

Meeting of:	Cabinet
Date of Meeting:	Monday, 27 February 2023
Relevant Scrutiny Committee:	Corporate Performance and Resources
Report Title:	Corporate Asset Management Plan 2023-2028
Purpose of Report:	To seek approval to adopt the new Corporate Asset Management Plan 2023-2028
Report Owner:	Executive Leader and Cabinet Member for Performance and Resources
Responsible Officer:	Director of Corporate Resources
Elected Member and Officer Consultation:	<p>Committee Reports - Legal</p> <p>OM Accountancy</p> <p>Strategic Insight Board</p> <p>Project Zero Board</p> <p>SLT</p> <p>No ward Member consultation has taken place since the Corporate Asset Management Plan relates to a corporate strategy and does not specifically relate to any particular property or ward</p>
Policy Framework:	This Report is a matter for Executive decision by Cabinet.
<p>Executive Summary:</p> <ul style="list-style-type: none"> 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. The new Corporate Asset Management Plan 2023-28 replaces the previous CAMP (2019-2022) and reflects the need to ensure a coordinated 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 and the Council's Wellbeing Objectives. 	

Recommendations

1. That Cabinet approves the new Corporate Asset Management Plan 2023-2028 as attached at Appendix A to this report.
2. That the Corporate Asset Management Plan 2023-2028 be referred to Corporate Performance and Resources Scrutiny Committee for information.

Reasons for Recommendations

1. To ensure that the Council has a clear strategy for managing its property assets in line with the requirements of the Corporate Plan and Wellbeing Objectives
2. To ensure the relevant Scrutiny Committee are aware of this updated plan.

1. Background

- 1.1 The overall aim of the Corporate Asset Management Plan (CAMP) 2023-2028 is to set out the strategic framework for realising the Council's Property Strategy for the next 5 years and to review the outcomes of the previous plan (2019-22). 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 2019. The outcome of an external review of the Council's Asset Management processes and systems by Jones Lang Lasalle was reported to Cabinet in 2015. 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 consultants' report. An update on those opportunities was reported on during annual updates of previous CAMPS to Cabinet. Some key progress and commentary on the progress made on each opportunity is set out below:
- 1.4 Opportunity Update:
 - i. Subject to the availability of alternative accommodation it was recommended that the Council did 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 with

resultant revenue savings of £300k being achieved. Staff were relocated into the Council's remaining corporate office buildings.

- ii. Consider options for transferring assets to Town/Community Councils or the third sector under possible Community Asset Transfers (CAT). The Council has received a number of CAT transfer requests during the life of the last plan, some of which have progressed to Asset Transfer such as Barry Rugby Club, community libraries and a number of bowling pavilions and greens.
- iii. The Council also looks at various options for alternative delivery options. Developments in this area during the life of the last plan include Penarth Pier Pavilion, where the buildings management was brought back in house with Big Fresh successfully managing the coffee shop and bar, alongside a building manager as part of the Arts and Culture service to bring the building back into community use. This has delivered over 300 events including arts exhibitions, weddings, community learning programmes and corporate events, alongside the reopening of the onsite cinema.
- iv. Consideration be given to the future management arrangements for the Youth Centre in Llantwit Major including the nearby Family Centre. Following Cabinet consideration and approval, the Council completed the long leasehold transfer of the Youth Centre Building to Glamorgan Voluntary who are successfully managing the community facility. In addition, Cabinet approved the Community Asset Transfer of the former Western Vale Integrated Children's Centre (WVICC) to GVS during the life of the last plan and following a marketing exercise, the building was successfully transferred to GVS.
- v. Consider options for the use of South Lodge, Windsor Gardens, Penarth. Penarth Esplanade Board considered 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. Following a competitive exercise, Fablas Ice Cream were successful in their bid proposal and a lease was completed. Fablas are now in occupation and currently undertaking renovation works on the building.

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 to serve our communities. The CAMP therefore contributes to the transformational change activity underway across the Council.

- 2.2** The CAMP 2023-28 has been produced to reflect the progress made against the targets of the previous plan and sets out targets for the next 5 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 Strategic Insight Board, Eich Lle, Sustainable Communities for Learning programme and associated implications for Education assets, amongst other asset related initiatives such as the Council's aspirations to reach net zero carbon emissions by 2030.
- 2.3** The CAMP 2023-28 considers the Councils Organisational Framework and specifically how the CAMP links with key strategic plans such as the Medium-Term Financial Plan, Capital Strategy and other key service area plans. The high-level strategic direction established by the overarching plans and strategies provide the main drivers for the organisation and are reflected in the CAMP which aims to show the role that property assets have in supporting service delivery and how the Councils asset strategy plays a supporting role across all service areas.
- 2.4** 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. The CAMP contributes to the transformational change activity underway across the Council in response to the changing needs of services following the pandemic. Our long-standing Property Mission Statement which sets out our long-term aspirations remains relevant:
- “To have a lean, sustainable portfolio that is fit for purpose to support service delivery across the Vale”.
- 2.5** The Operational Manager (Property) is a member of the Council's Strategic Insight Board and leads on the standing agenda item relating to Asset Management (including disposal and acquisition activity). The OM (Property) also represents the Council at external asset management and property groups in order to share good practice and promote collaboration activity across sectors. These include The Association of Chief Estates Surveyors (ACES), Consortium of Local Authorities in Wales (CLAW), and Ystadau Cymru (National Board Vice Chair and also membership at regional Level).
- 2.6** The progress against the targets set out in the CAMP 2023-28 will be reviewed and reported on annually. Any implications/updates for the CAMP as a result of the refresh of the Corporate Plan and any new Wellbeing Objectives etc. will be considered and asset implications reported as part of the annual update to Cabinet. Assets and built property have an impact upon each of the wellbeing

goals through the use of accommodation to support service. The CAMP 2023-2028, as attached at 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 etc. The objectives of the CAMP are outlined in the plan which are:

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.

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

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.

Objective 4: To work in partnership and collaborate with other public sector bodies within the Vale of Glamorgan to achieve efficiencies and enhance service delivery.

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

- 3.1** Assets and built property have an impact upon each of the wellbeing objectives through the use of accommodation to support and enable service delivery. The Public Services Board's Wellbeing Plan and the Council's Corporate Plans emphasise the importance of our assets and these are key strategic documents for the Vale of Glamorgan Council, setting the direction of travel and informing the Council's asset strategy accordingly. The CAMP 2023-2028 sets out a summary of how assets are used to support the Council's Well-being Objectives in the longer term. 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, utilising land assets around Cardiff Airport to maximise and promote economic growth, inward investment, and employment opportunities etc.
- 3.2** One of the aims of the CAMP is to contribute to improving energy efficiency across our corporate property estate and aims to ensure that the Council continues to use property and land assets in a sustainable manner.

- 3.3** There are a number of examples where the Council's work and use of assets have considered the implications of our partners' objectives and taken decisions which enable both the Council and partners to progress these. Over the last few years, collaboration with the wider public sector has been significant and has reaped many benefits from an asset point of view and we will need to focus on sustainability of these models and partnerships in future. Collaboration in its best form has been demonstrated clearly over the last few years in response to the pandemic. In addition, there are other examples of other collaborative projects (outside of the pandemic response) which are being actively pursued in relation to the Council's and Public Sector partners property assets, where there is a clear regeneration benefit in working together for the benefit of the wider community need. The Council has taken the lead on re-enforcing links with our partners on the Public Service Board from an Asset Management and Climate Emergency perspective and re-established the PSB Asset Management and Climate Emergency Group. This Group has been meeting regularly since 2019, membership of which (Chaired by the Council's Operational Manager for Property with support from Natural Resources Wales colleagues to deputise when required) includes representatives from NHS/UHB, South Wales Fire and Rescue, Natural Resources Wales and South Wales Police. In addition, The Council's Community Asset Transfer Guidance and Policy was developed to ensure that communities are involved when asset opportunities present themselves for possible asset transfers.
- 3.4** The proposals in this report are aligned to the Council's Corporate Plan (2020-25) and the CAMP describes how property decisions will contribute to the successful delivery of the Council's well-being objectives.

