Strategy.

Corporate Priorities

The Council has a duty under the Local Government Act 2000 to prepare a Community Strategy to promote the economic, social and environmental wellbeing of the area. Rather than being a Council-owned document, the Community Strategy has been formulated in conjunction with the Council's partners and represents a joint approach to improving the quality of life in the Vale of Glamorgan over the next ten years. The current Community Strategy covers the period 2011 – 2021.

The Council's corporate priorities are contained in its Corporate Plan. The Corporate Plan is a five-year document that describes how the Council will contribute to the Community Strategy and provides focus and direction for Elected Members, employees, partner organisations, service users and other stakeholders. The latest Corporate Plan was produced for 2013-2017 and in determining the Council's priorities, the economic situation locally, nationally and worldwide and changes in legislation and government policy were considered.

All the Council priorities, including those outlined in the Capital Investment Strategy, are centred on the realisation of the Council's corporate vision, the key themes of which are:

- Community Leadership
- Lifelong Learning

- Community Well Being
- The Environment
- Regeneration
- Corporate Resources

The Council undertakes annual service planning through which regular self-assessment takes place as a means of achieving continuous improvement across both corporate and service related functions. A new Human Resources Strategy and a new Workforce Plan have been produced for 2013-17. This will allow the Council to have the right people with the right skills in the right place at the right time to meet the challenges facing its services.

Service Plans also incorporate detailed assessments of both crosscutting and service-based risks, which have further assisted this process. This also informs the Council's Improvement Plan and the process of Annual Risk Assessments forms part of the overall Risk Management Strategy adopted by the Council.

Identification of Future Capital Requirements

There are a number of factors that will influence future capital requirements.

Corporate Plan
With the Corporate Plan effectively acting as the driver, setting the focus and direction for the delivery of all services, it is inevitably closely linked with a number of planning and regulatory services. However, perhaps its most crucial link is its integration with the budget setting and financial planning process.

In this way, future requirements can be predicted and future areas of significant expenditure identified and prioritised, not only in the light of service developments and the competing demands between different services, but also in pursuit of pre-defined corporate priorities.

The longer term nature of the Corporate Plan has necessitated a move towards a rolling programme of Capital Expenditure, which is informed by the Corporate Planning process.

Medium Term Financial Plan
The Council produces a rolling Medium Term Financial Plan as a mechanism which allows the Council to forecast the level of funding available in future years and to match this against the likely expenditure. It links both the planning process with the budget process and ensures consistency between them. The plan is therefore of crucial importance for the development of a plan for Capital Investment.

External Factors
Capital priorities can be established by the Welsh Government and subsequently backed by additional resources via specific grants. Some examples of these are 21st Century Schools, LGBI funding for Highways Improvements, Flying Start and Transport Grants. Specific Funding has also been provided for Flood prevention schemes, Regeneration schemes in Barry Island. In 2014/15 a three year allocation of grant funding under "Tackling Poverty" has been awarded.

Asset Management Plan

When considering the Capital Programme, regard must be given to the development of the Council's Corporate Asset Management Plan (CAMP). The CAMP aims:

- · To ensure efficient, effective and sustainable use of land and buildings.
- · To minimise the opportunity cost of holding land and buildings and to protect and optimise the value of council assets.
- · To ensure an explicit co-ordinated approach to asset management across the authority, reflecting service needs.
- · To manage assets according to best practices compatible with effective service delivery.

The plan has been reviewed and has been updated to include targets for all key areas, within the Council such as schools, libraries, economic development, office accommodation, surplus properties. It is a working document that will be continually developed and refined over time.

The plan is intended to be a tool to help optimise the deployment and utilisation of land, buildings and other assets to support the delivery of front line services

Housing Improvement Plan

The latest Housing Improvement Plan was submitted to Cabinet for approval 15th December 2014.

The Welsh Government has been in discussions with HM Treasury since 2010 with a view to agreeing a financial settlement that would enable the eleven stock retaining Local Housing Authorities (LHA's) to exit from the Housing Revenue Account Subsidy system (HRAS). All eleven stock retaining authorities are expected to be financially better off than the current position under HRA subsidy. Welsh Government announced in June 2013 that an agreement had been reached with HM Treasury, which together with the introduction of new self-financing arrangements is expected to generate revenue savings for the eleven LHAs each year. This saving will allow LHAs to increase their investment in their existing stock and support the delivery of additional housing supply. Under this arrangement the £73M of annual negative subsidy payments across Wales will be replaced by interest payments of approximately £40M.

The HRAS exit took place on the 2nd April 2015; under the terms of the exit the authority borrowed £63.156M to finance the exit. In addition, under the current Housing Improvement Plan, investment in new build properties and further regeneration has been set aside in the first 5 years totalling £20.1M.

School Investment Strategy

The 21st Century Schools Programme is the Welsh Government's funding initiative for investment in schools. The first tranche of schemes under Band A of the funding were submitted prior to November 2011. Band A schemes run between 2013/14 and 2018/19. The schemes under Band A submission for construction between 2013/14 and 2018/19 are: Ysgol Nant Talwg, Ysgol Dewi Sant, Ysgol Gwaun Y Nant and Oakfield, Colcot and Llantwit Learning Community.

