

Meeting of:	<b>Cabinet</b>
Date of Meeting:	<b>Monday, 29 July 2019</b>
Relevant Scrutiny Committee:	Corporate Performance and Resources
Report Title:	Corporate Asset Management Plan 2019-2022
Purpose of Report:	To seek approval to adopt the new Corporate Asset Management Plan (CAMP) 2019-2022, as attached in Appendix A.
Report Owner:	Executive Leader and Cabinet Member for Performance and Resources
Responsible Officer:	Carys Lord, Head of Finance
Elected Member and Officer Consultation:	Insight Board Executive Leader and Cabinet Member for Performance and Resources Head of Policy and Performance
Policy Framework:	This a matter for Executive decision by Cabinet
<p>Executive Summary:</p> <ul style="list-style-type: none"> <li>• The Corporate Asset Management Plan (CAMP) has been produced in consultation with officers from across the Council’s departments. It sets out the strategy and methodology for managing the Council’s land and property assets.</li> <li>• The new Corporate Asset Management Plan replaces the previous CAMP (2015-2018) and reflects the need to ensure a co-ordinated approach to asset management together with greater collaboration and the efficient, effective and sustainable use of land and buildings in line with the Council’s obligations pursuant to the Wellbeing of Future Generations Act (Wales) 2015.</li> </ul>	

## Recommendation

1. That Cabinet approves the new Corporate Asset Management Plan 2019-2022 as contained in Appendix A to this report

## Reason for Recommendation

2. To satisfy the integrated planning action of the Corporate Plan 2016-2020 to produce a Corporate Asset Management Plan every three years.

## 1. Background

- 1.1 The overall aim of the Corporate Asset Management Plan (CAMP) is to set out the strategic framework for realising the Council's Property Strategy for the next 3 years and to review the outcomes of the previous plan (2015-18). It sets out the methodology for managing the Council's land and property assets to ensure that they are suitable and sufficient to facilitate the delivery of Council services. The efficient, effective and sustainable use of our land and buildings assets is imperative in this regard.
- 1.2 The previous CAMP was approved by Cabinet in July 2015. At the same time, the outcome of an external review of the Council's Asset Management processes and systems was also reported to Cabinet. The report concluded that the Estates Team was "well organised and officers knowledge of the estate and accompanying property systems was robust" and in the consultants' experience, "better than many comparable public sector organisations". They went on to state that the "Estates team operate a lean and efficient department and have good property management systems and tools at their disposal".
- 1.3 There were some opportunities highlighted in the consultant's report which are outlined below, together with commentary on the progress made on each opportunity:

Opportunity	Update
Subject to the availability of alternative accommodation it is recommended that the Council does not renew the lease on Provincial House.	As part of the asset rationalisation programme under the SPACE project, the Council relinquished its lease on Provincial House in November 2017 with resultant revenue savings of £300k being achieved.
Consider undertaking a review of the occupation of the BSC building, Waterfront, Barry to establish whether additional income opportunities exist.	The BSC is a profitable operation with very high occupancy rates. With that in mind and with limited scope for further income generation, the Economic and Neighbourhood Regeneration Team is focusing on the development of the

	<p>BSC2 and surrounding land with a view to investment, grant funding and income generating opportunities. Commercial rent reviews were conducted in 2018. All new tenants are paying commercial rents and as existing tenancies are being renewed there is a 3 year time frame to adjust all rent to market rents.</p>
<p>Consider options for transferring assets to Town/Community Councils or the third sector under possible Community Asset Transfers (CAT).</p>	<p>The Council has received a number of CAT transfer requests, some of which have progressed or are progressing to stage 2 (Full business case stage). To date, 2 CAT transfers have been agreed by Cabinet. The CAT group will continue to look at opportunities for further CAT transfers when appropriate. The Council also looks at various options for alternative delivery options via the Reshaping Services Programme. Developments in this area (in addition to any specific proposals) will continue to be reported via the related Reshaping Services programme governance arrangements.</p>
<p>Consideration be given to the future management arrangements for the Youth Centre in Llantwit Major including the nearby Family Centre.</p>	<p>Following Cabinet consideration and approval, the Council has completed the long leasehold transfer of the Youth Centre Building to Glamorgan Voluntary Services. In addition, Cabinet have approved the Community Asset Transfer of the former Western Vale Integrated Children's Centre (WVICC) to GVS following a marketing exercise. GVS were concentrating their efforts on the lease transfer of the youth Centre building, but now that has completed, officers will be furthering discussions with GVS regarding the WVICC transfer.</p>
<p>Consider options for the use of South Lodge, Windsor Gardens, Penarth.</p>	<p>Penarth Esplanade Board has been considering options for the future use of a number of assets in this locality, including South Lodge. Cabinet Authority was obtained on 17th June 2019 to proceed with marketing a leasehold opportunity in South Lodge. Marketing is due to commence</p>

	imminently.
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## **2. Key Issues for Consideration**

- 2.1** The way we manage our land and property assets has a direct impact on the services we provide, and the CAMP seeks to ensure that we achieve the optimum use of our property 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 and have the right assets in the right place at the right time. The CAMP therefore contributes to the transformational change activity underway across the Council via the Reshaping Services Programme.
- 2.2** The CAMP 2019-22 (contained in Appendix A to this report) has been produced to reflect the progress made against the targets of the previous plan and sets out targets for the next 3 years. The new Plan also reflects the circumstances within which the Council is now operating and makes reference to a range of new asset related initiatives such as the Reshaping Assets Board, the latest phase of the SPACE Project, the new Service Asset Review Group and the 21st Century Schools programme and associated implications for Education assets, amongst other asset related initiatives.
- 2.3** Any surplus land and properties identified as part of the Asset Review Group's work or any other service area asset review will be reported firstly to Insight Board and then to Cabinet if there is a recommendation to dispose of the asset.
- 2.4** The progress against the targets set out in the CAMP 2019-22 will be reviewed annually. Any implications/updates for the CAMP as a result of the refresh of the Corporate Plan will be considered and reported to Cabinet as appropriate

## **3. How do proposals evidence the Five Ways of Working and contribute to our Well-being Objectives?**

- 3.1** The CAMP will contribute to improving energy efficiency and ensuring that the Council continues to use property and land assets in a sustainable manner.
- 3.2** Assets and built property have an impact upon each of the wellbeing goals through the use of accommodation to support services in some instances to a method of enabling or service delivery in other instances. The wellbeing goals are embedded within both the Wellbeing and Corporate Plans which, as the strategic documents for the Vale of Glamorgan Council, set the direction of travel.
- 3.3** The CAMP, in Appendix A, sets out a summary of how assets are used to support the Council's Well-being Objectives. Examples include the use of Council owned land or acquiring third party land to support the objective of increasing the number of sustainable, affordable homes, and utilising land assets near Cardiff

Airport to maximise and promote economic growth, inward investment and employment opportunities etc.

## **4. Resources and Legal Considerations**

### **Financial**

- 4.1** As property rationalisation continues, further opportunities will arise to make better use of the Council's remaining property portfolio. This may result in disposal opportunities (subject to Cabinet approval) and further movement of office based staff within buildings. It may also provide opportunities to "share" accommodation with other public sector organisations providing potential savings for the Council. By adopting a more commercial approach to asset management, opportunities for income generation will develop.
- 4.2** Any transfers of land or property assets between public sector partners, should utilise the Public Sector Land Transfer Protocol. By using the protocol, joint valuation reports are commissioned which saves public sector partner organisations the cost of commissioning individual reports. The cost of commissioning such reports is effectively halved.

### **Employment**

- 4.3** There are no employment implications as a direct result of this report.

### **Legal (Including Equalities)**

- 4.4** 4.4 Any properties which may become surplus under the asset review process will be disposed of in accordance with S123 of the Local Government Act 1972 and also in accordance with the Councils previously adopted Disposal Protocol.

## **5. Background Papers**



VALE of GLAMORGAN COUNCIL

# CORPORATE ASSET MANAGEMENT PLAN

Our Land and Property Plan 2019 - 2022



Strong  
Communities  
with a Bright  
Future

## FOREWORD

I am pleased to introduce this Corporate Asset Management Plan which sets out the way in which The Vale of Glamorgan Council's property estate will be managed, in order to provide accommodation for the delivery of public services for citizens, education of our children and also to Regenerate and develop our communities alongside the growth and development of the County.

Austerity continues to be an overarching theme in the public sector and the ongoing reductions in funding received by the Council means that the efficiency of the property estate is under increasing scrutiny in order to provide cost savings where possible without compromising on the services that our citizen deserve across the Vale of Glamorgan.

The introduction of the Well-Being of Future Generations Act since the last Plan adds a further focus and legal obligation on Public Sector bodies to improve the social, cultural, environmental and economic well-being of our citizens. The Plan has been created with the Act's Well-Being goals in mind, the management and provision of suitable spaces and places from which to provide public services, either directly or in collaboration with our partners are influential factors in achieving these goals.

Property provides opportunities to generate revenue to invest back into Council services alongside the equally important ability to generate cost savings through rationalisation of the estate. The technological, cultural and economic environment which the Council and its customers operate in is changing and therefore our property assets need to adapt to those changes. The needs and requirements of our service providers and users are therefore key in our asset management planning process.

In the context of the Council's transformational change programme, Re-Shaping Services, the message is clear; we not only need to do more with less, but we need to do it differently and as a Council we must continue to work towards our aim of achieving the best use of our assets whilst maintaining service delivery at the highest possible level.



Cllr N Moore  
Executive Leader and Cabinet Member for Performance & Resources

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## 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 130,690 people (2017 Mid-Year Population Estimates) which is slightly decreased to 128,135 by 2039. The age profile in the Vale is broadly in line with the Welsh average: 18.5% of the population are aged 0-15, 60.9% are aged 16-64 years old, and the 65+ group make up 20.6% of the population.

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

### Well-being Plan

The primary function of the Council is to deliver services to the people of the Vale of Glamorgan. The delivery of this function is influenced by the Vale of Glamorgan Well-being Plan which has been developed by the Council in conjunction with its Public Services Board (PSB) partners across the Vale of Glamorgan.

The PSB Well-being Plan has been developed in response to the Well-being of Future Generations (Wales) Act 2015 and covers the 2018-2023 period. The PSB has set four well-being objectives which respond to local needs identified through their Well-being Assessment, in addition to maximising the Vale's contribution to the seven national well-being goals for Wales as defined within the Act. The PSB will deliver these objectives in line with the five ways of working outlined in the Act to ensure sustainable development.

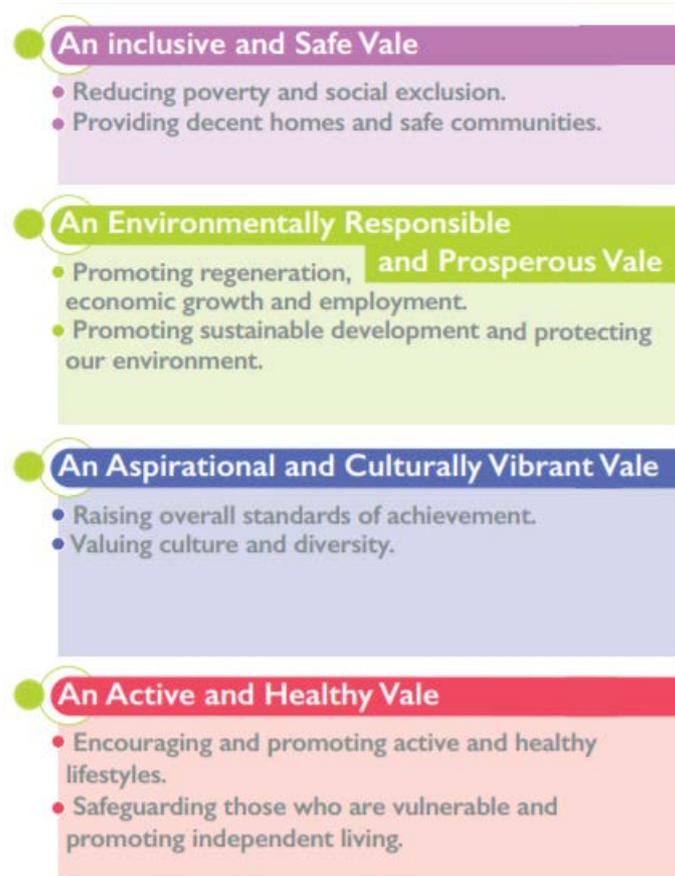
The PSB's four Well-being Objectives are:

- To enable people to get involved, participate in their local communities and shape local services;
- To reduce poverty and tackle inequalities linked to deprivation;
- To give children the best start in life; and
- To protect, enhance and value the environment.