4. Climate Change and Nature Implications

- 4.1** The CAMP 2023-2028 is aligned to the Council's aspirations and commitments outlined in the Project Zero Project Plan.
- 4.2** The Council has led the way with its Sustainable Communities for Learning Programme of new school development with the development of the first Net Zero Carbon School in Wales. The programme continues to develop all new schools following this lead.
- 4.3** The Council has developed a rolling programme of energy efficient improvements to its build asset portfolio such as LED lighting and PV solar panels installed in a number of assets. This programme is continuing with a further tranche of Council assets planned for next financial year subject to funding.

5. Resources and Legal Considerations

Financial

- 5.1** 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. 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. Any financial implications as a result of specific asset related projects will be reported to Cabinet separately at the appropriate time.

Employment

- 5.2** There are no direct employment implications arising from this report. Any Employment implications as a result of any specific asset related project will be reported to Cabinet separately at the appropriate time.

Legal (Including Equalities)

- 5.3** There are no direct legal implications arising from this report. Any legal implications as a result of any specific asset related projects will be reported to Cabinet separately at the appropriate time.

6. Background Papers

None.



The Vale of Glamorgan Council

CORPORATE ASSET MANAGEMENT PLAN

'Our Land and Property Strategy'

2023 – 2028



Foreword

I have pleasure in presenting the Councils Corporate Asset Management Plan (CAMP) for the period of 2023 – 2028.

Assets continue to play a fundamental role in the delivery of council services and throughout the COVID-19 pandemic had to adapt alongside services, customers, and staff to ensure that we were able to continue providing key services in a safe way for our customers and staff.

Throughout this period the way that we delivered services changed, some permanently whilst others have returned to pre pandemic patterns or a “new normal.” As the future becomes more predictable for services it is imperative that we continue to monitor our assets and ensure that the property professionals work alongside services to ensure that they remain efficient, effective, and sustainable.

The council remains committed to playing its part in addressing the Climate Emergency and needs to carefully balance its customer and service demands with emissions in order to help deliver the Welsh Governments ambition of achieving Net Zero within the public sector by 2030.

This sustainable motivation alongside a future period of public sector funding reductions and increasing service demands requires us to carefully consider what assets are required, with key acquisitions required in some service areas, whilst repurposing or disposing of what is no longer required in a way that achieves best value for the residents of the Vale of Glamorgan. Our Asset Management Plan is consistent with how we are embedding the Well-being of Future Generations Act across all our activities and our commitment to contribute towards the Public Service Board’s (PSB’s) Well-being Objectives. We are taking an integrated and long-term view, working collaboratively, and involving relevant stakeholders including staff to ensure our Corporate Asset Management Plan is an integral part of improving our resilience and planning for the future.



Lis Burnett MSc FRSA

Executive Leader and Cabinet Member for Performance and Resources.

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1. Background

The Vale of Glamorgan is a diverse area comprising quite different communities with different aspirations, needs and concerns. The Asset Management Plan sets out how the Council will exercise good stewardship of its land and property assets to help deliver the organisations Corporate Priorities for the benefit of its communities and future generations.

Whether you live or work in one of our towns or in one of our more rural communities, the Council aims to have the right assets in the right place in order to provide a multitude of services, ranging from schools, care homes, leisure centres, libraries, corporate office accommodation and a range of community facilities. We recognise how important these assets are to the people of the Vale of Glamorgan and that the services that operate from these assets may need to change during the lifetime of this Plan.

In planning for any change, however, we will always engage with our service leads (through Service Asset Management Planning) who in turn engage with their customers about why we need to change, what change may look like, the options and opportunities as well as the reasons behind any decisions we take in relation to our services and our assets.

In line with our duties under the Well-being of Future Generations Act we are committed to looking much more to the long term and will work hard to leave a sustainable legacy in our assets for our future generations. We will continue to work in partnership with colleagues across the public sector via our Public Service Asset Management and Decarbonisation Board, recognising the benefits this brings and the importance of joining up services and assets around peoples' needs.

The Council is a statutory member of the Public Services Board (PSB) and plays a key role in the development and delivery of the PSB's Well-being Plan. The PSB Well-being Plan is a requirement of the Well-being of Future Generations (Wales) Act 2015, and the current plan covers the 2018-2023 period. A new Well-being Plan will be published in May 2023.

The PSB's four current 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.*

Consultation is currently being undertaken on the new Well-being Plan which includes three Well-being Objectives and three priority workstreams. The draft Well-being Objectives are:

- A more resilient and greener Vale - by understanding and making the changes necessary as individuals, communities, and organisations in response to the climate and nature emergencies.
- A more active and healthier Vale – by encouraging and enabling people of all ages to be more active and to promote the benefits of embracing a healthier lifestyle.
- A more equitable and connected Vale - by tackling the inequities that exist across the Vale, engaging with our communities and providing better opportunities and support to make a lasting difference.

The three priority workstreams proposed in the new plan are:

- Responding to the climate and nature emergencies
- Working with the people who live in our communities that experience the highest levels of deprivation
- Becoming an Age Friendly Vale

The PSB Asset Management and Climate Emergency Sub-group is co-chaired by the Council and will continue to take the lead in bringing partners together to take forward work on climate change and asset management.

As a statutory partner of the Public Services Board the Council has a duty to contribute towards the PSB's Well-being 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 contains a series of four well-being outcomes with supporting well-being objectives which are:

OBJECTIVE ①

WORK WITH AND FOR OUR COMMUNITIES

We want to get you involved and let you know about our work. We want to change how we work to make sure we are prepared for the future. We want to provide good customer service that meets different needs. We want to get more people speaking Welsh. We want our staff and Members to be able to do their best.



OBJECTIVE ②

SUPPORT LEARNING, EMPLOYMENT AND SUSTAINABLE ECONOMIC GROWTH

We want to make sure that all children have the opportunity to learn in modern environments.



We want to give people and businesses support, advice and opportunities to help with jobs, money and skills. We want to help people to volunteer. We want to make the Vale a better place to live, work and travel.

OBJECTIVE ③

SUPPORT PEOPLE AT HOME AND IN THEIR COMMUNITY

We want everyone to have a healthy and active lifestyle and encourage walking and cycling. We want everyone to enjoy leisure, arts and culture. We want to make sure that everybody gets the care and support that they need. We want to keep people safe at home and in their community and to have access to quality housing.



OBJECTIVE ④

RESPECT, ENHANCE AND ENJOY OUR ENVIRONMENT.