In April 2014, WG notified the Council that some of the funding for Band A of the 21st Century Schools Programme will be in the form of unsupported borrowing instead of a revenue grant. The Council will be expected to borrow; however, WG will provide

revenue funding to cover the cost of the loan. In 2014/15 this was via a specific grant and from 2015/16 the funding will be distributed through the Revenue Support Grant. This has no impact on the value of the Capital Programme, only the way in which it is funded.

Band B schemes are expected to commence in 2019/20; the Council will be submitting proposals for a number of schemes. Based on latest indications, it has been assumed that 50% funding will be available from Welsh Government to fund these schemes. However there is no guarantee that this funding will be available from Welsh Government. The total cost for Band B schemes is projected to be in the region of £67.4M.

Indicative strategic projects for the Council under Band B funding would seek to address the following:

- Expanding primary sector capacity and addressing the condition of school buildings in various areas across the Vale.

- Rationalisation of school buildings currently situated on split sites.

Tackling Poverty Fund

The Council has received funding for a programme of projects totalling £1.423m, receiving the maximum level of funding from the Welsh Government i.e. £1m. This represents 70.3% of the overall estimated cost. The Council will provide match funding to the level of 29.7% i.e. £423k to support the programme of projects outlined in the application. The schemes that will be implemented as part of this programme are outlined below:

Targeted Regeneration Investment - Barry Town Centre and its hinterland
- Town Centre - Third Sector Hub
- Improve Health and Play Opportunities
- Holton Road Grant Programme
Targeted Regeneration Investment - Main Street Action Plan
- Main Street Grant Programme:
- Improve the Quality of Public Spaces
Targeted Regeneration Investment - Gibbonsdown Community Regeneration
- Fuel Poverty Reduction Measures
- Improve Health and Play Opportunities:
Targeted Regeneration Investment - legacy programme
- Making better use of property owned by third sector groups - Third Sector
- Youth Partnership and Community Internet Café
Monitoring and Evaluation of Targeted Regeneration Investment
- Monitoring and Evaluation Costs for the programme of projects:

Capital Programme Setting

A Budget Review was carried out as part of the 2013/14 Capital Proposals, and formulated a financial strategy which stated that:

- The Capital Programme would be approved on a five year rolling programme.
- That in order to mitigate the deteriorating situation, only Capital Bids that were deemed to be meet the criteria of higher corporate priority and/or risk should be progressed.
- The Capital programme was set with regard to the key themes of regeneration and sustainability.
- The Capital Programme should maximise the availability of resources to address the Council's priorities.

The Final Capital Programme for 201/16 to 2019/20 has been set broadly in line with this strategy. The programme has continued to be set as a five year rolling programme. As reported to Cabinet in February 2015 only those bids assessed as corporate priority one and higher and medium risk and higher are included in the on-going Capital Programme.

The Capital Programme has continued to be set with regard to the key themes of regeneration and sustainability as follows:

- The continued development of the School Investment Programme with the proposed expansion of the Llantwit Comprehensive remodelling scheme to a larger Llantwit Learning Community and continued investment in housing under the Housing Improvement Programme. These schemes will bring with them continued opportunities for growth, development of surrounding infrastructure and inward investment.
- The continued utilisation of the Local Government Borrowing Initiative to improve the local road network to 2014/15 and from 2015/16 commitment of on-going Capital budgets to resurfacing and highway improvements thereby supporting local infrastructure and underpinning future regeneration opportunities.
- Ensuring that all large Council Capital Projects are BREEAM (the design and assessment method for sustainable buildings) excellent rated.

Availability of resources for the Capital programme has been maximised as follows:

- Continued investment in the Space Project and School Investment Programme to identify potential capital receipts and facilitate the disposal of surplus land and buildings.
- The use of reserves to fund invest to save schemes such as the Space project.
- Continued funding of schemes that attract grant funding such as the Renewal Area scheme, Coastal Action Improvement Programme and School Investment Programme schemes that attract 21st Century Schools Funding.

Available Capital Resources
The following are sources of funding available to the Council;

General Capital Funding – Welsh Government
The Welsh Government provides the Council with a General Capital Grant. In addition the Council is advised of a level of borrowing that the Welsh Government is prepared to fund via the Revenue Support Grant settlement, this allowance is known as supported borrowing.

Unsupported/Prudential Borrowing

If the Council decides to borrow in excess of the amount specified by the Welsh Government then it may do so and this type of borrowing is known an unsupported or "Prudential Borrowing". The cost of this borrowing must be funded through revenue. The Council currently uses unsupported borrowing to fund the Schools Investment Programme, Housing Improvement Programme and the schemes financed under the Local Government Borrowing Initiative. A summary of the Council's current and planned use of Prudential Borrowing over the period 2012/13 to 2018/19 is shown below;