### Corporate Plan

As a statutory partner of the Public Services Board the Council has a duty to contribute towards achieving these objectives and the Council's Corporate Plan sets out how it will do this in order to deliver the Council's vision of "Strong communities with a bright future".

The Corporate Plan sets out four well-being outcomes with supporting well-being objectives. These are:



These well-being outcomes and objectives articulate the priorities for the Council in contributing to the National well-being goals and complement the work of the PSB.

The plan also contains the commitment to:

*“Produce a Corporate Asset Management Plan every three years and report progress annually in respect of set targets in order to achieve the optimum use of our property assets, including community benefits.”*

As well as being a high level strategic plan it also contains a number of specific projects which demonstrate how the outcomes can be achieved with timescales attached. In appendix 1 there is a specific review of all of the actions, noting the progress against each one individually.

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

The Well-being of Future Generations Act requires public bodies in Wales to think about the long-term impact of their decisions. To make sure we are all working towards the same purpose, the Act puts in place seven well-being goals which are:

- A Prosperous Wales.
- A Resilient Wales.
- A More Equal Wales.
- A Healthier Wales.
- A Wales of Cohesive Communities.

- A Wales of Vibrant Culture and Welsh Language.
- A Globally Responsible Wales.

Assets and built property will have an impact upon each of these goals from a means of accommodation in some instances to a method of enabling or delivery in other instances. The wellbeing goals are embedded within both the Wellbeing and Corporate Plans which as the strategic documents for the Vale of Glamorgan Council set the direction of travel.

The act defines Sustainable Development in Wales as:

*“The process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the well-being goals.”*

It goes onto set out five ways of working needed for Public Bodies to achieve the seven well-being goals.

The five ways of working inform this Corporate Asset Management Plan and how it is delivered as assets have a key role to play in supporting the delivery of our well-being objectives.

The five ways of working are:

**Long-term** - *The importance of balancing short-term needs with the needs to safeguard the ability to also meet long-term needs.*

**Integration** - *Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their objectives, or on the objectives of other public bodies*

**Involvement** - *The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves*

**Collaboration** - *Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives*

**Prevention** - *How acting to prevent problems occurring or getting worse may help public bodies meet their objectives*

In order to deliver our well-being objectives, the Council has identified a series of integrated planning activities which are central to the successful delivery of our objectives.



## Medium Term Financial Plan

The Council's ability to deliver its priorities has been impacted by increasing demographic and funding 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 activities. A key aspect of this is the Council's Reshaping Services strategy and programme. Reshaping Services seeks to transform the way Council services are provided to protect priority services in the current and future financial climates. 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 PSB Well-being Plan, Corporate Plan, and the organisational 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 diagram below.

The diagram shows the value property assets have in supporting service delivery and the Council's well-being objectives and demonstrates that the CAMP plays a supporting role across all service areas to differing degrees.



The Corporate Asset Management Plan (CAMP) deals with all the Council's interests in land and buildings (excluding the Housing Revenue Account assets, which include Council housing and any related land and buildings), and highways infrastructure.

### **Capital Strategy**

The Capital Strategy provides a framework which outlines how capital expenditure, capital financing and treasury management activity contribute to the provision of corporate objectives, along with an overview of how associated risk is managed and the implications for future financial sustainability. It therefore outlines the Council's need to acquire, dispose or enhance assets such as land, buildings, roads, vehicles & plant to provide sustainable service provision to support its objectives. As resources available to meet the capital requirements of the Council are limited, the Strategy explains how priorities are set and outlines the sources of funding available, including the level of borrowing it will need and can afford to undertake.

The Strategy has been prepared to cover a period of ten years from 2019/20 to 2028/29, however, recognising that there is some uncertainty, especially in relation to funding in later years, a detailed Capital Programme has been included for the 5 year period 2019/20 to 2023/24. The Strategy was accepted by cabinet on 18<sup>th</sup> Feb 2019 Minute [C582 refers](#)

### **Highways Asset Management Plan**

The Vale of Glamorgan Council's Highway Asset Management Plan (HAMP) is currently in the process of being finalised by the Highways team. 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.

## **Housing Asset Management Strategy**

The Housing Asset Management Strategy is an overarching statement of objectives, goals, issues, processes and action priorities. The strategy will be applied to ensure effective management and maintenance of all council owned homes and related land assets.

The Strategy will aim to provide high quality, customer focused services demonstrating value for money. Asset Management Strategies often concentrate on stock condition and the development of investment programmes, however, this strategy also considers the maintenance of the existing stock as well as the development of new homes by the Council and the wider neighbourhood.

The strategy was approved by Cabinet in November 2018.

## **Housing Development Strategy**

The Housing Development Strategy 2019-24, was approved by Cabinet in June 2019 and sets out the Council's vision and objectives for the delivery of new-build Council homes and the approach the Council will take to ensure that these new homes contribute to successful communities and growth in the local economy, whilst maintaining the financial health of the Housing Business Plan.

As the Council's new house building programme becomes more ambitious, there is a need to provide a strategic direction that will support its successful delivery, which also aligns with the aims and objectives of the Council's Corporate Plan, the Council's Well Being Plan, Local Housing Strategy and the Council's Housing Asset Management Strategy.

## **The Corporate Asset Management Plan (CAMP)**

The way we manage our land and property assets has a direct impact on the services we provide, and the CAMP seeks to ensure that we achieve the optimum use of our property 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 and have the right assets in the right place at the right time. The CAMP therefore

contributes to the transformational change activity underway across the Council via the reshaping services programme.

This theme is clearly established in the Corporate Plan's integrated planning actions and Medium Term Financial Plan and is summarised within our Property Mission Statement which outlines our long term aspirations:

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

The framework for achieving this mission is contained within the CAMP 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 diagram above highlights that the asset management process is a continuous one. As the needs of services change our property assets need to adapt to meet those needs. Service departments are consulted annually on their property requirements and the data collected in the form of Service Asset Management Plans (SAMPs). These plans assess each service areas assets in terms of their Suitability and Sufficiency for the services intended use.

The SAMP process is intended to highlight property assets that are surplus to requirements or not fit for purpose due to a variety of factors including Location, Size or Condition. The high level data gives a good overview of the portfolios performance, the most recent set of results can be found on the graphs in section 3. The findings of these surveys also help to prioritise the asset maintenance programme.

## The Financial Context – *‘Doing more with Less’*

The Corporate Plan objectives establishes the priority areas for the Council and influences the way in which budgetary decisions are made. At a time of decreasing budgets, the Medium Term Financial Plan sets out how the Council’s funding position is changing and therefore the extent of funding which is available to deliver the Council’s objectives.

The Council receives around 67% of its net revenue from the Welsh Government. The final proposals for the 2019/20 Revenue Budget set out savings of £3.7M required in 2019/20. The proposals set out further savings targets in the region of £8.6M in 2020/21 and £6.6M in 2021/22. This totals £18.9M over the three year period. The CAMP sets out the contribution that our assets can have in helping to meet these financial challenges.

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 the approved 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 PSB’s Well-being Plan therefore provide us with the direction we need to be moving towards, and it is essential that we align our assets accordingly.

The Capital Strategy 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.

Local government funding continues to be squeezed as a result of ongoing austerity measures. Regardless of this trend it is prudent to continue ensuring that the portfolio remains efficient and that the estate continues to deliver value for money.

## Section 2 – The Existing asset Base

Operational Assets^	Number of Properties	Area (GIA)*	Asset Value as at 2013 / 2014 £	Split
Office / Administrative	7	27,316 msq	9,656,652	Buildings
			1,764,266	Land
Schools	62	158,209 msq	168,498,156	Buildings
(only 48 owned by VoG)			89,861,312	Land
Libraries	4	1,630 msq	6,522,630	Buildings
			892,451	Land
Sports Centres / Pools	6	15,801 msq	14,551,844	Buildings
			1,016,000	Land
Social Services	18	10,683 msq	9,919,606	Buildings
			3,151,954	Land
Community Centres/Clubs/Youth Centres	28	6,069 msq	7,515,237	Buildings
			1,622,358	Land
Parks	82	582 Ha	9,094,689	Buildings
			10,815,361	Land
Land Assoc with Direct Service Property	66	55.88 Ha	4,859,171	Land
Other Direct Service Property	60	14,463 msq	7,047,859	Buildings
Starter Units (workshops)	107	10,780 msq	2,030,000	Buildings
Off Street Car Parks	22	11.02 Ha	4,893,078	Land
Total Operational Assets	409	Floor Space GIA: 230,578 sqm*	353,712,625	
		Land: 682.08 Ha		

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

<b>Non-Operational Assets<sup>^</sup></b>	<b>Number of Properties</b>	<b>Area*</b>	<b>Asset Value</b>
Surplus Property	8	25.63 Ha	<b>10,910,379</b>
Commercial/Industrial Property	60		<b>3,744,555</b>
Economic Development Land/Property	12	142 Ha	<b>6,251,304</b>
<b>Total Non-Operational</b>			<b>20,906,238</b>

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

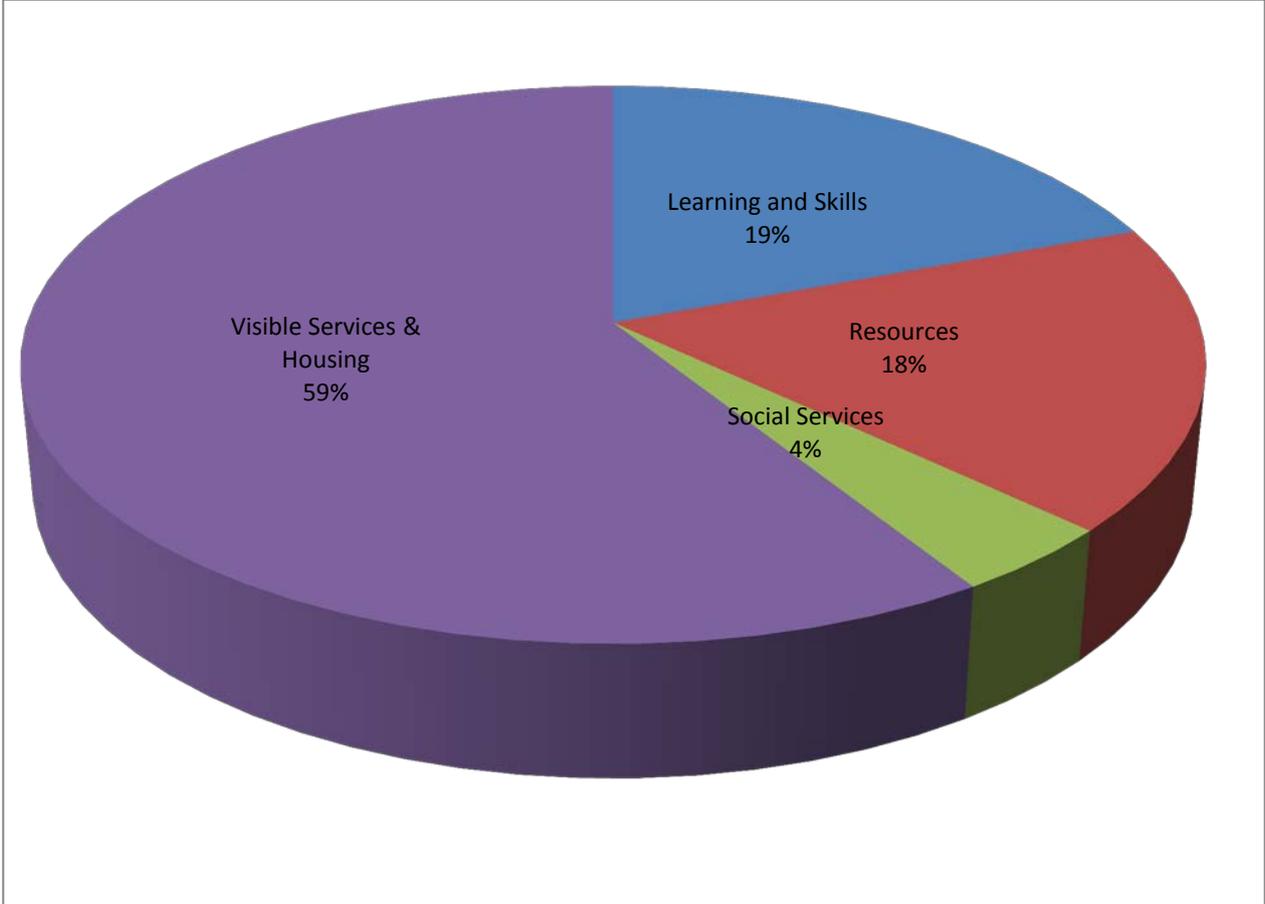
\*Subject to change with continuous improvement of data.