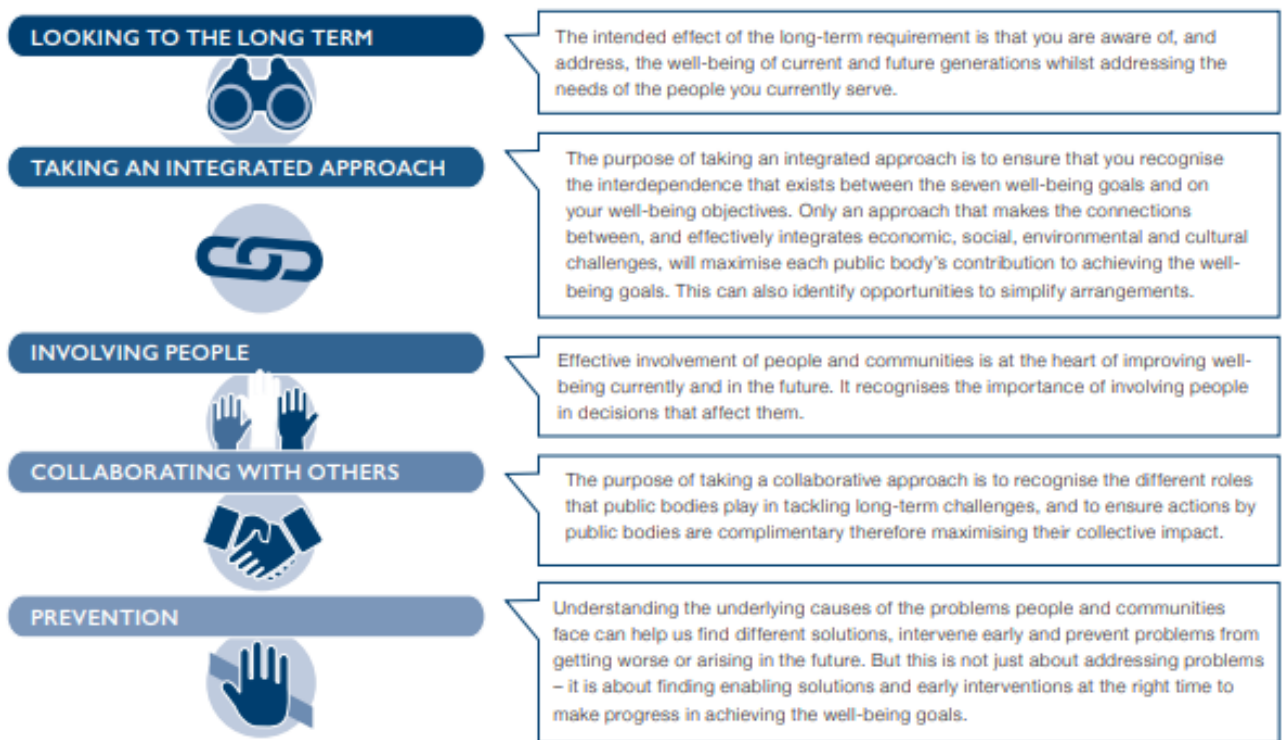
We want to look after and protect our environment for now and the future. We will work with others to sustain local facilities such as public toilets, parks and play areas. We will reduce waste, lower our carbon emissions and negative impacts on the environment. We will work to minimise pollution and flooding.



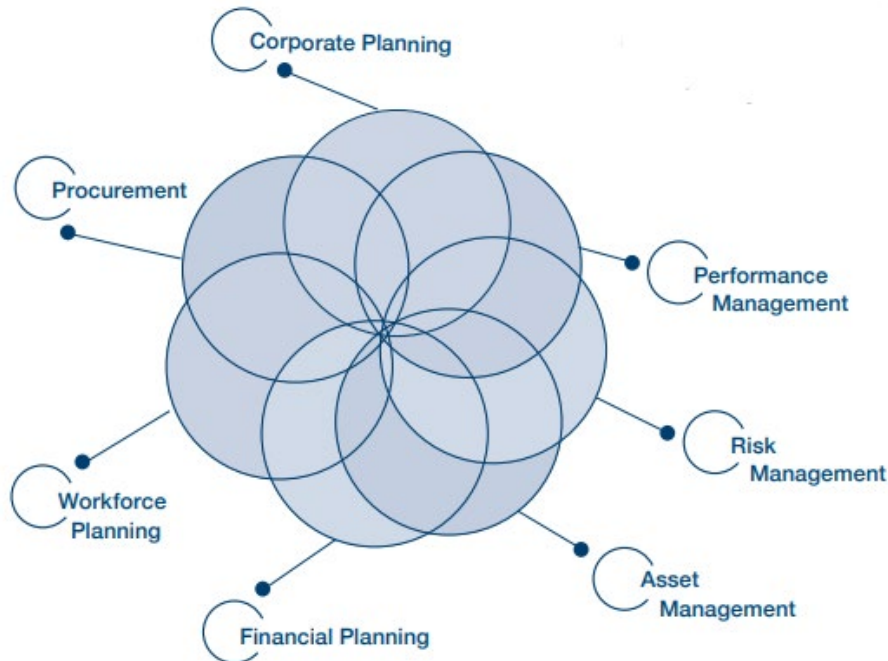
These well-being outcomes and objectives articulate the priorities for the Council in contributing to the national well-being goals and complement the work of the PSB in delivering the current and new Well-being Plan.

We work in line with the Sustainable Development Principle which is 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 sets out five ways of working needed for Public Bodies to achieve the seven well-being goals. This approach provides an opportunity for innovative thinking, reflecting the way we live our lives and what we expect of our public services.

The five ways of working are reflected in the actions taken by the Council to deliver the Corporate Plan. The five ways of working also inform this Corporate Asset Management Plan as assets have a key role to play in supporting the delivery of our well-being 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.



2. Organisational framework and Policies

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.

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.

2.1. 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. 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. Assets will be required to play a key role in the Council's savings strategy and a lean and efficient portfolio will be required to support the Council in closing any budget gaps going forward. Opportunities to rationalise and consolidate our asset base further will continue to be identified.



2.2. 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.

Whilst the Strategy looks to the longer term it is recognised 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 2023/24 to 2027/28. The updated strategy is on the same agenda as this report.

2.3. Highways Asset Management Plan

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

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

The HAMP will have strong links to the Council's corporate goals, objectives, and policies and provides the foundation for delivering a well-maintained and managed highway infrastructure. The plan will set out the Council's approach to maintaining the Council's road network, it identifies the management arrangements required to ensure levels of service are optimised and that the highway asset is managed wherever practical, to meet the expectations of highway users.

2.4. Housing Asset Management Strategy 2022

The Housing Asset Management Strategy (HAMS) 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 homes and related land assets. The Strategy will aim to provide high quality, customer focused services demonstrating the 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.

At the close of 2017/18, all Council homes had achieved the Welsh Housing Quality Standard (WHQS), with all properties having modern kitchens, bathrooms, safe wiring, and efficient heating system. With the major investment programme now having achieved the WHQS, the investment programme can now concentrate on wider aspects of the home including the wider neighbourhood and other assets such as garages. With opportunity to now refocus investment, other programmes of work are now being developed and delivered, covering the following:

- Fencing and boundary treatments
- Garages and garage use
- Environmental enhancements to assist in the management of anti-social behaviours
- Further enhancements to fuel efficiency.
- Fire upgrades
- Communal area improvements.

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.

2.5 Workforce Planning Strategy

The Council is currently developing our Workforce Planning Strategy to ensure it is robust and supports the organisation in the future. The Strategy includes how the Council will support and develop its workforce to meet the future challenges, considering issues such as ways of working (including hybrid working), employee engagement, strategic workforce planning as well as recruitment, attraction, and retention.

2.6 Economic Regeneration and Growth Fund

The Council is in the process of producing a Strategy and Fund to support Economic Regeneration and Growth which would consist of a £12m investment pot funded over three years and focussed on developing property and infrastructure in the Vale of Glamorgan to support the following key principles:

- Deliver economic growth.
- Tackle inequality.
- Improve our environment; and
- Create change in the area to benefit all residents, businesses, and visitors.

The strategy will be completed in early 2023 and all of the above-mentioned principles will have positive impacts for communities across the Vale of Glamorgan and should all be in line with the Council's Climate Emergency declaration and carbon reduction plans. Investment decisions should align with Council Priorities as set out in the Corporate Plan.

2.7 Annual Self-Assessment Plan 2021-22

The Annual Self-Assessment Report reflects on the work of the Council over the past year in working to deliver our vision of ‘Strong Communities with a Bright Future’. It is an opportunity to highlight and celebrate our key achievements as well as to identify the challenges we still must tackle. The self-assessment findings aim to provide an honest and balanced account of our performance in achieving our 2021/22 Annual Delivery Plan commitments. It draws on a variety of data sources and other insight from our annual planning and performance framework that have enabled us to draw conclusions on how well we are using our resources to support achievement of the Corporate Plan Well-being Objectives.