Prudential Borrowing Summary	2012/13 £000's	2013/14 £000's	2014/15 £000's	2015/16 £000's	2016/17 £000's	2017/18 £000's	2018/19 £000's	2019/20 £000's	Total £000's
Penarth Learning Community	0	0	5,370	74	0	0	0	0	**5,444**
Llantwit Learning Community	0	0	0	2,000	0	0	0	0	**2,000**
21st Century Schools Local Government Borrowing Initiative	0	0	0	1,187	528	0	0	0	**1,715**
Housing Improvement Programme	0	0	4,554	15,596	19,434	1,688	3,222	784	**45,278**
Housing Revenue Account Buyout	0	0	0	63,156	0	0	0	0	**63,156**
Local Government Borrowing Initiative	2,230	2,230	2,230	0	0	0	0	0	**6,690**
Total Prudential Borrowing	**2,230**	**2,230**	**12,154**	**82,013**	**19,962**	**1,688**	**3,222**	**784**	**124,283**

In setting the Capital Programme authorities must ensure that the Prudential Code is complied with and must ensure that its capital investment plans:

- Are affordable
- All external borrowing and long term liabilities are within a prudent and sustainable level.
- Treasury management decisions are taken in accordance with good professional practice

Major Repairs Allowance – Welsh Government

The Welsh Government issues a Major Repairs Allowance (MRA) to the Council as a grant which is to be used for any capital expenditure on Housing Revenue Account (HRA) assets.

Specific Grants – Various sources chiefly Welsh Government

The Welsh Government and other funding bodies provide the Council with specific grants for priority areas. These grants are allocated to the Council either as a result of submission of specific bids or via a formula allocation.

Capital Receipts

Capital expenditure is also financed through receipts resulting from the sale of Council assets. Receipts from the sale of HRA assets can only be spent within HRA and cannot be used to finance General Fund capital schemes.

Useable capital receipts fund the Capital Programme. Below the planned usage of Capital receipts over the Capital Programme period 2015/16 to 2019/20 is set out. Expected receipts during this period are from Penarth Heights, the sale of Haydock House and the planned sale of school sites as part of the School Investment Programme.

	General £000	Ringfenced Social Services £000	Education £000
Balance as at 31st March 2015	**8,638**	**1,225**	**74**
Anticipated Required in 2015/16	-3274	0	0
Anticipated Receipt in 2015/16	455	163	950
Balance as at 31st March 2016	**5,819**	**1,388**	**1,024**
Anticipated Required in 2016/17	-5,450	0	-1,684
Anticipated Receipt in 2016/17	0	0	2,000
Balance as at 31st March 2017	**369**	**1,388**	**1,340**
Anticipated Required in 2017/18	-23	-1,388	0
Anticipated Receipt in 2017/18	0	0	5,500
Balance as at 31st March 2018	**346**	**0**	**6,840**
Anticipated Required in 2018/19	0	0	0
Anticipated Receipt in 2018/19	0	0	0
Balance as at 31st March 2019	**346**	**0**	**6,840**
Anticipated Required in 2019/20	-4	0	-1,404
Anticipated Receipt in 2019/20	0	0	2,800
Balance as at 31st March 2020	**342**	**0**	**8,236**
Anticipated Required to 2025/26	**0**	**0**	**-8,186**
Anticpated Receipts to 2025/26	**0**	**0**	**0**
Balance as at 31st March 2026	**342**	**0**	**50**

Contributions from Revenue and Reserves

Capital expenditure can also be funded by revenue contributions or the utilisation of existing reserves. Reserves are sums of money that has been set aside by the Council for a specific purpose. A number of reserves are used to fund the Capital Programme such as the ICT Fund and the Schools Investment Strategy Reserve.

Other External Contributions

The Capital programme 2015/16 to 2019/20 includes various sources of external funding such as S106 contributions and a contribution from a neighbouring authority to support the School Investment Programme.

Matching Predicted Resources and Expenditure

Appendix A details the updated final Capital Programme Proposals for 2015/16 to 2019/20. The table below details the proposed funding streams for the Capital Programme in 2015/16.

Available Funding:-	**2015/16**	
	Net	**Gross**
	£000	**£000**
Supported Borrowing - General Fund	3,398	3,398
Supported Borrowing - HRA	0	0
General Capital Grant	2,068	2,068
Other Councils Contribution	0	1,330
Unsupported borrowing (Ed)	2,074	2,074
Unsupported borrowing (HRA)	78,752	78,752
Unsupported borrowing (LGBI)	1,187	1,187
GF Revenue/Reserves	10,773	10,773
Housing Reserves	3,485	3,485
GF Capital Receipts	3,274	3,274
Housing Capital Receipts	754	754
WG Grants	0	7,778
S106 Income	0	848
Total Resources	**105,765**	**115,721**

The General Capital Funding is based on proposed Welsh Government figures for 2015/16. As there is no indication of the level of funding beyond 2015/16 a 10% cut has been assumed each year from 2016/17 onwards, in line with the approach adopted by the Medium Term Financial Plan.

Unlike revenue cuts, where the impact is felt on existing service provision, reductions in capital funding essentially mean that capital projects are not commenced or progressed. However a significant sum in the Capital Programme relates to Asset Renewal items (including the School Investment Strategy) which may be viewed as essential areas of spend if the existing portfolio of Council assets, including its infrastructure is to be maintained to even a basic level to prevent further deterioration. A significant amount of additional capital funding has been provided for schemes in Education and Visible Services to address specific issues with maintaining the Council's assets.