## 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

The graph below shows the amount of property assets held by Council Directorates.



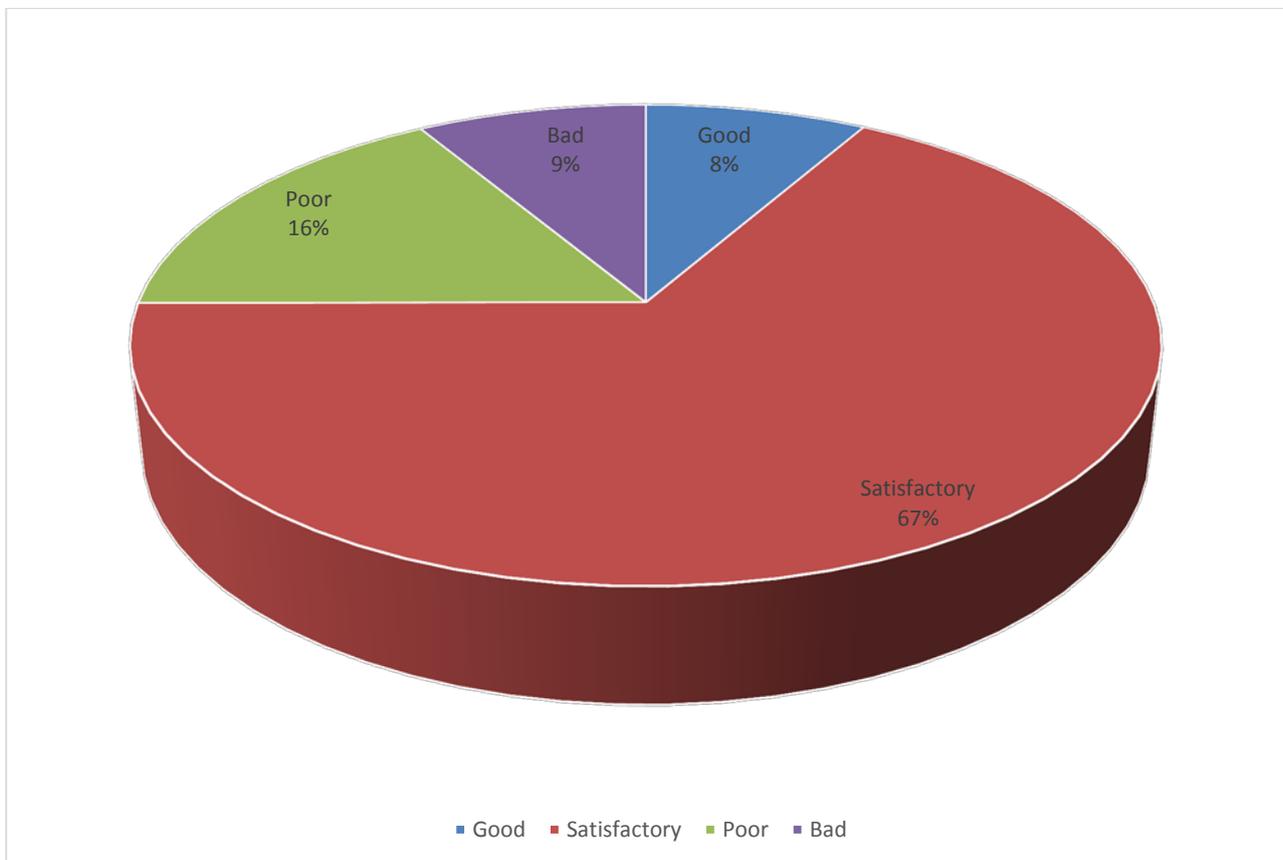
## Property Asset Condition

Property condition surveys are coordinated by the property team and provide a database of information which identifies maintenance and repair work, and the timescale for undertaking that work, and thereby permitting accurate budgeting, the assessment of compliance and strategic planning.

The rating of the condition takes into account all the various aspects of the physical condition of a property asset including:

- The building fabric internally and externally, including roofs;
- Building services (this covers items such Heating, Ventilation, Electrical services some areas may also require specialist reviews such as lifts);
- Infrastructure items, such as roads and main services; and
- Hard and soft landscaping and boundaries.

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



The property condition surveys are in the process of being updated and the categories will change as maintenance and investment work is undertaken.

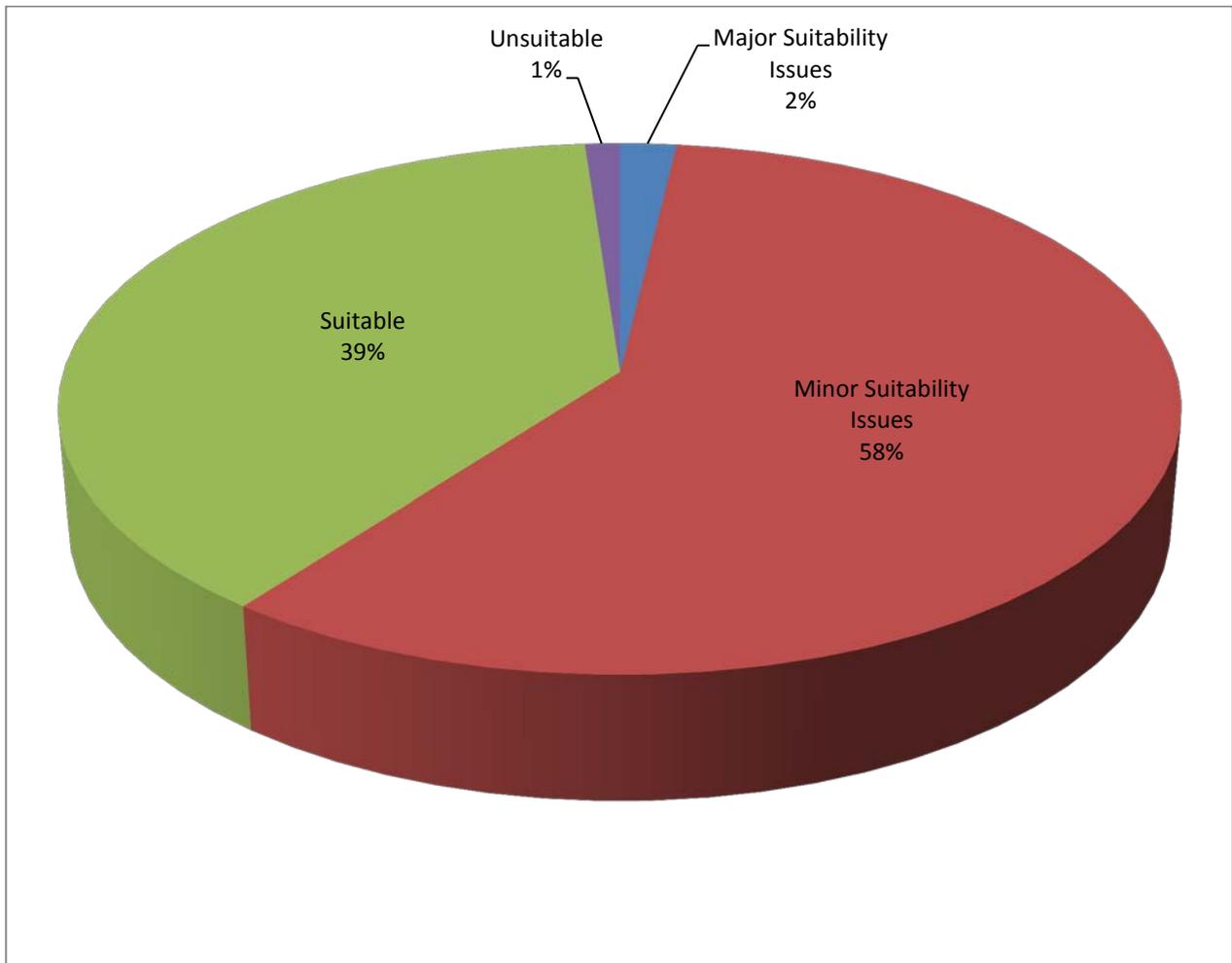
## Suitability

An assessment of the suitability of each property asset to support service delivery is undertaken in conjunction with the services.

Suitability takes into account the suitability of:

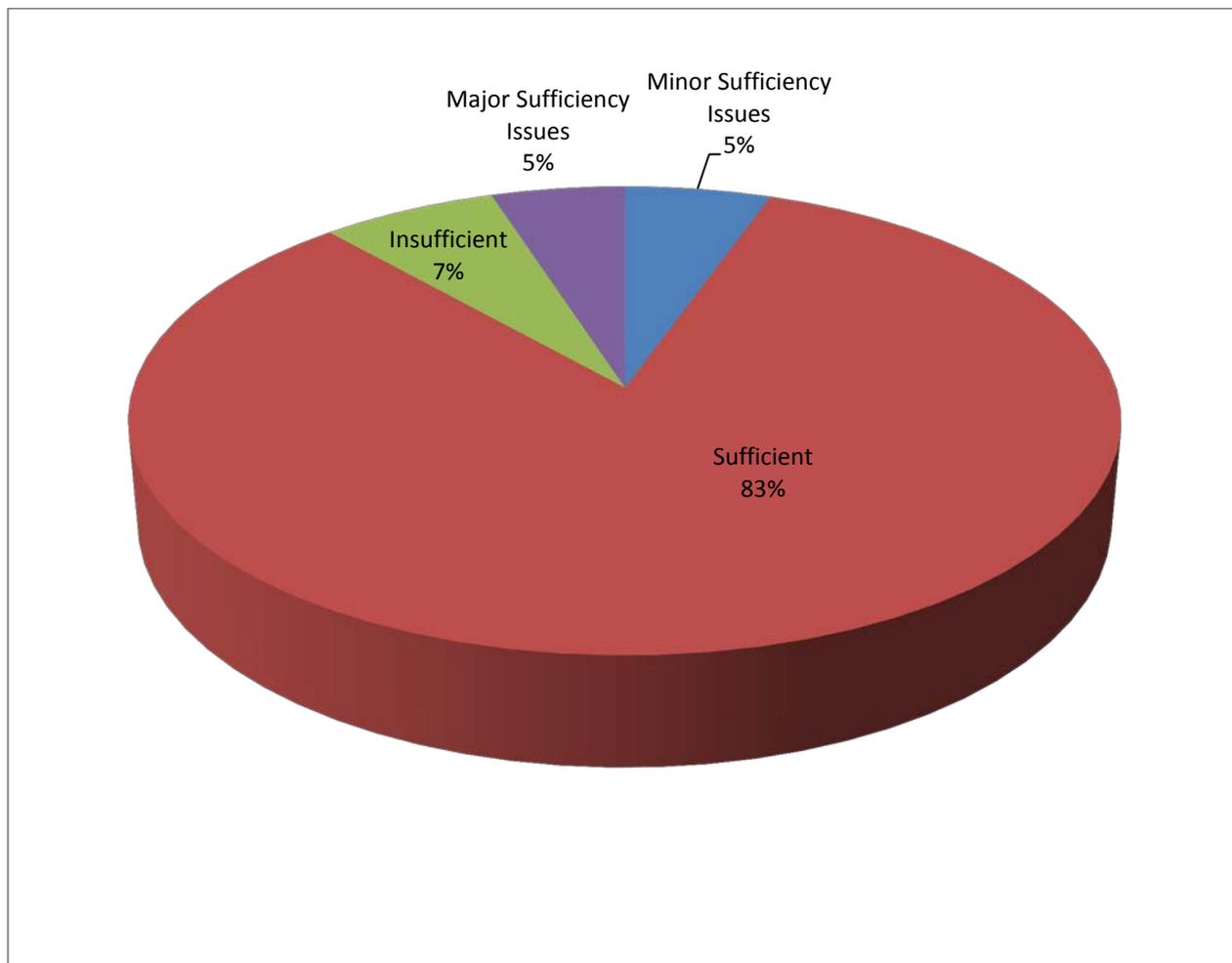
- **Location**, how conveniently is the asset located to support service delivery and is there good access by different modes of transport.
- **Image**, is the age and appearance of the property in line with the service. Is the working environment of an appropriate quality.
- **Layout and Specification**, adequacy of floor area, layout, provision of storage, IT provision, and security of the site.
- **Suitability of associated land**, parking, playing fields or additional allocated land.

The chart below shows the suitability of the property asset base as reported by the Service Areas through the Service Asset Management Plan Questionnaires 2017.



## Sufficiency

This data is an assessment of the sufficiency of each property asset to support the service needs in the short, medium and long term.



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. SAMP data will be collated and reviewed during the course of this Plan.

## 2015 – 2018 CAMP Review – *What we've achieved*

The 2015 – 2018 CAMP provided a more focused approach to how we managed our property assets and built on the previous plan.

TARGET (2015-2018)	PROGRESS
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	
To review and improve the Service Asset Management Plan (SAMP) questionnaires and send out to all services.	During the life of the last plan the SAMP questionnaires were revised to reflect the new well-being outcomes and objectives of the Corporate Plan 2016 - 2020.  These will be circulated bi-annually for service completion.
Develop an Acquisition Protocol for accommodation requests.	An acquisition protocol was developed and adopted by Cabinet on 20 <sup>th</sup> February 2017.
To carry out a yearly review of performance against the CAMP	This was completed during the life of the plan. This target continues to be a priority for the new Plan.
To undertake and complete property area reviews of all operational buildings and land holdings.	Following the 2015 Asset Management Review conducted by JLL, the Council is pursuing a number of key priority Actions. Area reviews are currently being rolled out. Penarth Esplanade Board is currently considering a number of assets in that specific area and it is intended that other area reviews are rolled out in a similar way over the life of the new plan. Work has commenced on this already and a project team has been set up. The Asset Review Group is currently considering the Pilot Ward of St Brides Major and will be reporting the outcomes to Insight Board imminently.
Rationalise Corporate office Accommodation	The second phase of the Space project has been completed with the Council relinquishing its lease of Provincial House. The third phase is being planned to continue work on reviewing the corporate office estate. This theme is

	ongoing and will continue to be an action in this new plan. The Estates team has recently been successful in a bid to Welsh Government's Assets Collaboration Grant Fund, which has allowed the purchase of digital occupancy data recording devices which are assisting with collating key occupation data across our office estate.
Develop the Council Smarter Working Policy and space standards.	Space standards have developed and will be implemented further during the next phase of the Space project (as referenced above).
To continue to decrease our energy costs and Carbon emissions	<p>A new Carbon Management Plan has been developed and was adopted by Cabinet in December 2018.</p> <p>The Council achieved a reduction in CO<sub>2</sub> of 21% against the target of 20% during the previous plan which is in line with Welsh Government targets.</p> <p>The Council has signed up to the RE:FIT framework in Wales. A contractor has been appointed to proceed with Investment works as part of the RE:FIT process.</p>
Identify Opportunities to reduce the number of leased in properties.	<p>As mentioned above, Provincial House was released realising substantial savings during 2018.</p> <p>The action will carry through into the new plan.</p>
Review asset measurement data in line with IPMS	All new measured surveys will be produced in line with new international measurement standards.
Disability Access Audits (DAAs)	Work has been undertaken on Disability Access Audits of the Council's public land and buildings. The audits highlight any areas of concern and will assist with the Council's asset management planning process. The data will form a

	<p>crucial part of service area reviews and will assist with the capital bids prioritisation process.</p> <p>Access audits have been completed in all Education, Corporate and Social Services property assets.</p>
<p>Objective: 2 To identify and pursue opportunities to generate capital receipts from the disposal of surplus property. Corporate Alignment: CL11</p>	
<p>A11. Identify underperforming / inefficient assets which, following an options assessment could be made surplus.</p>	<p>A number of assets are currently being marketed or due to be marketed with capital receipts anticipated in the medium term – 1-3 years.</p> <p>Work to identify underperforming and inefficient assets is ongoing through the service asset management plan reviews undertaken with services and also ongoing work being undertaken alongside services to deliver revenue generating initiatives also. As referenced above the Asset Review Group are commencing on area asset reviews also.</p>
<p>A12. Progress the disposal of the key disposal sites.</p>	<p>These are ongoing and are reported at yearly intervals.</p> <p>Disposals will generate capital receipts and reduce our holding liability. The timescale for receipts is dependent on market and outside influences such as the planning process. Key sites include:</p> <ul style="list-style-type: none"> <li>- Former Barry Island Public Conveniences – Contracts exchanged. Planning application imminent.</li> <li>- Hood Road Good Shed, Barry – Contracts exchanged and completion imminent.</li> <li>- St Cyres School, Dinas Powys – has now been sold and completed with developers on site.</li> <li>- Ysgol Maes Dyfan, Barry - Completed</li> <li>- Former Bryneithin Care Home - Completed.</li> <li>- IQ Southern Development Site,</li> </ul>

	<p>Waterfront – Negotiations ongoing with Cardiff and Vale College.</p> <ul style="list-style-type: none"> <li>- Former Eagleswell School, Llantwit Major – discussions ongoing with housing colleagues.</li> <li>- Airport Enterprise Zone land – Negotiations ongoing for part of the site for Cardiff and Vale College.</li> </ul>
<p>Objective 3: To ensure that Premises Manager / Duty Holders manage Council assets so that they comply with appropriate statutory, regulatory and corporate standards, and are maintained to an appropriate level.</p>	
<p>Property duty holders to undertake compliance certification for properties and upload to AssetManager.Net</p>	<p>A corporate compliance team has been formed and is working to update and maintain the compliance records to required standards at each site.</p>
<p>Objective 4: To ensure that all asset information held is in a user friendly form which is accessible to service users.</p>	
<p>A14. 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</p>	<p>Those officers requesting access are now all online. The intention over time is to roll out further as appropriate.</p>
<p>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</p>	
<p>A15. To seek collaboration opportunities with local public sector organisations</p>	<p>This is an on-going process to share asset data to help identify opportunities to collaborate or co-locate with partners with potential for revenue savings and more resilient service delivery.</p> <p>The Operational Manager for Property sits on the Ystadau Cymru Board (a public sector National Assets working Group) hosted by Welsh Government. The Council is also a key partner in the Ystadau Cymru Cardiff and Vale Sub-Regional Group which has recently been successful in securing Welsh Government asset collaboration funding to identify opportunities to utilise assets</p>

	<p>more efficiently through public sector collaboration. The initial findings and recommendations of that consultancy report have been received. Work will continue to further this collaborative agenda with public sector colleagues in the Cardiff and Vale Region.</p>
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## Section 3

### 2019 - 2022 Corporate Asset Management Plan Objectives

The CAMP provides the strategic framework for Asset Management in the Council. The 2019/22 plan will also continue the work already commenced through the 2015/18 CAMP and translates the objectives of the Corporate Plan, Medium Term Financial Plan, Capital Strategy and Reshaping Services Strategy into clearly definable programmes that will seek to challenge and improve the asset base.

The following objectives are the five key themes that will ensure that asset management is delivered in the most efficient manner:

- 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 and revenue generating opportunities from 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.**

**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. An emerging theme of the Reshaping Services programme is the contribution assets can make to changing the way services are delivered, costs managed and revenue generated. This objective underpins this work and the work of other Reshaping activity, including the income generation and commercial opportunities board and the Digital Board. A description of the on-going key asset programmes follows:

**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:

<b>DATA SOURCE</b>	<b>MEASURED / COLLATED</b>	<b>OBJECTIVES / OUTCOMES</b>
<b>Condition Survey</b>	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.
<b>Service Asset Management Plan (SAMP)</b>	SAMP questionnaires are completed annually by each service area and provide data relating to the assets each service are allocated.	Assists in aligning our property assets' ability to meet both current and future service delivery needs. It is also an integral part of informing 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 and the Future Generations Act requirements.
<b>Compliance</b>	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.
<b>DDA / Equality Act</b>	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.
<b>Energy / Sustainability</b>	The Council is committed to reducing its energy costs and reduce carbon emissions. Data is collated by the Energy Manager.	The current National targets are stated in the Environment Act 2016 which are that carbon emissions from Wales are to reduce by 80% by 2050. Interim Carbon budgets which are expected to contain the targets and scope of Carbon reduction for the public sector have not yet been published at the time of writing but are expected to mirror or go further than the 80% by 2050 target.  The Council adopted a Carbon Management Plan (CMP2) in December 2018, this plan

		<p>communicates how CO2 will be reduced over the course of the plan. The Estates and Energy teams will work with departments across the council to deliver these reductions.</p> <p>The Council is also working towards ensuring that all major developments meet BREEAM 'excellent' standard where appropriate.</p>
<b>Running Costs</b>	<p>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.</p>	<p>Informs our asset strategy and any priorities for change.</p>
<b>SPACE Project</b>	<p>The Project required a review of asset usage and performance in key corporate office buildings.</p>	<p>Informs how efficiently we are using our office accommodation and identifies opportunities to rationalise and consolidate corporate space.</p>

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 has been commenced as part of a Reshaping Services Assets Programme to challenge the use of assets with the aim of identifying projects which highlight opportunities to:

- Optimise utilisation of land and property;
- Generate capital receipts through the release of sites identified as surplus;
- Identify revenue/income producing opportunities by utilising assets differently;
- Identify revenue savings; and
- Progress shared use / collaboration where appropriate.

A Penarth Esplanade Board was set up to review many of these opportunities within that specific geographical area during the last plan period. It is intended that further area specific project boards will be set up during the life of the new plan when appropriate.

The area asset 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 as well as input from multi-disciplinary teams such as Planning, Legal, Highways, Visible Services, Economic Development and Regeneration and Estates.