Based on the findings of the Directorate self-assessments, we have attributed a council-wide rating of ‘Good’ to reflect the positive progress to date in our integrated approach to using **assets**, people, finance, engagement, and data insights and managing performance and risk to support achievement of our Corporate Plan Well-being Objectives. Applying the five ways of working to these corporate enablers has enabled us to identify the areas across the Council where we are doing well and those areas where we need to further embed this way of working in order to maximise our chances of achieving our Well-being Objectives and contribution to the national goals. The table below aggregates the Directorate ratings for our corporate enablers into an overall judgement for the Council.

Corporate enablers: Overall Council Summary	Rating
How well are we managing our assets?	Good
How well are we managing our people?	Good
How well are we managing our finance, commissioning, and procurement?	Good
How well are we performing and managing our risks?	Good
How well are we engaging and using engagement insight?	Good
Overall rating for ‘how we are using our resources’	Good

In transforming the way we work the key challenges will be how we tackle Climate Change (including decarbonisation), how we lift people out of poverty, how we build, empower and engage our communities and how we maximise the potential of partnerships to effect change and enhance the well-being of our communities. This will require greater innovation in the way we work, to embrace new models that enable us to operate service in an agile way. We will also need to use our **assets** more efficiently, push forward our digital agenda, develop, and support our workforce and secure commercial opportunities and investments. This will not be easy and the approaches we will take will be many and varied.

As for the future, we will focus on:

- Embedding the sustainable development principle through our Corporate Asset Management Plan and asset management processes.
- Develop a net zero/low carbon Investment Strategy for our assets.
- Improve service integration and sustainability in use of our assets.
- Review our School Reorganisation and Investment Programme.
- Maximise use of our property portfolio especially for co-working/co-location.
- Maximise capacity and community assets in collaboration with the Third Sector.

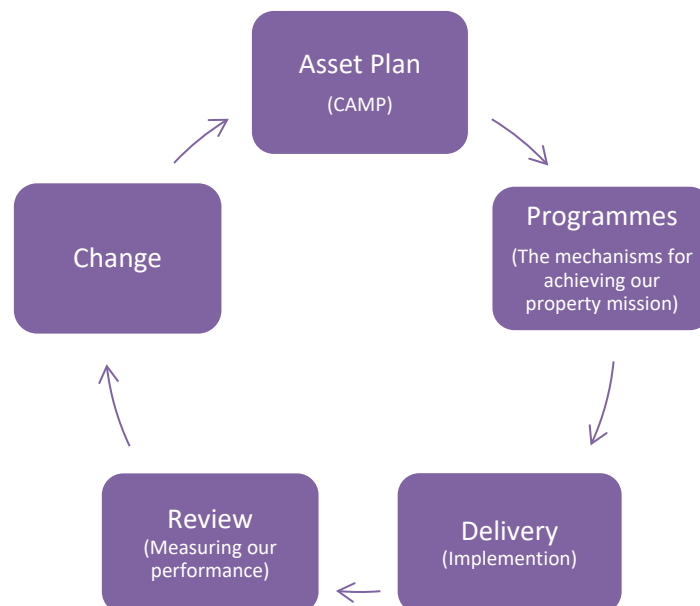
3. The Corporate Asset Management Plan

The importance of Assets which are fit for purpose, accessible and safe came into sharp focus throughout the pandemic where all departments of the Council required safe, well organised, and efficient hubs to operate from to deliver their Services. The CAMP seeks to ensure that we achieve the optimum use of our property assets whilst supporting service delivery across the Council. Whilst financial efficiency is important in managing our assets, it is not just about saving money; it is about ensuring that we achieve the maximum operational efficiency from our assets and have the right assets in the right place at the right time to provide valuable services to our communities.

The CAMP contributes to the transformational change activity underway across the Council in response to the changing needs of services following the pandemic. Our long-standing Property Mission Statement which sets out our long-term aspirations remains relevant:

“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, but also understanding that we need to adapt and evolve to changing circumstances. The CAMP is therefore a 5-year plan but will be reported on annually in order to highlight our progress and to report any emerging themes and changes required.



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 on their property requirements and data collected in the form of Service Asset Management Plans (SAMPs). These service plans assess each service areas assets in terms of their Suitability and Sufficiency for the services intended use. Our data consultation with our Services this year has been considered on a short-, medium- and long-term basis.

The SAMP process is intended to highlight property assets that are surplus to service requirements or not fit for purpose due to a range 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.

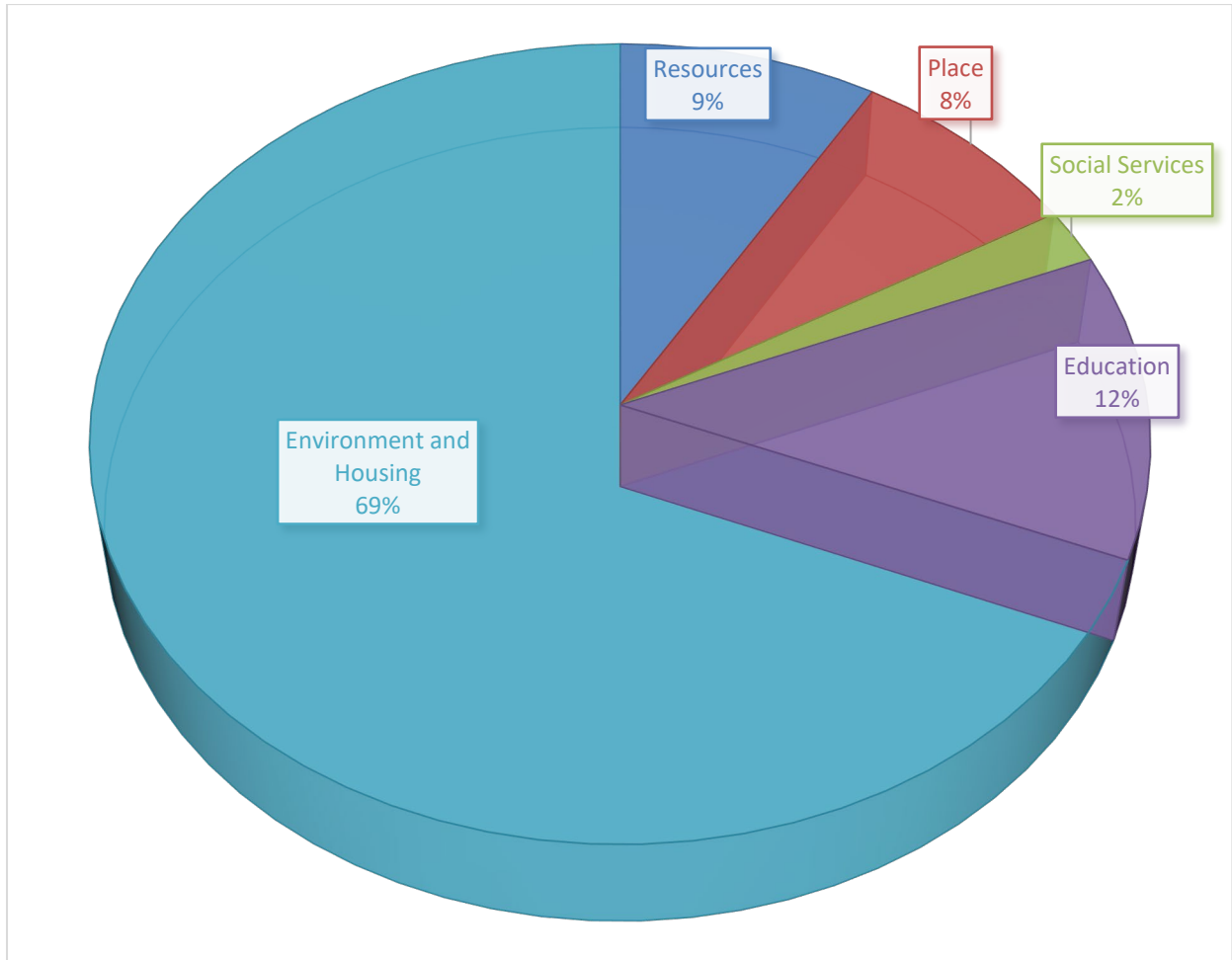
3.1. Portfolio

Our Estate comprises of:

Type	Assets	Value 2021/2022
Schools*	47*	£256,931,689
Leisure Centres / Community	71	£32,235,350
Town Hall	1	£4,941,500
Depot / Workshops	2	£4,561,900
Civic Buildings / Offices	4	£2,617,400
Public Convenience	21	£1,492,400
Library	4	£7,387,500
Social Services	18	£12,043,600
Land	287	£120,420,565
Other	86	£16,773,669
*LA owned schools (excludes buildings owned by other bodies such as Church in Wales etc).		