Making the Best Use of Resources

Given the extreme financial constraints currently facing the Council, it is therefore of fundamental importance that the best use is made of its resources. The Council is achieving this through the following means:

Procurement Strategy
The Council recognises the need to have efficient and effective methods of procurement. The Council has developed a Procurement Strategy and Policy that sets the framework. A Procurement Financial Procedure Note supports Contract Standing

Orders and Financial Regulations that support Procurement Frameworks and Procurement Guidance which incorporates an emphasis on sustainable procurement.

Project Management Methodology
The Council recognises that all major projects must be led by an officer with appropriate project management and technical skills. As such a Project Management Methodology is in place to ensure that all projects are properly managed. The methodology follows the principles of PRINCE2 (Projects in Controlled Environments) and takes into account the capital bidding process, External Funding Steering Group requirements and sustainability considerations. Mandatory training has been rolled out for all Operational Managers and other staff undertaking project management duties in order that all projects can be managed in a structured and systematic way.

The methodology incorporates four separate toolkits, depending on the type of funding – two revenue and two capital. There are capital toolkits for projects that are less than £300,000 and for projects in excess of £300,000. Each toolkit includes a project file checklist which lists the documents that must be included for each of the project stages – initiation, start-up, delivery and closure.

Programme Monitoring
Once the Capital Programme is approved, managers are advised of their successful bids and each project is allocated to a named responsible Project Manager and Project Sponsor. On a monthly basis monitoring statements showing expenditure to date are sent to managers and meetings are held with Head of Services and Operational Managers to discuss progress on schemes. Monitoring reports are presented to Cabinet and Scrutiny Committee on a monthly basis. In addition to financial monitoring, Cabinet also receives a statement of non-financial information on schemes of over £100,000. The statement shows planned and actual start dates for design, physical work and physical completion, with any alterations that may have occurred.

Performance Indicators
Over recent years the Council has adopted and provided returns for property performance indicators, which have been developed by CLAW (Consortium Local Authorities Wales) and the Wales Audit Office. It subscribes to a number of benchmarking schemes and produces annual returns, which are evaluated by the Welsh Government. The Council is committed to participating in benchmarking exercises as the property performance indicators are further developed.

Risk Management
Although risk forms an integral part of the Wales Programme for Improvement, the Council has adopted a formal strategy for the management of risk that impacts upon decisions made from the capital investment perspective.

Effective Risk Management allows the most to be made of opportunities, enables the right decisions to be made and objectives achieved. The Council's Policy is one of embedding risk management in every aspect of the organisation. The Council must ensure that in order to support innovation, effective controls are in place to identify, manage and monitor risks. The Council's approach to managing risk is embedded in the Council's Capital Investment Strategy because it forms part of the annual service planning and budget process.

Performance Management Framework

The Council utilises its Performance Management Framework to help realise the aspirations that it identifies in the Corporate Plan and Services Plans. This includes the management of the Capital programme. The Council achieves this by monitoring performance against targets, comparing our performance against others, identifying actions for improvement and delivering change. This approach helps to measure how the Council is meeting its vision and objectives and demonstrates accountability to the Council's stakeholders.

Capital Investment Recommendations

A Budget Review was carried out as part of the 2013/14 Capital Proposals, and formulated a financial strategy which stated that;

- The Capital Programme would be approved on a five year rolling programme.
- In order to mitigate the deteriorating situation, only Capital Bids that were deemed to meet the criteria of higher corporate priority and/or risk should be progressed.
- The Capital Programme was set with regard to the key themes of regeneration and sustainability
- The Capital Programme Proposals should maximise the availability of resources to address the Council's priorities.

The Corporate Asset Management Group used the criteria set out by the Budget Strategy; the bids were prioritised in terms of their corporate priority and the risk they pose to the Council if they are not pursued. Following this the prioritisation of bids was reviewed by the Budget Working Group.

The risk assessment element was undertaken in line with the Council's Corporate Risk Management Strategy as follows;

Possible Impact or Magnitude of Risk					
	Catastrophic	MEDIUM	MEDIUM/HIGH	HIGH	VERY HIGH
	High	MEDIUM/LOW	MEDIUM	MEDIUM/HIGH	HIGH
	Medium	LOW	MEDIUM	MEDIUM	MEDIUM/HIGH
	Low	VERY LOW	LOW	MEDIUM/LOW	MEDIUM
Risk Matrix		**Very Unlikely**	**Possible**	**Probable**	**Almost Certain**
		Likelihood/Probability of Risk Occurring			

Taking into account the nature of capital schemes, the following criteria were applied to assess corporate priority.

Corporate Priority	Score
Commitments and areas where the Council has no control over the expenditure, e.g. contractual and legal commitments, absolute minimum statutory service, taxes, etc.	3
Very high priority (publicly announced commitment e.g. items included in the Community Strategy, Corporate Plan etc.)	2
"Invest to Save" and preventative expenditure	2
Statutory expenditure above the absolute minimum and other priorities	1

Clearly, limited resources will allow only those schemes of higher corporate priority and/or risk being pursued over the next 5 years. The exact extent of this will ultimately be determined not only by the amount of General Capital Funding allocated by Welsh Government but also the strategy adopted by the Council to maximise the resources available to it from other avenues.