A property review working group has been established with members from a variety of departments including Estates, Economic Development and Planning initially to inform the work of the Reshaping Services Assets Programme. The objective of the group is to pool expertise and knowledge from across the authority to focus on opportunities for Regeneration, Development, disposal or income generation within geographical areas, it is intended that any progress that is made and initiatives which are discovered through this process will be reported in the annual review of the Plan and to the Reshaping Assets/Insight Boards where appropriate. The initial template for the evaluation process can be found in Appendix B

## Smarter Working Policy

The Council approach to the use of office accommodation is continually evolving to meet the requirements of the Corporate Plan priorities, CAMP and changing service delivery requirements. To standardise how we allocate office accommodation a strategy has been developed which determines 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 recognises 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, subject to the needs of the service. 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 where possible.

<b>FUNCTION</b>	<b>ALLOCATION M<sup>2</sup></b>
Director / Head of Service	18 – 25
Operational Manger	11 – 15
Manager	8 – 11
Admin Staff	6 – 8
Hot Desking	4 – 5
Meeting Space	13
<b>Average Office Space Per Person (sqm) (Civic, Alps, Docks, Provincial, C1V)</b>	<b>10.66</b>

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 as part of the Reshaping Services Asset Programme. 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:

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

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 is delivering more effective and efficient use of space and realising 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:

Comparing current space allocation against corporate space standards; and  
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. As mentioned previously, the Estates team has recently been successful in a Welsh Government Asset Collaboration fund bid to acquire electronic data collection devices and associated software which will further assist this process.

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: Provincial House, Barry**

Following the successful first phase of the Space project which saw the disposal of Haydock House and the relocation of Social Services teams to the Docks Office, attention turned to the Council's rental of Provincial House and the condition of the Civic Offices in 2015/16.

The Civic Offices required essential maintenance work to the electrical and data installations in order to ensure compliance with relevant legislation as well as future

proofing the building in terms of maximising occupancy and providing fit for the future data connectivity.

Provincial House was leased by the Council to accommodate Education and HR services, including the Occupational Health service. The Space project team tendered for works to the Civic Offices and appointed a main contractor who has undertaken the necessary works at the Civic Offices in order for it to be compliant and to maximise the space available for staff. This resulted in Provincial House being vacated which has delivered cost savings of £300k per annum.

The project at the Civic Offices has enabled innovative new work spaces to be created, including hot desking for teams, breakout areas, newly refurbished kitchen spaces and meeting rooms.

## Acquisition Protocol

An Acquisition Protocol was developed during the last plan period and was reported to and adopted by Cabinet in February 2017. The protocol will help to ensure that a co-ordinated approach is adopted for any acquisition requests. The protocol will require:

- The reason for acquisition (by service area);
- 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);
- Option appraisal (including an assessment on a whole life costing basis to establish the most cost effective options to provide a suitable building); and
- 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 Insight Board for consideration prior to any recommendations being on accommodation requests.

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

The Energy team which form part of the Property team is responsible for the development of initiatives aimed at reducing energy consumption in addition to identifying funding streams to implement them.

The previous Carbon Management Plan (CMP1) had an overall objective of reducing emissions by 20% by 2015-2016 from a baseline calculated from the 2005/6 financial year. A target which was met by achieving an actual 21% reduction. The team have developed a second plan which covers the period 2018 to 2021/22. This new plan

demonstrates how we aim to achieve these targets (CMP2). This new plan was reported to and adopted by Cabinet on 17<sup>th</sup> December 2018

The carbon reduction objective is also incorporated into the objectives set out in the Corporate Plan, thus ensuring it remains a priority across the services. The planned reductions across this period are 15.8%. The Welsh Government have announced that they intend to reduce carbon emissions by 80% by 2050 for their own estate. The final details of the scope of this and the baseline figures for the wider public sector are unknown at the time of producing this plan however it is widely thought that targets of this scale would be hugely ambitious and will require the public sector as a whole to think differently about their operations and consumption and may have significant investment requirements associated with this kind of reduction..

The Council currently has buildings utility expenditure in the region of £3.5m per annum with an associated carbon emission of approximately 9,590 tonnes from its operational buildings (2017-18).

Work to reduce these figures is being achieved through the use of the Welsh Government's interest free SALIX funding and using the RE:FIT contractor framework which has allowed the Council to procure a preferred contractor who is working alongside the energy team to implement various energy saving projects such as:

- Renewable Energy installations;
- LED lighting schemes;
- Insulation works;
- 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 its annual buildings CO<sub>2</sub> emissions, which as previously stated reduced in line with the previous targets up until 2018. It is predicted the next phases of the work will be harder to achieve especially if the WG 80% reductions are rolled out to the rest of the Public sector.

The Council also reports the % change in Display Energy Certificates (DEC) score each year 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 D (on an A-G scale). In 2017-18 the average grade was C. There is an annual target for the score to be reduced by 3% annually.

The Council produced its annual report for the Carbon Reduction Commitment (CRC) the last submission was 9590 tonnes CO<sub>2</sub> in the 17/18 year. 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). The scheme comes to an end in 2019 however it is anticipated that compliance with increasing green legislation, through the Energy Act will be a driving factor on activity within this sector.

### Focus: 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 helped fund additional energy efficiency projects. The repayment period for the Solar Panels cells is estimated at 8 years and the Council is on track to achieve this target.



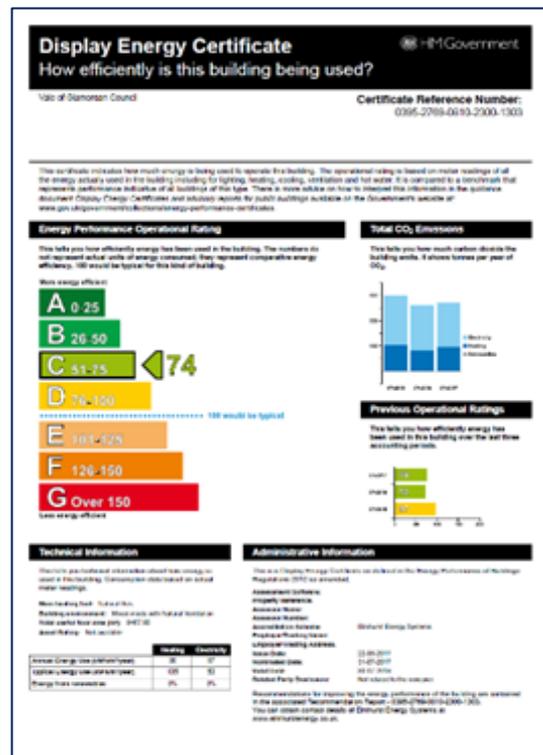
### Energy Act – EPC requirement

The Energy Efficiency (Private Rented Sector) (England and Wales) Regulations 2015 made it unlawful from April 2018 to let residential or commercial properties with an energy performance certificate (EPC) rating of ‘F’ or ‘G’ (the lowest grades of energy efficiency) (subject to some categories of buildings that are excluded).

The scheme will be extended on 1<sup>st</sup> April 2023 to cover all leases, including where a lease is already in place. The regulations are enforced by trading standards. Penalties will be based on the rateable value of the property, up to a maximum of £150,000 per property.

The requirement is triggered upon the grant of new leases but also upon lease renewals, Sub Letting and assignments. There are certain exemptions however the majority of the Councils leased out portfolio will be within scope.

The scale of the investment required is currently unknown however early cases where properties have required upgrading, Estates officers have worked closely with the EPC assessor in order to choose measures that assist with the compliance of the property but also compliment the asset from a maintenance perspective moving forward. The future evolution of the scheme will be closely monitored as it is expected that further extensions or changes to the scope may be announced with resultant investment implications.



**Objective 2: To identify and pursue opportunities to generate capital receipts and revenue generating opportunities from surplus property**

The asset management process has review and challenge mechanisms throughout and provides us with the opportunity to identify surplus or underperforming assets and subsequently seek their disposal or to generate valuable income. This creates the opportunity to generate a capital receipt where disposals are required, 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:

<b>2011/12 Capital Receipt = £415,377</b>
<b>2012/13 Capital Receipt = £1,121,215</b>
<b>2013/14 Capital Receipt = £1,184,012</b>
<b>2014/15 Capital Receipt = £3,645,722</b>
<b>2015/16 Capital Receipt = £2,646,000</b>
<b>2016/17 Capital Receipt = £633,000</b>
<b>2017/18 Capital Receipt = £4,687,000</b>

To support this objective a Disposal Protocol was agreed and approved by Cabinet 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.

**Case study: St Pauls Church, Penarth**



St Paul’s Church is located on Arcot Street, Penarth within the St Augustine’s Ward close to the Penarth Heights housing development. The property was vacant, derelict and owned freehold by the council.

The property occupies a site extending circa 0.25 acre (0.1 Hectare). The boundary of the site is shown edged red in the plan. The Council owned the freehold interest of the site.

At its meeting of 20th February 2017 (Cabinet Minute C3480 refers) Cabinet authorised the disposal of a 999 year leasehold interest in the property to one of the 4 local Registered Social Landlords (RSL) following a competitive bidding process.

A RSL development offers the opportunity to deliver a mixed use scheme that would create new affordable homes for north Penarth, establish a new community facility providing a community hub for the locality and Regenerate a derelict site either involving the retention and conversion of the church

or by way of a new build scheme subject to viability.

Newydd Housing Association have been chosen by the Council’s project Board as preferred bidder and they secured planning permission to deliver a mixed use development at St Paul’s Church comprising affordable apartments and a Community Facility in late 2018.

The sale was completed in January 2019. The Council looks forward to seeing the scheme progressing and the property brought back into beneficial use again.



**Example : Income Generation in Parks**



The Council is keen to maximise the income potential of its urban Parks whilst increasing the quality of services available. As part of this catering opportunities for external providers/organisations at various locations are currently being considered.

The types of offers available vary between Parks as different solutions suit different Parks. In Penarth a former entrance lodge to Windsor gardens is being considered as alternative uses which complement the Park (subject to planning) whilst at Romilly Park in Barry there is catering concession next to a children’s play area being marketed.

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Other offers include an ice cream concession next splash pad facility and an opportunity to locate a catering offer in the refurbished Gladstone gardens Barry.

**Example : BSC<sup>2</sup>**

Cardiff and Vale College formerly occupied the Skills Centre building in the Innovation Quarter on Barry Waterfront. The building sits adjacent to the BSC, a high quality office and workshop facility operated by the Council to support the establishment and growth of businesses. When the 940 m<sup>2</sup> building became available as a result of the College vacating, there was a need to consider options for the building. Analysis showed there was still a lack of private investment in good quality office accommodation in Barry, and the proximity of the former Skills Centre to the BSC offered opportunities for efficient expansion of the important facility. Planning consent was secured for the new BSC<sup>2</sup> facility and a programme of refurbishment started. The first tenants are now in situ.