3.2. Corporate Property Breakdown by Service Allocation

The graph below shows the % (by number) of the Councils property assets held by each Council Directorate. The graph was created from the most current data and excludes Highway and Housing land but includes all Parks and Open Spaces.



3.3. Property Asset Condition

Property condition surveys are coordinated by the property team and provide a database of information which identifies maintenance, repair and renewal work, and the recommended timescale for undertaking that work, thereby providing an estimated forecast of future costs to assist in budgeting decisions and the assessment of compliance and strategic planning.

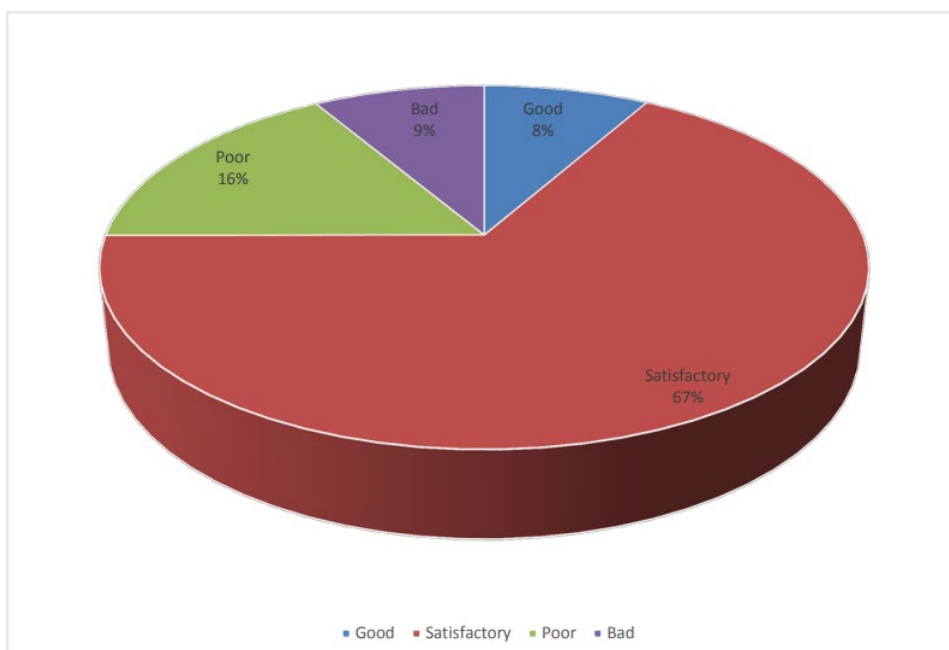
All Schools (excluding those that have recently been constructed through the Sustainable Communities for Learning Programme) have had updated condition surveys completed (2021/2022) with Social Services buildings due to be prioritised during the next 12 months. Condition surveys for the remaining portfolio will follow on a phased basis over the next 18-24 months. The data set for 2022 is partially updated and as such we have used baseline reporting figures from 2017, with updates where we have the most recent surveys i.e., Education portfolio.

There is an action within the Action Plan to complete the remainder of the condition surveys for the rest of the portfolio. Progress will be reported at the annual update to Cabinet in January 2024.

The condition rating 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 continuously updated on a rolling cycle and the categories will change as maintenance and investment work is undertaken. Identification of asset renewal and capital investment requirements using the data from condition surveys is key to improving our building stock condition in an informed and prioritised way.

The recently undertaken school's condition surveys have identified the repairs and maintenance that is required across the education estate for the next five years. The total value of work that is recommended be undertaken to maintain the estate is circa £40m. The surveys have concluded that there are circa 1% of Schools Assets in Condition Category A, 82% Condition Category B's, 17% Condition Category C's with no Schools assets fall within Condition Category D's. Some of the recommended work will be undertaken by schools from their devolved budgets, whilst some of the most urgent issues identified in the surveys have already been or are due to be addressed as part of this year's capital programme. However, even if the Council continues to receive the Welsh Government schools' maintenance grant funding of circa £2.3m that has been provided over the past few years, there will still be a significant increasing maintenance liability on the school estate that has the potential to cause significant operational issues in the coming years unless adequate funding can be identified.

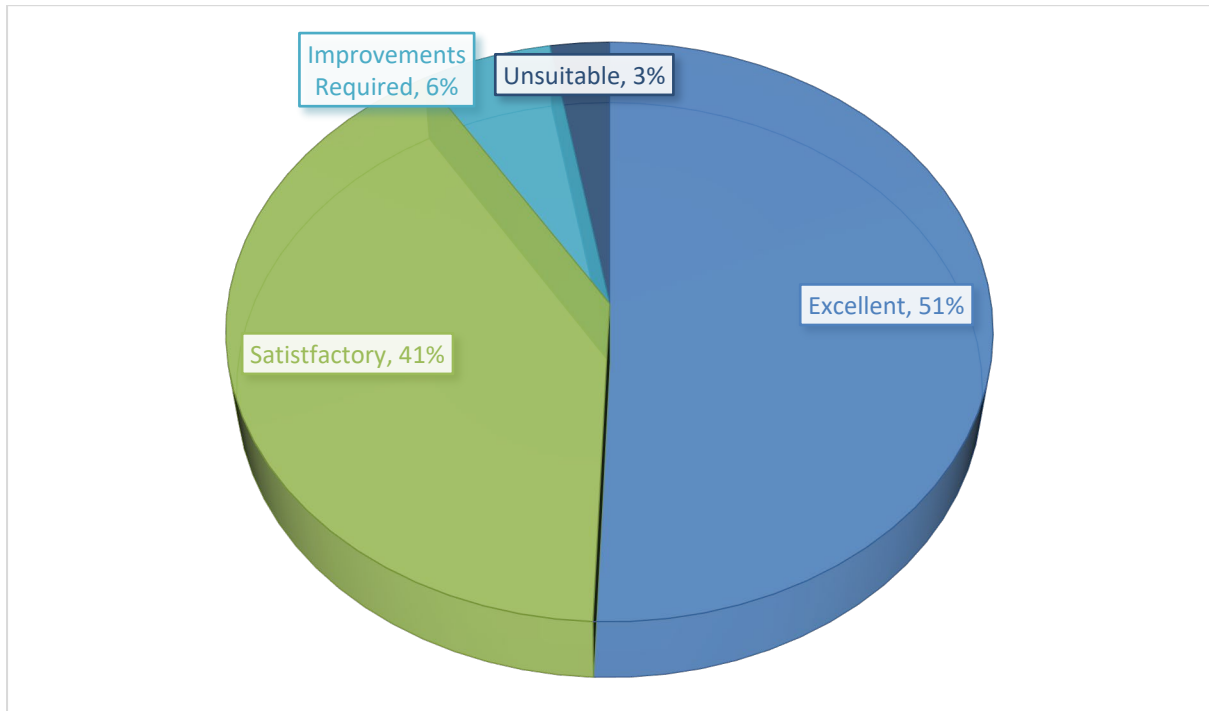
3.4. Asset Suitability:

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

Some suitability data for 2022 has been collated by the Estates team following consultation and engagement with each Service. An updated and detailed suitability survey for the school estate will be carried out in early 2023. Suitability data takes account of:

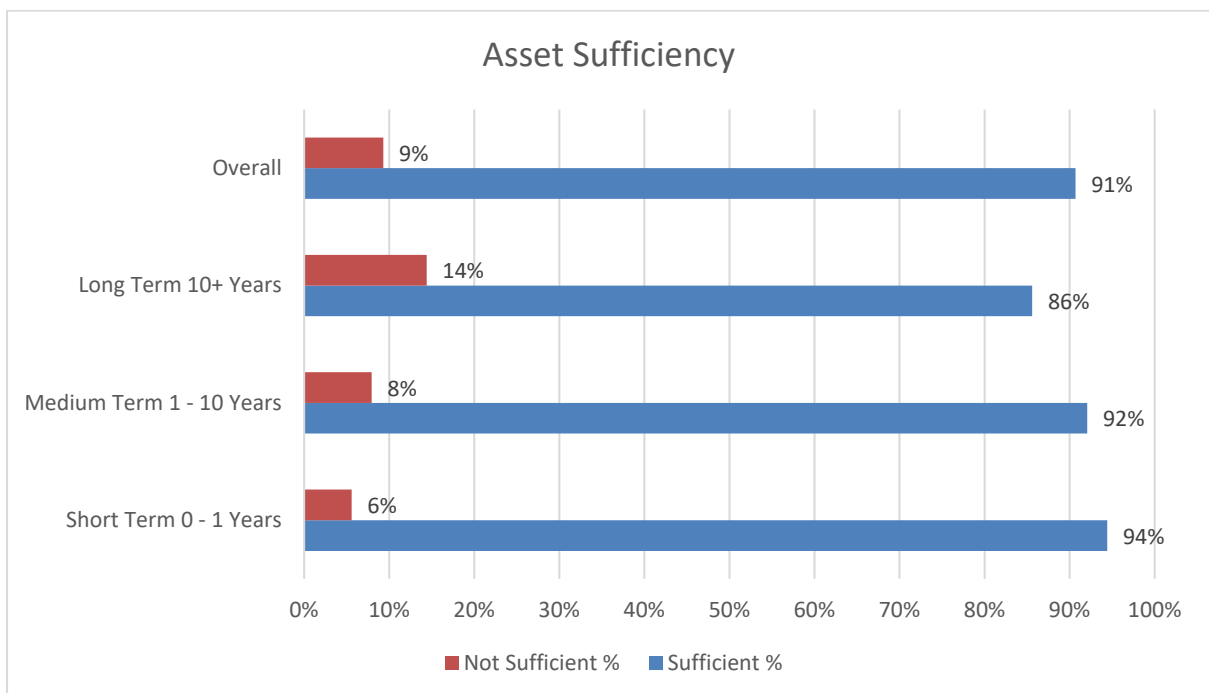
- Location: how conveniently is the asset located to support service delivery and is there good access by different modes of transport.
- Image: is the age and appearance of the property in line with service requirements and objectives. Is the working environment of an appropriate quality.
- Layout and 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 Councils asset base as reported by the Service Areas through the Service Asset Management Plan Questionnaires 2022.



3.5. Asset 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 for 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. The additional data collection is shown within the action plan and will be reported annually.

3.6 Asset Performance

Baseline Performance measures are currently in development and will be completed as soon as the condition data has been received for the full portfolio. Annual performance measures will then be put in place and reported as part of the annual CAMP annual update. There is a target in the CAMP action plan in this regard as set out in Section 7.

4. Progress against actions from previous CAMP

TARGET (2018-22)	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.	
To review and improve the SAMP questionnaires and send out to all services.	The SAMP template was reviewed and amended to reflect our aspirations to consider short-, medium- and long-term requirements of Service departments. The engagement work commenced in Summer 2022 with key data collected to inform the production of this plan.
To carry out a yearly review of performance against the CAMP action plan	The last annual update was reported to Cabinet in July 2021. A full refresh of the CAMP is now due.
Asset review by Service / Geographical area.	Representatives from Estates, Economic Development, Planning and Legal teams worked together to review land and property assets owned or managed by the Council on a ward-by-ward basis. Assets within the St Brides Major and Cowbridge Wards have been evaluated with a number of assets identified for further investigation or action. The team will continue with area reviews as time allows as competing priorities continue to impact on officer time.
Establish a Reshaping Assets Programme to co-ordinate the work on assets that align with the strategic objectives of Reshaping Services programme.	The reshaping assets board was established and was meeting regularly prior to the pandemic, to consider the future use of the Council's key strategic land and property assets. The work of the reshaping assets board will now be taken forward by the Strategic Insight Board and any key decision making taken through that Board. In appropriate circumstances the Council's assets have the potential to provide revenue returns when utilised for commercial opportunities as well as capital receipts through disposal.
Space Project Phase 3	Workstream was paused during COVID as the property team worked with services to respond to the rapidly changing situation. Work recommenced in 2022 with the establishment of a replacement project known as Eich Lle "Your Space" which is focussed on the post pandemic workplace. A number of improvements have been made to our corporate office accommodation with regards to hybrid technology and creation of interactive meeting rooms. Further improvements are planned around staff welfare and wellbeing, however the scale and pace of some of these changes will be dependent on budget availability.
To continue to decrease our energy costs and carbon emissions	During the life of the last CAMP the Welsh Government introduced a carbon foot printing exercise which required all Local Authorities in Wales to submit data relating to its carbon emissions. This will be the basis of measuring performance moving forward. The 2022 data reporting will be submitted during September, however at the time of drafting this update, the data was not available for reporting. The Council continues to drive forward energy efficiency and decarbonisation via Project Zero and they key challenges set.

<p>Consider termination of leases at expiry or on break dates.</p>	<p>A number of opportunities were taken to relinquish leases throughout the life of the last CAMP. Opportunities will continue to be taken where appropriate however the Council has a very small leased in estate (having previously surrendered/disposed of the majority of leased in properties over a period of time). Opportunities for further rationalization in this area will therefore be minimal. It is proposed therefore, that this priority be removed from the new CAMP Action Plan and any opportunities for further consolidation of the leased in estate be dealt with as business as usual.</p>
<p>Objective: 2 To identify and pursue opportunities to generate capital receipts and income opportunities from the disposal or lease surplus property.</p>	
<p>Identify underperforming / inefficient assets which, following an options assessment could be made surplus.</p>	<p>The area asset review work has highlighted a number of opportunities for disposal and/or other opportunities to consolidate the estate. Some of the key successes include:</p> <ul style="list-style-type: none"> - South Lodge – the property has been let as a café. - Tourist Information Centre – Commercial tenant operating from as an office. - Former Golf Hut Clifftops Penarth - converted into a Café - New Catering concessions created at Barry Island, Llantwit Major Train Station, and various Council parks - Former Train Shed at BSC2 in Barry. <p>This action will continue to be a priority for the Estates team throughout the life of the new CAMP.</p>
<p>Progress the disposal of the key surplus sites</p>	<p>Key disposals achieved throughout the life of the previous plan include:</p> <ul style="list-style-type: none"> - Goods Shed site, Barry - Western Vale Integrated Community Centre, Llantwit Major. - Llantwit Major Youth Centre - Train Depot and sidings, Barry. - Ewenny War Memorial - Llancarfan Primary School site – Tender bids currently being reviewed with a view to disposal. <p>This action will continue to be a priority for the Estates team throughout the life of the new CAMP.</p>
<p>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.</p>	
<p>Asset Manager to support Compliance monitoring of key compliance data.</p>	<p>The compliance team have up-loaded all documents to the Asset Manager system as surveys have been completed and new documentation received. This work will support the management of assets going forward and ensure that the Council holds up to date statutory compliance data for our assets.</p>
<p>To roll out user access of IPF's Asset Manager Database, and to ensure that all data held within</p>	<p>Access has now been rolled out to all relevant officers who have requested access, together with all schools to ensure that remote and immediate access to school asset records can be achieved by the schools nominated representative. As the majority of this work has been completed, and any new</p>