As reported in the November Initial Capital Programme Proposals Report, in line with the Budget Strategy, only those schemes assessed as corporate priority 1 or higher and medium risk or higher are included in these proposals. The bids that did not meet these criteria have not been put forward for inclusion in the 2015/16 to 2019/20 programme.

In order for the Council to be able to cover its projected capital demands the Capital Investment Strategy recommends that the following actions:

- Re-submission of bids for those schemes contained in the Capital Programme where no contractual liability exists as part of the normal budget process.
- Developing partnerships with the public and private sectors as a means of unlocking additional resources e.g. Rural Development Partnership.
- Maximising grant-funding opportunities for capital schemes, where such schemes are compatible with Council objectives.
- Prioritising the identification and sale of surplus land and properties as a means of generating capital receipts to fund capital schemes.
- Reviewing the options for unsupported borrowing under the Prudential Code in the light of future financial projections on capital funding and expenditure as contained in the Medium Term Financial Plan.
- In line with the Reshaping Services Programme, review the Councils assets and Capital Programme to ensure they support the implementation of the programme objectives and are suitable for alternative delivery models if required, including exploring options for Community Asset Transfer.
- Use of the Project Fund, IT Fund, Building Fund, Energy Management Fund, School Investment Strategy Reserve and Schools Rationalisation Reserve.

Progress against these actions is reviewed below;

- The reassessment of the Corporate Plan actions in order to produce a costed project plan and timetable for the Council's key priorities.

Progress: Capital Implications of the Corporate Plan are reflected in the Medium Term Financial Plan. The Financial Strategy requires that capital bids are assessed against corporate priority and risk criteria prior to being progressed and only those only those schemes assessed as corporate priority 1 and higher and medium risk and higher are progressed.

- Production of a detailed Asset Management Plan setting out the relative costs and priorities for asset management in the Vale of Glamorgan.

Progress: The Authority's Corporate Asset Management Plan and Capital Investment Strategy have now been combined.

- Developing partnerships with the public and private sectors as a means of unlocking additional resources.

Progress: The Council continues to work closely with private sector partners to deliver capital schemes in an innovative and efficient way such as the innovative approach to Ysgol Nant Talwg. There are a number of regeneration schemes particularly in Development Services that see the Council work in partnership with local businesses and charities to provide regeneration opportunities in the Vale.

- Maximising grant funding opportunities for capital schemes, where such schemes are compatible with Council objectives.

Progress: A number of Council schemes benefit from grant funding, the majority of which, comes from the Welsh Government, however, applications are made to other grant funding bodies such as the Arts Lottery Fund. The 21st Century Schools stream of grant funding have provided large amounts of capital funding for schemes across the Vale. Barry Island Public Realm Improvements has utilised £3.3M of funding for regeneration in 2013/14. Grant Funding has also been utilised for projects in Visible Services such as Coldbrook Flood Risk Management and Gileston to Old Mill.

- Prioritising the identification and sale of surplus land and properties as a means of generating capital receipts to fund capital schemes.

Progress: Ongoing – Under the Space Project and School Investment Strategy a number of sites have been put forward for disposal, the Space Project will continue to review the Council's assets in order to identify opportunities for rationalisation and potentially the realisation of Capital Receipt on the site.

- Reviewing the options for unsupported borrowing under the Prudential Code in the light of future financial projections on capital funding and expenditure as contained in the Medium Term Financial Plan.

Progress: Prudential Borrowing as outlined in this section is in place for the Capital Programme between 2012/13 to 2019/20 for schemes under the Local Government Borrowing Initiative, School Investment Programme and schemes under the Housing Improvement Programme.

- In line with the Reshaping Services Programme, review the Councils assets and Capital Programme to ensure they support the implementation of the programme objectives and are suitable for alternative delivery models if required, including exploring options for Community Asset Transfer.

Progress – Tranche 1 of the Reshaping Services Programme is underway, and review of the Council's assets is integrated in the programme. For example, options for alternative delivery methods, such as Community Asset Transfer, are being considered as part of the Town and Community Councils workstream.

- Use of the Project Fund, IT Fund, Building Fund, Energy Management Fund, School Investment Strategy Reserve and Schools Rationalisation Reserve.

Progress: The Project Fund is being used to progress a number of invest to save schemes such as the Space Project and Cashless Catering Implementation. The School Investment Strategy reserve is being used to support Band A and Band B of the School Investment Programme. The School Rationalisation Reserve is being used to support the School Capital Loan Scheme. The Energy Management Fund is being used to support a number of energy saving initiatives across the Council.

The majority of the above recommendations will need to be continually monitored and assessed.