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

PROPERTY	STATUS	
<p><b>Former Barry Island Public Conveniences</b></p>	<p>This building is a disused public convenience in a prominent position on Barry Island. It is in very poor physical condition and unattractive.</p> <p>It is adjacent to land and buildings in which the Council has invested considerably via regeneration programmes. The site's value and viability for development have therefore increased considerably, and the opportunity was taken to market the asset.</p> <p>The Council has recently exchanged conditional contracts with the preferred bidder and a development of high quality restaurants is planned. The Council will benefit from the capital receipt and the resort will at the same time be improved.</p>	
<p><b>Nell's Point Barry Island</b></p>	<p>A prominent headland development site comprising circa 10.4 acres. The site was formerly used as a part of the now closed Butlins holiday camp. The site is allocated for leisure and tourism uses.</p> <p>As a result of the marketing exercise a number of proposals were received. The favoured scheme included a very high quality hotel development proposed by a major hotel brand. Unfortunately this did not progress to completion and the project Board are currently considering future options for the site.</p>	

<p><b>The Goods Shed Site Innovation Quarter Barry</b></p>	<p>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.</p> <p>The building has now been sold subject to contract and the successful scheme will, subject to planning consent, comprise a business and entertainment village featuring a range of pop-up cafes and bars, a technology hub, live work units, and accommodation for small, local businesses which will trade out of modified shipping containers. There is also an element of affordable housing planned.</p>	
<p><b>Llantwit Major Former Youth Centre Building</b></p>	<p>A former Youth services building which was declared surplus following a reshaping services initiative.</p> <p>The property was marketed as a Multi-purpose community facility which could include but not limited to Youth provision, adult education, wellbeing activities, dance and exercise, digital enterprise, together with office accommodation for small businesses.</p> <p>The successful applicants were Glamorgan Voluntary Services (GVS) and a 99 year lease has been entered into with that organisations..</p>	
<p><b>The Southern Development Site</b></p>	<p>The property is a vacant site comprising approximately 1.1 hectares (2.8 acres) of former industrial land.</p> <p>Cardiff and Vale College have identified the site as a preferred location for a new campus.</p>	

<p><b>Former Eagleswell Primary School, Llantwit Major.</b></p>	<p>The former Eagleswell Primary School which has relocated to Llantwit Learning Community was declared surplus and was placed on the market in 2017.</p> <p>Negotiations with the proposed purchasers broke down during 2018 and the Council is currently considering its options for the site.</p>	
<p><b>Cowbridge Livestock Market</b> – consideration of the future of the site currently ongoing.</p>		
<p><b>Broad Street Clinic / Gladstone Road compound, Barry</b></p>	<p>The highways and the surrounding vacant and underutilised spaces in the vicinity of the Gladstone Road Roundabout area have the potential to fulfil a much more important strategic role than the simple movement function that is currently attached to them. The Council is therefore keen to develop comprehensive redevelopment proposals that provide development opportunities (at the Clinic and Compound Sites initially), create enhanced public realm and improved vehicular and pedestrian movement. A key aim is to facilitate a family of coordinated high quality contemporary building developments with a strong sense of place, providing a positive new gateway development of scale at the west end of the town centre.</p>	

Our progress with the disposal of the sites which haven't yet been completed will be updated annually as part of our action plan.

**Completed disposals:**



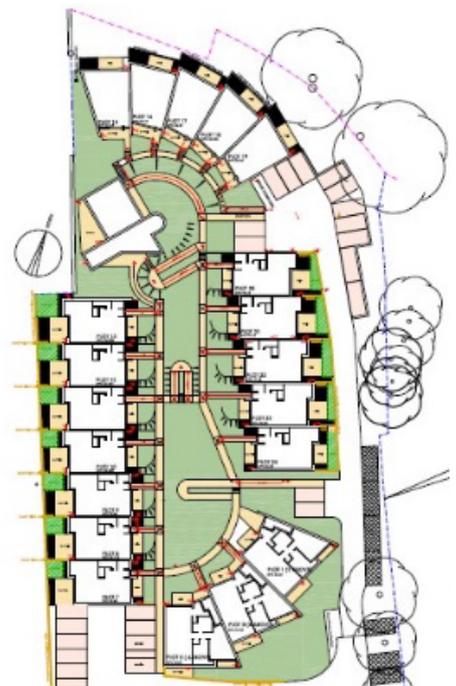
**Former St Cyres Lower School Site**

The site of the former School and adjacent land extends to circa 30 acres. The site was declared surplus to the Council's requirements. The property has been sold and an application is currently in for 215 houses and an area of community recreation. Construction of the site is currently underway.

**Bryneithin, Dinas Powys**

Following its closure the property was declared surplus and demolished. The site was sold to a developer who has constructed 24 residential units with a 50 plus age restriction with communal gardens.

The construction activity has finished on site and the properties are currently on the market.





### ***Former Ysgol Maes Dyfan***

A former school site comprising circa 3.67 acres. The existing buildings have been demolished and 81 dwellings have now been erected and sold by Persimmon Homes.

### **The Hydraulic Pumping Station, Innovation Quarter, Barry.**

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.



With Cabinet and Welsh Government consent the Council has 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 development is finalised and fully occupied and is popular with customers.

**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, have been tasked with populating the Asset database with all certification relating to the inspection and servicing of key attributes within all corporate buildings. The Compliance team will monitor the status of these key attributes across all corporate buildings and will issue reminders to site managers regarding the approaching inspection/service date. For some sites the inspection and servicing is delivered directly by the Corporate Compliance Team (CCT) and in such instances the appropriate servicing works will be managed and delivered by the CCT.

Individual site inspections have been arranged to identify installations at each site which will require ongoing maintenance and inspection and the CCT will continue to manage this data through the Council's corporate asset database (IPF). It is our aim for 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 although it is recognised, some sites have dedicated property managers and may wish to directly manage this work.

As part of this aim the compliance team 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 below:

Aspect	Type	Service Requirement	Frequency	Site Applicable (Y/N)	Record Date	Record Received
Air Conditioning Systems		Inspection	Not exceeding 5 years			
		Maintenance	6-monthly or Annual			
Asbestos register		Inspection (by Asbestos officer)	Annual			
Electrical Installations		Testing of all fixed wiring and all distribution boards	5 yearly			
Electrical Installations - Mobile Accommodation		Testing of all fixed wiring and all distribution boards	Annual			
Electrical Appliance – Portable Appliance testing		Testing of all portable electrical equipment	Annual (or other as directed)			
Electrical Stage Lighting		Inspection and testing (Electrical and Load)	Annual			
Emergency Lighting		Inspection and testing of system	6-monthly			
		Inspection and testing of system (full duration test)	Annual			

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

## **AssetManager**

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.

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.

## **QGIS**

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.

## **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 (although the Data unit has not collected the data in the last year or so). 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.

## Local KPI's

Baseline data is currently being reviewed. The following will be reported annually as part of the CAMP update.

- Percentage of buildings in condition categories C (essential repairs) or D (urgent repairs);
- Percentage of buildings in suitability/sufficiency categories C (major suitability issues) or D (Unsuitable);
- Amount of corporate office space per person (msq);
- Percentage change in DEC rating.
- % reduction in CO2 emissions.

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 made funding available under the second tranche of Asset collaboration funding in order to promote regional asset collaborations 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 originally endorsed by Cabinet in 2010 then subsequently updated in 2016 to reflect the changing financial climate faced by the Vale of Glamorgan Council, together with the Welsh Government's guidance, proposals and recommendations contained in the White Paper Reforming Local Government: Power to Local People and the National Assets Working Group (recently rebranded as Ystadau Cymru) publication Community Asset Transfers in Wales – A Best Practice Guide (March 2016).

The guidance forms an integral part of the Council's Asset Management Planning process. The Council's approach to Community Asset Transfer aims to align with the principles of the Wellbeing of Future Generation (Wales) Act 2015, which looks to improve the social, economic, environmental and cultural well-being of Wales through the application of the sustainable development principle.

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.

It is felt timely to review the Council's CAT protocol and this is currently being undertaken. Particular attention is being applied to single use sports grounds within the CAT process as the Council evaluates the subsidy that some of its leisure facilities require. This is likely to remain a focus in the coming year as the Council seeks full cost recovery on such facilities. The CAT process is seen as part of the solution to achieving this.

### Case Study: Western Vale Integrated Children's Centre, Llantwit Major



Western Vale Integrated Children's Centre (WVICC) was previously run under a short term lease arrangement by the trustees of Llandaff Diocese until the lease was relinquished in 2015, the Council then ran the facilities and some services from the building including Sunshine Club and the local branch of CAB.

In October 2016 the building was included in the review and rationalisation of assets in Llantwit Major area. The review determined that the CAT process should be used to establish a future strategy of the site in partnership with a community or voluntary group.

Five groups approached the Council with expressions of interest and from them two were invited to present full business cases. Glamorgan Voluntary Services (GVS) were chosen as the preferred party and negotiations are currently on-going in respect of the proposed terms for the lease currently.

The business case received from GVS sets out proposals to establish a nursery provision on the site with complementary use by a community group of the other areas within the building. A portion of the building would be rented to small businesses in order to generate revenue to support the running costs. Discussions are continuing with GVS.

## **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.

The Council recently utilised e-PIMS as part of the ongoing Ystadau Cymru asset collaboration project within the Cardiff and Vale of Glamorgan public sector area.

## **General Collaborative Programmes**

The following examples 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 more integrated services, which seek to improve service delivery whilst benefiting from efficiency savings. This has included several initiatives where co-location opportunities have been achieved, including at Barry Hospital.

A customer contact centre for integrated health services and social care has been established at the Council's contact centre (C1V) accommodation. The project has simplified access to Health and Social Care Services, improved first contact resolution and the overall customer experience. In addition, operational costs have been minimised through the use of technology and staff resources to deliver services. It is hoped that there may be opportunities to expand this service area in the near future.

## Shared Regulatory Services

The new regionalised regulatory service with Cardiff and Bridgend councils is now in place. As part of this project, office accommodation was a key consideration to ensure a base and satellite offices were available to support the new target operating model. The service has moved to a hot-desking model, supported by a new ICT system and mobile working to deliver efficiencies.

## Regional Adoption Service

The Vale, Valleys and Cardiff Regional Adoption Collaborative is one of the five regional adoption collaborations which 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. The service is now in place, hosted by the Vale of Glamorgan Council in the Docks office, this regional service has demonstrated again how office accommodation as a base to support mobile working can deliver more efficient services.

### 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.

The new Asset Review working group will also look at strategic options on an area basis and where appropriate feed into the work of the Reshaping Services Programme.

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

## Review: Leisure Centres

The Council's leisure management contract with Parkwood Community Leisure (now Legacy) 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 offers at these locations.

The contract between the Council and Legacy 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.

The work the Vale of Glamorgan Council has done in reducing the subsidy for its Leisure Centre operation to a surplus was recognised by the Welsh Audit Office in its Leisure Services delivering with less report as the only example of good practise in Wales. Discussions are currently on-going about extending the current contract until July 2027.

## 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 Local Development Plan (2011-



2026).

## Review: ICT Strategy

The Council has ICT and Digital strategies that aim 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 and contribute to the goals within this plan and wider corporate strategies.

The strategies cover 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.

With regards to the workforce the Digital Strategy states its vision to be:

*“Enabling staff with the digital tools and skills required to deliver services effectively and efficiently This means delivering positive outcomes for our residents by giving staff access to the data they need and the best available technology, ensuring they have the skills to use it effectively.”*

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 strategies also seek 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 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.

## Review: Social Services

Accommodation requirements within this service area are largely bespoke given the scale and variety of the tasks performed. The general move is towards enabling people to receive the care or assistance that they need whilst remaining in an environment which is suitable for their own needs and requirements and is encapsulated in the current corporate plan as “*Safeguarding those who are vulnerable and promoting independent living*”.

#### *Integrated Health and Social Care Partnership*

- This Partnership is made up of the City of Cardiff Council, Vale of Glamorgan Council, Cardiff & Vale University Health Board, Welsh Ambulance Services NHS Trust, Third & Independent sectors and carer representatives. The Council continues to work closely with the partnership and in this has led to a number of service delivery improvements. Work continues regarding joint accommodation of integrated health and social care services at C1V, Ty Jenner and Barry hospital – all of which provide services for the Council and Cardiff and Vale University Health Board. Given the integrated role of the Head of Adults Social Care, the management team remain cited on important developments within the Health Board and Council in regards to effective use of assets to achieve the strategic vision of seamless care provision for the residents of the Vale of Glamorgan.
- In addition the Community Mental Health teams for working age adults have co-located for the Vale locality at Barry hospital (September 2018)

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*

The bespoke nature of the service encourages a more agile workforce which is being invested in currently, in order to allow staff to make better use of their time. However 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*

A review of residential homes was undertaken in 2010. The review led to the demolition of Bryneithin care home and the closure of the Rhoose Road Respite Service for adults with a learning disability. The two care homes Ty Dyfan and Ty Dewi Sant which were previously managed in partnership with Hafod Community Care reverted to be the sole responsibility of the Council in October of 2015.