<p>it is in a user-friendly format.</p>	<p>requests will be undertaken as “business as usual” by the team, it is proposed to remove this target from the new CAMP Action Plan.</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</p>	
<p>To seek collaboration opportunities with local public sector organisations</p>	<p>An Area of the Civic offices was converted into a PPE distribution hub during the pandemic. Collaboration with Cardiff and Vale University Health Board, the Department of Health and Social Care and Public Health Wales saw the rapid deployment of Local Testing Centre sites/Mobile Test sites and Mass Vaccination sites on Council owned land or within Council buildings. Examples of which are Colcot Local Test Facility, the Mass Vaccination Centre at Holm View Leisure Centre and the temporary Mobile Test site that was deployed at pace at the Town Hall in Barry. The Estates team worked with colleagues across the public sector on timebound projects throughout the pandemic which saw public sector collaboration at its best.</p> <p>Colleagues from Barry Hospital were accommodated within the Councils offices accommodation in a safe socially distanced, risk assessed manner that allowed all services to continue during the pandemic.</p> <p>Recently the team facilitated a time bound sale of land to Transport for Wales to allow for the development of a railway hub, which supported TfW's electrification programme.</p> <p>Work continues with NHS and C&V UHB on a site known as Gladstone Road Gateway site which will see a new clinic delivered alongside well-located affordable residential dwellings.</p>

5. Corporate Asset Management Plan Objectives

5.1. 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 will be the dominant focus for our activities during the life of the 2023-2028 CAMP and directly reflects the objectives of the Well-being Plan, the Corporate Plan, and the Medium-Term Financial Plan. The mechanisms being implemented to achieve these objectives will seek to positively impact performance by seeking to optimise our property assets from both a financial and service delivery perspective.

The 2019-2022 CAMP focused on the contribution property assets can make to support the evolving and changing way that services are delivered, costs are managed, and revenue and capital receipts generated. This will continue to be a high priority for the 2023-2028 CAMP but also with an increased focus on organisational resilience.

5.1.1. Data Management Programme

The starting point for any asset management programme is to ensure 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 over a number of years and will continue to assist with highlighting whether an asset is fit for purpose and ultimately inform our decision-making process and strategy. We collect and record the following data:

Data Source	Measured / Collated	Objectives / Outcomes
Condition Survey	Surveys are carried out on each aspect of the building fabric: internal; external; mechanical; and electrical. The surveys are undertaken on a rolling programme.	The data is used to assess whether our assets are fit for purpose. An overall grade (A-D) is generated which is used to highlight maintenance/repair priorities, and for performance measures. This informs our assessment of building performance and is also an integral part of the capital bids process.
Service Asset Management Plan (SAMP)	SAMP questionnaires are completed by service areas and provide data relating to the assets each service is 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
Compliance	This covers a wide range of aspects which have a service/maintenance requirement or form part of on-going risk assessments	The aim is to ensure the Council operates from fully compliant buildings, and that all premises responsible officers are able to update the data we hold in relation to frequency testing on AssetManager.Net.
DDA / Equality Act	Access Audits carried out for all operational buildings.	Works carried out in accordance with priority listings and budgets to improve access to buildings in accordance with legislation.
Energy / Sustainability	The Council is committed to reducing its energy costs and reduce carbon emissions.	Welsh Government have set ambitious targets for the public sector to reduce all carbon emissions to zero by 2030. The measurement of energy forms a key part of that reporting.
Running costs	A key element of assessing building performance, which is used to compare assets and highlight how efficient an asset is. This is collated with the assistance of the Finance section.	Informs our asset strategy and any priorities for change.
Desk Occupancy	Data shows the actual usage of desks and meeting tables during a test period.	Data will inform policies connected to space rationalisation within the Eich Lle workstream.
Capacities	Office layouts are mapped to show maximum capacities and layouts within main corporate office buildings	Allows space to be organised in an efficient manner for future requirements related to the Eich Lle workstream

5.1.2. Asset Challenge/Review Programmes

This work is required to ensure the asset base remains under review throughout the life of the plan and will take a number of different forms from focussed work on individual assets and sites as a result of service requests to larger scale reviews across larger groups of assets. The intention of the reviews is to:

- Optimise utilisation of land and property.
- Generate capital receipts through the release of sites identified as surplus.
- Identify sites for development by Housing colleagues.
- Identify revenue producing opportunities by utilising assets differently.
- Identify revenue savings
- Identify opportunities for collaboration with public and third sector partners.

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 was previously established pre-pandemic 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 work of the group was stalled due to conflicting priorities over the last 2-3 years. The objective of the group was 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 Strategic Insight Board where appropriate.

5.1.3. Levelling Up Fund (LUF)

The Levelling Up Fund is a competitive fund with funding distributed to places across the UK based on successful project selection. Funding is classified as capital and will be targeted towards places that are most in need of the type of investment the fund provides, as measured by an Index of Priority Places. The Council submitted a package bid in round 2 focused on Barry Waterfront, which was unsuccessful. The proposed project set out to deliver a new 400 berth Marina, liner park and incubator space on the Mole area and a new Water sports Centre nearby.

At the time of drafting the CAMP 2023-2028 no decision has been made by UK Government as to whether or not there will be a further round of funding.

5.1.4. Eich Lle – (Your Space)

The COVID-19 global pandemic has fundamentally altered the way that we work as an organisation. The immediate requirement to adopt home working to ensure business continuity accelerated the work towards a more agile workforce dramatically.

Property rationalisation during the pandemic was not prudent as there was a requirement to ensure that some key services such as the Customer Services, Social Services, Finance, Registrars and Facilities Management remained fully operational and in order to comply with social distancing requirements there was a need to reallocate space in order to allow colleagues to remain safe and to adhere to Government workplace guidance.

Within the current post pandemic environment, the way that services and individuals use the workplace has altered and therefore the Council is adapting to a Hybrid way of working in order to support services whilst taking opportunities to rationalise our office accommodation estate where possible. Work is continuing with service colleagues around suitability and sufficiency of their office accommodation estate which will see accommodation requirements consolidated and opportunities for financial savings as a result of estate rationalisation. The Eich Lle work stream with input from SLT and supported by an operational team from Business Transformation, Estates, Facilities and Property, continues to look at opportunities for improving our staff's working environment, whilst still having an eye on revenue implications of continuing to run a full corporate office estate. This work will be highlighted as part of the budget proposals 2023/24.

Currently the project is assessing the needs of the various directorates and investigating a number of actions in the long and medium term whilst implementing quick wins that will enable the offices to be better working environments such as the installation of hybrid meeting equipment into a number of rooms and the reallocation of space to react to new working arrangements and service requirements.

Post pandemic working arrangements and preferences are becoming established as the world returns to normality. Future phases of Eich Lle will translate service preferences into appropriate accommodation to support services.

5.1.5. Corporate Landlord Model

The importance of efficient property and asset management continues to rise and the efficient way in which we utilise our assets is more important than ever with ever increasing regulations and standards to adhere to and owners of large estates across the country are searching for the most efficient model with many adopting a Corporate Landlord approach. There is currently a dispersed portfolio across directorates and budgets are managed by responsible services.

As this plan sets out, property is one of the largest overheads within the Council and has a large role to play in delivering:

- Financial savings
- Capital Receipts
- Revenue income
- Social Value
- Environmental Value
- Economic opportunities

There is no universal template to a Corporate Landlord as different organisations should design approaches which suit them however the principle is that all budgets and decision making is delivered by a central team with the services essentially becoming tenants of the assets used. The ideal scenario and structure under this model involve bringing all property related functions under a single directorate. Examples of services that could be considered property related are listed below:

1. Estates Surveyors
2. Building Surveyors
3. Architects
4. Designers
5. Quantity Surveyors
6. Building Engineers
7. Facilities Management Officers
8. Construction Project Managers
9. Health and Safety function
10. Statutory Compliance function
11. Building maintenance

The amount of space allocated to a service is professionally reviewed with the service to ensure that it is sufficient and suitable and removes the notion of service ownership (which is less independent and objective). This is not to say that consultation and engagement with the service areas would not still be an important part of the asset management process.