Appendix A

Final Capital Programme Proposals

Schemes	2015/16		2016/17		2017/18		2018/19		2019/20		Comments
	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Learning and Skills	10,969	16,911	12,101	16,536	2,715	4,840	1,979	3,341	5,461	19,911	
Social Services	932	932	18	18	1,388	1,388	0	0	0	0	
Visible Services and Housing	87,676	90,496	26,350	29,110	7,259	10,019	10,826	13,586	7,565	10,325	
Development Services	3,646	4,840	2,090	2,425	1,270	1,270	1,200	1,200	1,200	1,200	
Resources	2,542	2,542	1,192	1,192	905	905	780	780	780	780	
TOTAL CAPITAL PROGRAMME	105,765	115,721	41,751	49,281	13,537	18,422	14,785	18,907	15,006	32,216	

RESOURCES USED TO FINANCE PROGRAMME

GENERAL FUND CAPITAL RECEIPTS POSITION

	£000	£000		General £000	Ringfenced SS £000	Ringfenced Ed £000
Resources from Welsh Government			**Balance as at 31st March 2015**	8,638	1,225	74
Supported Borrowing - General Fund	3,398	3,398	Anticipated Required in 2015/16	-3,274	0	0
General Capital Grant	2,068	2,068	Anticipated Receipt in 2015/16	455	163	950
			Balance as at 31st March 2016	5,819	1,388	1,024
Total Resources from Welsh Government	**5,466**	**5,466**				
			Anticipated Required in 2016/17	-5,450	0	-1,684
			Anticipated Receipt in 2016/17	0	0	2,000
Other Available Resources			**Balance as at 31st March 2017**	369	1,388	1,340
General Fund Revenue/Reserves	10,773	10,773				
Housing Reserves/Revenue	3,485	3,485	Anticipated Required in 2017/18	-23	-1,388	0
Housing Capital Receipts	754	754	Anticipated Receipt in 2017/18	0	0	5,500
General Fund Capital Receipts	3,274	3,274	**Balance as at 31st March 2018**	346	0	6,840
S106	0	848				
Other Council Contributions	0	1,330	Anticipated Required in 2018/19	0	0	0
Other External Grants	0	5,018	Anticipated Receipt in 2018/19	0	0	0

Major Repairs Allowance	0	2,760		**Balance as at 31st March 2019**		346	0	6,840			
Unsupported (Prudential) Borrowing	82,013	82,013									
				Anticipated Required in 2019/20		-4	0	-1,404			
TOTAL RESOURCES	**105,765**	**115,721**		Anticipated Receipt in 2019/20		0	0	2,800			
				Balance as at 31st March 2020		**342**	**0**	**8,236**			
				Anticipated Required to 2025/26		0	0	-8,186			
				Anticipated Receipts to 2025/26		0	0	0			
				Balance as at 31st March 2026		342	0	50			

Learning and Skills											
Education and Schools											
Schools Investment Programme											
Penarth Learning Community	74	2,780	0	0	0	0	0	0	0	0	
21st Century School Improvement Programme											
Ysgol Nant Talwg, Barry	32	32	0	0	0	0	0	0	0	0	
Ysgol Dewi Sant, Llantwit Major	929	1,582	35	35	0	0	0	0	0	0	
Llantwit Major Learning Community	5,069	6,555	7,967	12,402	115	1,240	29	29	0	0	
Ysgol Gwaun y Nant/Oakfield	1,430	2,410	47	47	0	0	0	0	0	0	
Colcot Primary	0	0	250	250	250	250	0	0	0	0	
Barry Comprehensive Art Block	10	10	0	0	0	0	0	0	0	0	
Eagleswell Demolition	0	0	300	300	0	0	0	0	0	0	
Band B Schemes	0	0	0	0	0	0	0	0	3,911	18,361	
Barry Secondary Schools	0	0	750	750	0	0	0	0	0	0	
Slippage											
Oakfield Playing Fields	147	147	0	0	0	0	0	0	0	0	
											Carried Forward from 2014/15
Asset Renewal											
Schools Asset Renewal	600	600	600	600	600	600	600	600	600	600	
Additional Schools Asset Renewal	300	300	400	400	400	400	400	400	400	400	
Education Asset Renewal - contingency	50	50	50	50	50	50	50	50	50	50	
Modular Building Resiting	500	500	0	0	0	0	0	0	0	0	
Victorian Schools	1,200	1,200	1,200	1,200	800	800	0	0	0	0	
Property Condition Surveys	40	40	0	0	0	0	0	0	0	0	
S106 Schemes											
Rhoose Expansion	0	0	0	0	0	1,000	400	1,762	0	0	Reprofiled
Llangan Classroom Base	0	117	0	0		0	0	0	0	0	
Schools Loans											
Capital Loans Scheme	300	300	300	300	300	300	300	300	300	300	Repayable internal loans
Schools IT Loans	200	200	200	200	200	200	200	200	200	200	Repayable internal loans
Total Education and Schools	**10,881**	**16,823**	**12,099**	**16,534**	**2,715**	**4,840**	**1,979**	**3,341**	**5,461**	**19,911**	