Since 2010 the number of residential placements for frail older people has reduced and The Vale Community Resource Service and the 6 bed 'Bay' reablement unit in Ty Dyfan residential home, which was created in the Autumn of 2016 are integrated services that further reduce the dependency on residential care. To enable people to live independently for longer and to support their primary carers, each of the Vale residential homes provide a respite service.

There has been a growth in demand for dementia services with a projected 35% increase in need in the Vale of Glamorgan between 2014 and 2024. In response, Southway residential home converted in 2016 from being a facility registered to provide care to frail older people to one that provides accommodation and support to older people who live with a dementia.

While not being able to purchase land and build bespoke facilities that reflect the population need and improve outcomes for residents and the local community, additional funding has been secured to refurbish existing facilities. Welsh Government ICF funding was granted in the latter part of 2018 and extensive refurbishment will commence in Ty Dewi Sant and Southway in January of 2019 to create dementia friendly environments.

The current Corporate Plan states as part of its well-being objective *"An Active and Healthy Vale" - Residents of the Vale of Glamorgan lead healthy lives and vulnerable people are protected and supported we understand that as people get older they have different needs. We are working with partners to improve health and social care services to ensure that where possible our services are more joined up and put the needs of the customer first"*

### Sheltered accommodation

The vision of the Council is to provide diverse and affordable housing and care provision that meets the needs of older people and other vulnerable adult residents, so that the borough is a good place to live and grow older. The Council owns five properties:

- Gwennog Court

- Crawshay Court
- Longmeadow Court
- Redlands House
- Fair Oaks

Considerable investment has been provided for sheltered accommodation to update and improve the communal areas and facilities offered. Crawshay Court, Redlands House Fair Oaks and Longmeadow Court have been modernised to provide improved facilities for residents including entertainment rooms, computer facilities and on site treatment rooms. This has had a positive impact on residency.

## 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 head teachers 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).

[Penarth Learning Community](#) - A £ 50.34 million investment for the creation of two new schools in a single building on the site of St Cyres School in Penarth. As well as providing new facilities for St Cyres, the mainstream comprehensive school, the project will create a new SEN school, Ysgol y Deri.

Band A of the [21st Century Schools Programme](#) will conclude in 2019. The Council's Strategic Outline Programme for the transformation and enhancement of a number of schools under Band A of the 21st Century Schools Programme was approved by Welsh Government in December 2012. The funding envelope for the programme was £31.849m of which £17m was funded by the Council and £14m was funded from Welsh Government.

The projects delivered in Band A were:

- [Ysgol Gymraeg Nant Talwg](#) - A £2.77 million investment for a new 210 place Welsh-medium primary school, completed in 2014, to meet the increased demand for Welsh medium education in Barry.
- [Ysgol Gymraeg Gwaun Y Nant and Oak Field Primary School](#) - A £3.79 million investment to remodel two primary schools in the Barry cluster. The project will build a new two storey school for Oak Field, providing innovative learning areas whilst reducing the potential for surplus capacity within the school. The expanded 420 place Welsh medium school will utilise the existing school buildings. A remodelled and refurbished school will support the increase in demand for Welsh medium primary teaching in Barry.
- [Ysgol Gymraeg Dewi Sant](#) - A £3.04 million investment for a new build 210 place Welsh medium primary school in Llantwit Major. This project is due to be completed in September 2015 and will meet the increased demand for Welsh medium primary education in Llantwit Major and the surrounding area.
- [Llantwit Learning Community](#) - A £20.7 million investment in a 3 to 19 campus in the heart of Llantwit Major comprised of a newly built 420 place primary school, Ysgol Y Ddraig, created through the reorganisation of Eagleswell and Llanilltud Fawr primary schools. This first phase is due to be completed in October 2016. The remodelling of Llantwit Major secondary school will upgrade facilities for the school and community and reduce the number of surplus school places. It will see a number of poor condition buildings replaced with new buildings and see a refurbishment at the front of the school.

- Colcot Primary School - A £500,000 investment in Barry to refurbish and improve facilities. Completed in 2017
- Romilly Primary School, Barry – new foundation phase block.

The second wave of investment, Band B, commences in April 2019 and requires the Council to meet the following investment objectives:

- addressing growth in demand for Welsh medium education;
- reductions of surplus capacity and inefficiency in the system;
- expansion of schools in areas of increased demand for educational services;
- address condition of educational assets; and
- Making assets available for community use where demand exists.

The Council presented its Strategic Outline Programme (SOP) to Welsh Government on [31 July 2017](#). This document proposed an investment of £142.417m, £83.8245m of which would be funded by Welsh Government.

The Welsh Government increased its contribution in 2019 taking the total investment to £143.792 M.

Due to the large scale of the Band B programme Cabinet have approved establishing a four member 21<sup>st</sup> Century Schools team to ensure that the programme is delivered on time and to budget. This new team will be based in the Learning and Skills Directorate calling on expertise across the Council and external consultants as required.

Within the SOP the following projects were identified:

<b>Band B Schemes</b>
Whitmore High School
Pencoedtre High School
Centre for Learning and Wellbeing
Ysgol Gymraeg Bro Morgannwg
Barry Waterfront
Primary Provision in the Western Vale
Cowbridge Primary Provision
St David's Primary School
St Nicholas
Ysgol Y Deri
Primary Provision in Penarth
Review Nursery Provision
Primary/Secondary Capacity
<b>TOTAL</b>

#### Barry Co-ed Secondary Schools

In September 2018 Whitmore High School and Pencoedtre High School opened as mixed schools. A project is currently being developed to provide 2 new schools.

#### Expansion of Ysgol Bro Morgannwg

Following the expansion of Welsh Medium primary school places with the establishment of Ysgol Dewi Sant and Ysgol Nant Talwg in Band A to meet increased parental demand, a £21,423,000 scheme is being developed to increase capacity of the school by 300 to meet this increased demand. The scheme will also see extensive remodelling, new sports provision and new facilities.

#### Barry Waterfront school

A new 420 place primary school is being proposed which will be delivered under a S106 agreement with the housing consortium currently building new housing on the former docks in Barry Waterfront and will be part funded by Welsh Government, as part of Welsh Government 21<sup>st</sup> Century Schools Programme.

#### Cowbridge Primary provision

Local housing development is significantly increasing demand for places in Cowbridge schools. The proposal is to build a new 420 place primary school on land allocated within a housing development site to the western edge of Cowbridge and extend existing provision.

#### St Davids Primary school

The current voluntary aided Church in Wales primary school in Colwinston near Cowbridge is in a poor condition and considered to be beyond economic repair. £4,185,000 has been allocated to build a new 210 place school for the local community. Plans for the redevelopment will be progressed in consultation with the Church in Wales Diocese.

## 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 through project boards for the major projects. 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 (Property) the day to day management of the asset management process is delegated to the Asset Management Officer (reporting to the Strategic Estates Manager) 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 Welsh 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), Association of Chief Estates Surveyors (ACES) and Ystadau Cymru (National Board membership and also at Sub- Regional Level).

## The Insight Board

The Insight Board is a group of senior officers chaired by the Managing Director and covering all service areas. Insight Board oversees the delivery of the Council's range of integrated planning activity. The Board was established as part of the introduction of the Well-being of Future Generations Act to ensure effective linkages are made between key areas of corporate working. The Board subsumed the responsibility held by the previous Corporate Asset Management Group and as such is tasked with co-ordinating the most effective use of Council assets.

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/lease 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 might 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.

### 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	Outcome
To review and improve the SAMP questionnaires and send out to all services.	Review all SAMP's by October 2019	December 2019	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. Progress will be reported at the annual review.
To carry out a yearly review of performance against the CAMP action plan.	Yearly review	July 2020	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	During life of the plan	Part of the process of optimising our property assets. An internal review of land holdings has commenced with a view to identifying further opportunities for rationalisation, capital receipts or revenue streams.

<b>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</b>				
Establish a Re-Shaping Assets Programme to co-ordinate the work on assets that align with the strategic objectives of Re-Shaping Services programme.	Set up Assets Programme Board	June 2019	To ensure that decisions relating to the Council's assets align with the overall objectives of the re-shaping services programme and to ensure opportunities for revenue returns and capital receipts through disposals are maximised	
Space Project Phase 3	Rationalise corporate office accommodation	Feb 2021/22	Work will continue to identify further space rationalisation opportunities across our key corporate buildings. Feasibility work and space utilisation studies have commenced within the corporate office estate. Annual updates of progress will be reported. Desk occupancy studies will commence utilising electronic sensors and software which are in the process of being acquired with support from the Asset Collaboration Partnership Wales 2 fund.	
To continue to decrease our energy costs and carbon emissions	Provide measurable reduction for reporting purposes with a target of 3%	During the life of the Carbon Management Plan	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.	Ongoing	In order to rationalise the estate and secure revenue savings where possible.	

<b>Objective: 2 To identify and pursue opportunities to generate capital receipts and income opportunities from the disposal or lease surplus property. Corporate Alignment: CL11</b>				
<b>Action / Project</b>	<b>Target</b>	<b>Anticipated Completion Date</b>	<b>Outcome</b>	
Identify underperforming / inefficient assets which, following an options assessment could be made surplus.	Identify buildings for disposal / transfer	During the life of the plan 2019-22	A number of assets are currently being marketed with capital receipts expected in the medium term – 1-3 years. Consideration to be given on what income generating opportunities can be identified where sales of assets are not recommended.	
Progress the disposal of the key disposal sites.	Identify opportunities	During the life of the plan 2019-22	The disposals will generate capital receipts and reduce our holding liability. The timescale for receipts is dependent on market and outside influences such as the planning process. This work will contribute 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	Outcome
AssetManager.Net to support Compliance monitoring of key compliance data.	Duty holders to upload all fire safety data to AssetManager.Net	During the life of the plan 2019 - 22	The Corporate Compliance team have been formed and work to update and maintain the compliance details at each site are an ongoing requirement.

<b>Objective: 4 To ensure that all asset information held is in a user friendly form which is accessible to service users.</b>				
<b>Action / Project</b>	<b>Target</b>	<b>Anticipated Completion Date</b>	<b>Progress/Outcome</b>	
To roll out user access of IPF'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	During life of plan 2019-22	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.	

<b>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</b>				
<b>Action / Project</b>	<b>Target</b>	<b>Anticipated Completion Date</b>	<b>Progress/Outcome</b>	
To seek collaboration opportunities with local public sector organisations	Continued commitment to Local Service Board	During life of the plan 2019-22	On-going process to help identify opportunities to collaborate or co-locate with potential for revenue savings and more resilient service delivery. A public sector Asset Mapping exercise has been completed as part of the Asset Collaboration funding recently secured by partners in the Cardiff and Vale sub-regional Ystadau Cymru group.	
To work with key public sector partners and appointed consultant to deliver Asset Collaboration projects.	To identify buildings where accommodation can be shared or reduced through collaboration	Update to PSB by July 2019	A consultant has been appointed as part of the above mentioned regional asset collaboration funded work. The Report and recommendations has been completed to draft stage and an update report to the PSB is imminent. Outcomes will also be reported at the annual review of this plan.	

## Appendix A: Implications for the Corporate Asset Management Plan with Reference to the Corporate Plan.

The following objectives and actions are contained within the Vale of Glamorgan [Corporate Plan 2016-20](#). Below is a summary of how assets are used to support these work streams.



### Reducing Poverty and social exclusion

***“Work through the Creative Rural Communities partnership to involve the local community in the delivery of services with the aim of reducing rural poverty by 2018/19.”***

There will be asset and resource implications as a result of some of the work streams. Community-type assets may be subject to Community Asset Transfers (CATs) and Service Level Agreements (SLAs) to support local

delivery of services currently undertaken by the Council. Any new CATs will be subject to the new Community Asset Transfer Guidance 2016-20 which was adopted by Cabinet in April 2016.