Catering Services											
Cashless catering and Management Info. System	0	0	0	0	0	0	0	0	0	0	Invest to save scheme fund - repayments made by service.
Total Catering Services	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	
Library Services											
Penarth Library Damp proofing	88	88	2	2	0	0	0	0	0	0	
Total Library Services	**88**	**88**	**2**	**2**	**0**	**0**	**0**	**0**	**0**	**0**	
Total Learning and Skills	10,969	16,911	12,101	16,536	2,715	4,840	1,979	3,341	5,461	19,911	
Social Services											
Asset Renewal											
Cartref Porthceri Electrical Upgrade	50	50	0	0	0	0	0	0	0	0	
Southway Electrical Upgrade	45	45	15	15	0	0	0	0	0	0	
Hen Goleg Boiler Replacement	1	1	0	0	0	0	0	0	0	0	
Hen Goleg Damp Proofing	97	97	3	3	0	0	0	0	0	0	
Cartref Porthceri - Subsidence -	15	15	0	0	0	0	0	0	0	0	
Rhoose Road Health and Safety Works	24	24	0	0	0	0	0	0	0	0	
Cartref Porthceri Lift Replacement	70	70	0	0	0	0	0	0	0	0	
Southway Lift Replacement	70	70	0	0	0	0	0	0	0	0	
Older Persons Accommodation	0	0	0	0	1,388	1,388	0	0	0	0	
Slippage											
ICT Infrastructure	400	400	0	0	0	0	0	0	0	0	
Woodlands ATC Demolition	3	3	0	0	0	0	0	0	0	0	Carried Forward from 2014/15
Hen Goleg Clock Tower	101	101	0	0	0	0	0	0	0	0	Carried Forward from 2014/15
Bids											
Hen Goleg Toilets	10	10	0	0	0	0	0	0	0	0	
Hen Goleg Car Park Redesign	46	46	0	0	0	0	0	0	0	0	
Total Social Services	**932**	**932**	**18**	**18**	**1,388**	**1,388**	**0**	**0**	**0**	**0**	
Visible Services and Housing											
Visible Services											
Vehicle Replacement Programme	2,141	2,141	1,596	1,596	694	694	1,818	1,818	962	962	
Asset Renewal	500	500	500	500	500	500	500	500	500	500	
Additional Asset Renewal Highways	300	300	0	0	0	0	0	0	0	0	
Visible Services Highway Improvements	300	300	300	300	300	300	300	300	300	300	
Flood Risk Management	100	100	100	100	100	100	100	100	100	100	To address various flooding & drainage issues
Dimming of Street Lighting/Fitting of LED lanterns	100	100	100	100	100	100	0	0	0	0	Possible Salix funding
Coast Protection and Land Drainage General	110	110	110	110	110	110	110	110	110	110	New responsibilities on coastal protection and land drainage
Slippage											

Gileston to Old Mill	0	60	0	0	0	0	0	0	0	0	Carried Forward as part of 13/14 Slippage
Penarth Pier Supports	90	90	0	0	0	0	0	0	0	0	Carried Forward from 2014/15
Cross Common Bridge	574	574	0	0	0	0	0	0	0	0	Carried Forward from 2014/15
Boverton Flooding	170	170	0	0	0	0	0	0	0	0	Carried Forward from 2014/15
Bids											
Additional Highways/ Environmental Improvements	150	150	300	300	0	0	0	0	0	0	Reprofiled
Broad Street Crossing	150	150	0	0	0	0	0	0	0	0	
Total Visible Services	**4,685**	**4,745**	**3,006**	**3,006**	**1,804**	**1,804**	**2,828**	**2,828**	**1,972**	**1,972**	
HRA											
Housing Improvement Programme											
Kitchens	835	969	853	987	49	120	50	122	54	125	
Bathrooms	479	556	490	567	33	80	34	82	36	84	
Heating & Boilers	191	222	195	226	40	98	42	100	44	102	
Rewiring	494	574	505	585	92	225	97	230	101	235	
Roof Renewals	3,138	3,646	3,211	3,719	280	685	294	699	308	713	
Asbestos Management	0	0	0	0	0	0	0	0	0	0	
External Works	841	977	861	997	47	116	50	118	52	120	
Walls	858	997	878	1,017	39	96	41	98	43	100	
Non-Traditional Properties	344	400	352	408	0	0	0	0	0	0	
WHQS Adaptions	160	186	164	190	0	1	0	1	0	1	
Aids and Adaptations	258	300	264	306	127	312	134	318	140	324	
Communal Areas	2,611	3,034	2,672	3,095	276	676	290	690	304	704	
Windows & Doors	247	287	253	293	107	261	112	266	117	271	
General Improvements	374	435	383	444	149	365	156	372	163	379	
Environmental Improvements	495	575	507	587	85	208	89	212	93	216	
Voids	0	0	0	0	0	0	0	0	0	0	
Emergency Works	550	550	550	550	550	550	0	0	0	0	
Regeneration	2,237	2,237	5,350	5,350	3,000	3,000	6,000	6,000	3,500	3,500	
To be Allocated	5,723	6,650	5,856	6,783	581	1,422	609	1,450	638	1,479	
HRAS Exit	63,156	63,156	0	0	0	0	0	0	0	0	
Total Housing Improvement Programme	**82,991**	**85,751**	**23,344**	**26,104**	**5,455**	**8,215**	**7,998**	**10,758**	**5,593**	**8,353**	
Total HRA	**82,991**	**85,751**	**23,344**	**26,104**	**5,455**	**8,215**	**7,998**	**10,758**	**5,593**	**8,353**	
Total Visible Services and Housing	**87,676**	**90,496**	**26,350**	**29,110**	**7,259**	**10,019**	**10,826**	**13,586**	**7,565**	**10,325**	
Development Services											
Planning and Transportation											
Feasibility Studies in Penarth Including the Esplanade	50	50	0	0	0	0	0	0	0	0	Resubmitted
Ashpath Footpath Widening and Enhancement	100	100	0	0	0	0	0	0	0	0	Resubmitted
Barry Regeneration Partnership Project Fund	184	184	260	260	300	300	300	300	300	300	
Penarth Pier Pavilion - PACL grant	0	0	0	0	70	70	0	0	0	0	As per lease agreement
Tackling Poverty WG Grant	116	534	40	289	0	0	0	0	0	0	