### ***Implement a range of projects to prevent and tackle poverty through the Vibrant and Viable Places (VVP) Scheme Barry.***

From 2014/15 the Welsh Government targeted regeneration investment across Wales through the [Vibrant and Viable Places \(VVP\) Regeneration Framework](#) (published in March 2013). In July 2014 the Council was awarded £1m in capital funding through the VVP programme (Tackling Poverty Fund) over the three financial years 2014/15, 2015/16 and 2016/17. The funding stream has now drawn to a conclusion and its results were reported to Cabinet in November 2017

- 12 capital projects completed or underway
- 2 revenue projects completed or underway
- 1 feasibility study completed
- 16 Welsh SME's gaining contracts
- 55 homes improved, 10 new homes created
- 9 commercial buildings improved
- 2 service hubs created or improved
- 7 play areas and open spaces improved
- £781,977 of other match funding secured

### Providing Decent Homes and Safe Communities

***“Complete the Castleland Area Renewal Scheme to improve the standard of housing and the local environment.”***

Castleland Renewal Area was the third of the Vale of Glamorgan's Renewal Areas and was declared in April 2010, forming part of the Council's commitment and strategy to reverse the decline of Barry Town Centre (Holton Road) and the surrounding residential area. Over the 7

years it was live a programme of works was undertaken to tackle the local housing stock, the quality of the local environment, and to support businesses in the upper section of Holton Road. The programme has now completed, the final works being improvements to commercial properties and public realm in upper Holton Road, which have already drawn considerable new business investment into the area. Appendix 3 is a summary of key achievements over the programme period. The £9.5m programme was supported at approximately 75% by Welsh Government grant a summary of the results were reported to Cabinet in November 2017.

***“Work with partners to instigate a new council house building programme by 2016/17”***

***“Increase the number of sustainable, affordable homes.”***

Appropriate Council owned land and buildings that become surplus (following an options appraisal) could be utilised to support this aim. The estates team are working closely with housing colleagues to identify suitable land to be developed.

***“Provide appropriate accommodation and support services for particular vulnerable groups by 2019/20”***

The sufficiency and suitability of accommodation will be assessed during the service asset management plan process and new accommodation requirements will be assessed with the services. The condition surveys will highlight any substandard accommodation and appropriate capital investment will be requested as part of the annual budget process to address any services that are affected.

Promoting Regeneration economic growth and employment.

***“Maximise economic growth, inward investment and employment opportunities through, the Capital City Region and Cardiff Airport and St Athan Enterprise Zone by 2019/20.”***

There will be asset implications particularly with respect to Council owned land surrounding Cardiff Airport.

The airport has been carrying out a Master planning exercise which has involved a consultation with key stakeholders on the future of the airport.

***“Develop opportunities for employment and training through new developments, regeneration schemes and the management of the Council’s assets by 2019/20.”***

Within the construction contracts awarded for 21<sup>st</sup> Century School projects there is a requirement for the successful contractor to offer apprenticeship opportunities.

***“Implement a comprehensive programme of regeneration across the Vale including:***

- ***The Rural Local Development Strategy***



Creative Rural Communities work with communities and enterprises to develop innovative projects and ideas that will create long term social and economic benefits for the Vale of Glamorgan.

• ***Town Centres Framework***

The Town Centre Framework was commissioned by the Council in 2012 and the work was undertaken by consultants Nathaniel Lichfield & Partners. It contained a comprehensive Implementation Plan. Since its adoption in February 2014 work has been undertaken to implement key elements of that Plan. An update on progress was reported to Cabinet on 17<sup>th</sup> December 2018.

• ***Penarth Esplanade***

A project board has been set up and is considering the area as a whole, which includes a focus on the assets within the area and their future purpose.

• ***Barry Waterfront including the Barry Island Link Road***

The Waterfront scheme continues to progress and the key link road has now been established.

• ***Links between Penarth Haven and the Town Centre by 2019/20***

The Council has commissioned consultants Capita to undertake a WeITAG (Welsh Transport Planning and Appraisal Guidance) Stage One study to develop and appraise potential options for improving sustainable transport within and between Penarth and Cardiff barrage. The outcomes of this work may include the utilisation of existing assets.

Promoting Sustainable development and protecting our environment

***“Delivering a co-ordinated approach to managing the Barry Island resort by 2018/19”***

A series of meetings have now been established which sees the relevant departments within the Council meet with the traders and stakeholders in Barry Island ensuring a more coordinated response. This work will continue.

***“Work with Welsh Government to deliver improvements to Five Mile Lane”***

Construction of the road is progressing well and remains on schedule for completion in late 2019. The Council has acquired the necessary land assets to deliver the scheme using Compulsory Purchaser powers. Following the handover of the scheme the Highways department will become responsible for the maintenance of the road and any associated infrastructure.

***“Work with partners to continue the regeneration of Barry Island and promote the development of land at Nell's Point for tourism and leisure purposes 2018/19.”***

The former public conveniences on the site are being disposed of in advance of the main part of the site and there will be a number of asset implications with respect to other Council owned land at Barry Island which will be monitored and promoted accordingly. Closer links between the commercial units and the tourism, leisure and visible services departments have been established

through a series of meetings and a dialogue between parties is ongoing to ensure a more coordinated approach to service delivery and asset management in line with Corporate and resort priorities.

***“Review and implement the Council’s Carbon Management Plan and targets to reduce emissions from street lighting council vehicles and council buildings by 2017/18.”***

The last Carbon Management Plan (CMP1) had a target of 20% reduction which was exceeded with a final reduction of 21% being achieved. A number of initiatives were responsible for this in various departments across the council including significantly the installation of renewable energy at a number of sites and the switch of street lighting from standard to LED lighting.

On 17<sup>th</sup> December 2018 a new Carbon Management Plan (CMP) was adopted by Cabinet. The CMP has a target to achieve a CO<sup>2</sup> reduction of 12.5% reduction over the life of the plan. The implementation of this plan may have capital and revenue implications and will involve a wide variety of the Council’s assets.

***“Develop and implement a Waste Reduction Strategy and remodel our waste management infrastructure to increase participation in recycling, reduce the growth of municipal waste and meet national targets.”***

The Estates team are working with the waste team to evaluate their holdings and develop the options for the current land holdings to accommodate the physical changes necessary to accommodate the new municipal waste targets.

#### Raising overall Standards of Achievement

***“Progress the school modernisation programme by completing the new Llantwit Major Learning Community and the development of proposals for secondary schools provision in Barry by 2017/18.”***

On 06 March 2017 the Council's Cabinet determined the proposal to transform secondary education in Barry by closing the existing single sex English medium

Barry Comprehensive and Bryn Hafren Comprehensive schools and establishing two new mixed-sex, 11 - 18 English medium comprehensive schools on the current sites of Barry Comprehensive and Bryn Hafren Comprehensive schools. The two schools were officially opened in September 2018.

Llantwit Learning Community was completed in February 2017.



***“Develop a new school modernisation programme in readiness for the next 21st century schools funding due to commence in 2019/20.”***

Band B of the Twenty First Century Schools Programme commences in April 2019 the Councils plan was agreed in 2017.

***“Improve our knowledge of the diverse needs of the community, so that groups of people protected under the Equality Act 2010 can better access Council services by 2019/20.”***

Council-owned land and buildings fall within the remit of the Equality Act 2010. With respect to accessibility, Disability Access Audits have been undertaken by the Property Section to determine the accessibility of property land and building assets. These reports highlight any major alterations required to comply with the Act. The recommendations may result in Revenue and Capital implications where works are deemed necessary.

***“Work with community partners to deliver a vibrant and diverse library service by 2017/18.”***

Five libraries were transferred to Town Council/community management and are run with support from the Council Library service in Dinas Powys, Rhoose, St Athan, Sully and Wenvoe. Four remain under the control of the Council in Barry, Penarth, Cowbridge and Llantwit Major and operate as full time libraries.

***“Establish an Education and Arts Hub within the Central Library in Barry by 2017/18.”***

Barry Library building was refurbished to incorporate other uses and opened in 2016, the project has created a modern open plan space which contains an ICT suite, Children and youth area, community room, Art exhibition space.

***“Protect, preserve and where possible enhance the built, natural and cultural heritage of the Vale of Glamorgan by 2019/20”***

This may affect the Council’s land and property assets, but will be looked at on a case by case basis.



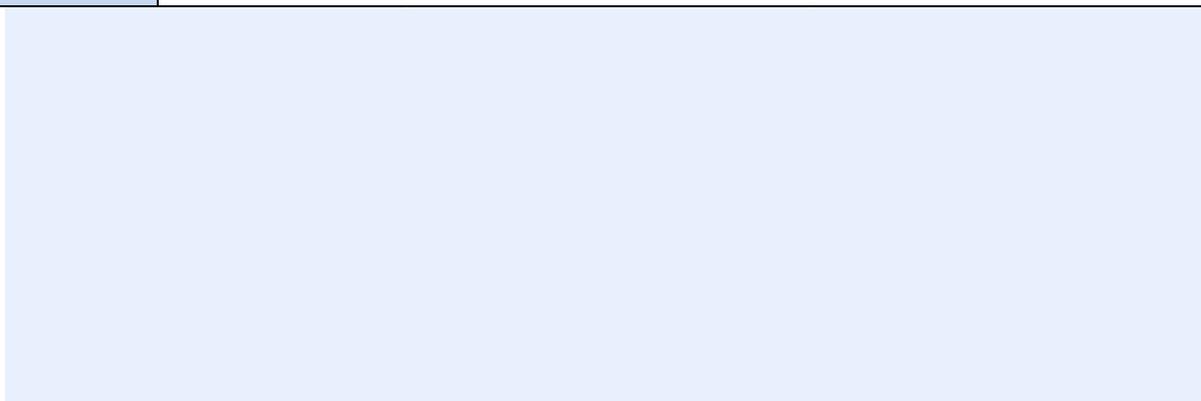
Encouraging and promoting active and healthy lifestyles.

***“Work in partnership to deliver a range of activities through our leisure and community facilities and parks to increase levels of participation and physical activity by 2019/20”***

Legacy Leisure continues to run the Council’s leisure centres. The Council is investing in upgrades to the changing facilities at Barry and Penarth Leisure centres, amongst other works of improvements. The Council’s Reshaping Services programme will continue to explore opportunities for Town and Community Councils and voluntary organisations to undertake services currently undertaken by the Council and in certain circumstances control of Council assets may be passed to the local community. This process may involve Community Asset Transfers of Council assets.

**Appendix 2 - Property review working group analysis template**

Stage 1 - Feasibility Test			
Site Name			
Address			
Ward			
Easting		Northing	
Area (ha)			
Asset Number		Deed Number	
Ownership			
Officer Responsible			
Planning Policies			
Planning Constraints			



Current Situation	
Site Description	
Land Use	
Ownership Type	
Length of Lease	
Type of Land Tie	
Existing Income Generation?	
Applicable for Stage 2?	

<b>Stage 2 - Viability Assessment</b>	
<b>Site Name</b>	
<b>Asset Number</b>	
<b>Potential Opportunities</b>	
<b>Recommended Action</b>	
<b>Justification</b>	
<b>WBFGA Way of Working: Long term</b>	
<b>WBFGA Way of Working: Prevention</b>	
<b>WBFGA Way of Working: Integration</b>	
<b>WBFGA Way of Working: Collaboration</b>	
<b>WBFGA Way of Working: Involvement</b>	
<b>WBFGA Objective: A Prosperous Wales</b>	
<b>WBFGA Objective: A Resilient Wales</b>	
<b>WBFGA Objective: A Healthier Wales</b>	
<b>WBFGA Objective: A More Equal Wales</b>	
<b>WBFGA Objective: A Wales of Cohesive Communities</b>	
<b>WBFGA Objective: A Wales of Vibrant Culture and Thriving Welsh Language</b>	
<b>WBFGA Objective: A Globally Responsible Wales</b>	
<b>Next Steps</b>	
<b>Applicable for Stage 3?</b>	