Tackling Poverty S106 Sums	0	60	0	86	0	0	0	0	0	0	
Bids											
Causeway Improvement Scheme	750	750	0	0	0	0	0	0	0	0	Reprofiled
High Street/Broad Street Traffic Management	375	375	375	375	0	0	0	0	0	0	Reprofiled
Slippage											
Tackling Poverty	5	5	0	0	0	0	0	0	0	0	Carried Forward from 2014/15
Holton Road Shop Front Improvements	5	82	0	0	0	0	0	0	0	0	Carried Forward from 2014/15
Barry Island Regeneration	0	45	0	0	0	0	0	0	0	0	Carried Forward from 2014/15
Total Planning and Transportation	**1,585**	**2,185**	**675**	**1,010**	**370**	**370**	**300**	**300**	**300**	**300**	
Leisure & Tourism											
Byrd Crescent Community Centre	150	150	0	0	0	0	0	0	0	0	
Community Centres Works	15	15	15	15	0	0	0	0	0	0	
Total Leisure & Tourism	**165**	**165**	**15**	**15**	**0**	**0**	**0**	**0**	**0**	**0**	
S106 Funding											
Cogan Hall Farm Sustainable Transport	0	135	0	0	0	0	0	0	**0**	**0**	
Lighting Scheme for Zig Zag Path	0	75	0	0	0	0	0	0	0	0	
Pedestrian Crossing Thompson Street	0	18	0	0	0	0	0	0	0	0	
Pedestrian Access Buttrills Road/Holton Road	0	70	0	0	0	0	0	0	0	0	
Total S106	**0**	**298**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	
S106 Slippage											
Paget Road Open Space Play Facility	0	156	0	0	0	0	0	0	0	0	Carried Forward from 2014/15
Llandough Sustainable Transport Schemes	0	94	0	0	0	0	0	0	0	0	Carried Forward from 2014/15
Pedestrian Crossing across Ffordd Y Millennium and Improved Bus Access	0	17	0	0	0	0	0	0	0	0	Carried Forward from 2014/15
Pedestrian Crossing across Thompson Street/Holton Road	0	6	0	0	0	0	0	0	0	0	Carried Forward from 2014/15
Pedestrian Crossing across Buttrills Road/Holton Road	0	23	0	0	0	0	0	0	0	0	Carried Forward from 2014/15
Total S106 Slippage	**0**	**296**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	
Private Sector Housing and Community Safety											
Disabled Facility Grants	900	900	900	900	900	900	900	900	900	900	
Castleland Renewal Area	996	996	500	500	0	0	0	0	0	0	Matchfunding for potential WG grant
Total Private Sector Housing and Comm. Safety	**1,896**	**1,896**	**1,400**	**1,400**	**900**	**900**	**900**	**900**	**900**	**900**	
Total Development Services	**3,646**	**4,840**	**2,090**	**2,425**	**1,270**	**1,270**	**1,200**	**1,200**	**1,200**	**1,200**	
<u>**Resources**</u>											

Corporate Funds											
Regeneration Fund	150	150	150	150	150	150	150	150	150	150	£250K ringfenced for next RDP business plan
CASH Community Grants	30	30	30	30	30	30	30	30	30	30	Promoted by Town/Community Councils.
Space Project - Reduced Office accommodation	1,178	1,178	300	300	0	0	0	0	0	0	Invest to save achieving net savings Includes carried forward amount
Carbon Management Fund	150	150	0	0	0	0	0	0	0	0	Funded from Energy Management Fund
Asset Renewal											
All Services Asset Renewal	0	0	184	184	248	248	300	300	300	300	
Alps Depot - external repairs	37	37	0	0	0	0	0	0	0	0	
Town Hall Library - external repairs	12	12	0	0	0	0	0	0	0	0	
Dock Offices - external repairs	40	40	40	40	40	40					
Regulation 14 Workplace Health and Safety Glazing	0	0	43	43	12	12	0	0	0	0	
Court Road depot - contaminated land issues	350	350	0	0	0	0	0	0	0	0	Site under review.
Dock Offices - mechanical & electrical	220	220	70	70	50	50	0	0	0	0	Potential for Salix funding
DDA adaptations to Council Buildings Phase 4	75	75	75	75	75	75	0	0	0	0	
ICT Schemes											
ICT allocation	50	50	300	300	300	300	300	300	300	300	Future years IT projects
Unix Infrastructure Refresh	250	250	0	0	0	0	0	0	0	0	
Total Resources	**2,542**	**2,542**	**1,192**	**1,192**	**905**	**905**	**780**	**780**	**780**	**780**	
Total Value of Capital Programme	**105,765**	**115,721**	**41,751**	**49,281**	**13,537**	**18,422**	**14,785**	**18,907**	**15,006**	**32,216**	