A move to this approach from the current model of service ownership is far from straightforward and will require a cultural shift, however there are opportunities for efficiencies with this model which should not be overlooked. The Chartered Institute for Public Finance (CIPFA) have been appointed to undertake a review of current arrangements in the Council for property management. They have been conducting a range of interviews and engagement activity with key service leads and have been collecting data from across the organisation over recent weeks with a view to them providing a report and recommendations for the introduction of a Corporate Landlord Model in the Vale during 2023. An action to consider the benefits of introducing such a Corporate Landlord model is contained within the 2023-2028 CAMP Action Plan and

any implications (resource/staffing etc) will be reported to Cabinet prior to implementation.

5.1.6. Sustainable Communities for Learning

The primary investment programme for education in the Vale of Glamorgan is the Sustainable Communities for Learning Programme. This is a scheme promoted by Welsh Government who provide grant funding to partially fund education projects based on business case submissions. The Council funds the remaining costs of projects not covered by the grant allocation. The Council is responsible for identifying investment opportunities, this can include developing a new school, refurbishment of existing school buildings and extensions to existing schools.

The scheme was previously referred to as the 21st Century Schools programme and funding has been brought forward in different tranches. The first tranche was known as Band A and the Council delivered the following schemes:

- Ysgol Gymraeg Nant Talwg - Type: Welsh medium primary; Capacity: 210 pupils; Investment: £2.77 million
- Ysgol Gymraeg Gwaun Y Nant and Oak Field Primary School - Type: Welsh medium primary (Ysgol Gwaun Y Nant) and English medium primary (Oak Field); Capacity: 420 pupils (Ysgol Gwaun Y Nant) and 210 pupils (Oak Field); Investment: £3.7 million
- Ysgol Gymraeg Dewi Sant - Type: Welsh medium primary (Ysgol Gymraeg Dewi Sant); Capacity: 210 pupils; Investment: £3 million
- Penarth Learning Community (delivered prior to programme start in collaboration with Welsh Government as part of Transitional Funding) - Type: English medium comprehensive (St Cyres) and Special school (Ysgol Y Deri); Capacity: 1285 pupils; Investment: £50.34 million
- Cowbridge Secondary School (delivered prior to programme start in collaboration with Welsh Government) – Type: English medium comprehensive; Capacity: 1586 pupils; Investment: £21.5 million.
- Llantwit Learning Community - Type: English medium comprehensive (Llantwit Major) and English medium primary school (Ysgol Y Ddraig); Capacity: 1050 pupils (Llantwit Major) and 420 pupils (Ysgol Y Ddraig); Investment: £21 million
- Colcot Primary School (remodel) – Type: English medium; Capacity: 315 pupils.
- Romilly Primary School (remodel) – Type: English medium; Capacity: 630 pupils.

The second phase of investment, Band B, commenced in April 2019 and is ongoing. Band B includes the following schemes:

- Whitmore High School – Type: English medium comprehensive; Capacity: 1,100 pupils; Investment: £30m; Stage: Completed.
- Pencoedtre High School – Type: English medium comprehensive; Capacity: 1,250 pupils; Investment: £33.9m; Stage: Completed.
- Centre for Learning and Wellbeing – Type: Additional Learning Needs School (KS3 and KS4); Capacity: 60 pupils; Investment: £8m; Stage: Under construction.
- Ysgol Gymraeg Bro Morgannwg – Type: Welsh medium comprehensive; Capacity: 1,660 pupils; Investment: £21.46m; Stage: Completed.
- St Baruc Primary – Type: Welsh medium primary; Capacity: 420 pupils; Investment: £9.1m; Stage: Under construction.
- South Point Primary School – Type: English medium primary; Capacity: 210 pupils; Investment: £5.43m; Stage: Completed.
- Cowbridge Primary Provision – Type: English medium primary; Capacity: 210 pupils; Investment: £7.32m; Stage: Under construction.
- St David's Primary School – Type: English medium denominational primary; Capacity: 210 pupils; Investment: £4.79m; Stage: Completed.
- St Nicholas – Type: English medium denominational primary; Capacity: 126 pupils; Investment: £7.13m; Stage: Not started.
- Ysgol Y Deri – Type: Additional Learning Needs expansion to Ysgol y Deri; Capacity: 150 pupils; Investment: £21.9m; Stage: Not started.

Welsh Government have confirmed that there will now be a move towards a rolling programme of investments in schools. Additional information on the next tranche of funding following the end of Band B has not yet been released. However, there is a commitment from Welsh Government to continue the programme.

Two Sustainable Communities for Learning pipeline schemes have also been included in the five-year capital programme 2023/24 – 2027/28 in relation to St Richard Gwyn re-development and the extension to Cowbridge Primary Phase 2. These are subject to full business case approval and further Cabinet Reports. The Saint Richard Gwyn scheme will deliver a 1,050-capacity secondary school which has been based on recent pupil projections. The total cost for the project is estimated at £62m. The Cowbridge Primary Provision Phase 2 scheme includes constructing a new 420 place primary school building on 'Land to the north and west of Darren Close' housing development (S106 land provision). Upon completion of the building, Ysgol Iolo Morgannwg would transfer to the new site. This would provide an additional 210 Welsh medium primary

places and 30 nursery places. The total cost for the project is estimated to be £13.76m.

5.1.7. 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 helps to ensure that a coordinated approach is adopted for any land and property acquisition requests. The protocol requires:

- The reason/business case 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 boards).

The protocol applies 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 Strategic Insight Board for consideration prior to any recommendations being on accommodation requests

5.1.8. Net Zero 2030 – Decarbonisation and Energy Reduction

The Decarbonisation Team forms part of the Property Team and is responsible for the development of initiatives aimed at reducing energy consumption in our property assets in addition to identifying funding streams to implement them.

Our Carbon Management Plan (2) was reported to and adopted by Cabinet on 17th December 2018. A Carbon Management Plan (CMP3) is currently being drafted and is scheduled to be reported to Cabinet during December 2022. The CMP3 will refocus around the requirements of the Welsh Governments Low Carbon delivery Plan which includes the target for the Welsh Public sector to be Carbon Neutral by 2030.

The carbon reduction objective is also incorporated into the objectives set out in the Corporate Plan. Following the 2019 climate emergency declaration, the Council established its project Zero programme which has broken down the response to the declaration into a series of actions which are monitored by a Project Zero Board with progress reported to Cabinet and scrutiny committees twice a year, thus ensuring it remains a priority across all services areas. The Council's Climate Challenge Plan details 18 challenges, including:

- Reduce the amount of energy we all use and lead by example sourcing our energy from clean and renewable sources and working across all sectors to bring new technology, innovation, and investment to the Vale.
- Manage and use our land, buildings, and other assets to support work to tackle climate change, rationalising what we need and improving sustainability and energy efficiency
- Build new zero carbon schools and improve our existing school buildings to ensure they are energy efficient and create learning environments fit for the future.
- Invest in our existing housing stock to make it more energy efficient and deliver near zero carbon, or at a minimum A rated new Council homes.

The CMP3 will align to the Challenge Plan and will be a key part of the Council's aspiration to become net zero by 2030.

The target to be net zero by 2030 is hugely ambitious and will require the public sector to think differently about their operations and consumption and may have significant financial investment requirements.

The Council currently has buildings utility expenditure in the region of £3.5m per annum with an associated carbon emission of approximately 6,602 tonnes from gas and electric its operational buildings which represents a reduction of 16% over the life of the 2019-2022 CAMP.

Work to help reduce these figures is underway utilising the Welsh Governments interest free SALIX funding and using appropriate frameworks and tendered work the Councils energy team are implementing various energy saving projects such as:

- Renewable Energy installations.
- LED lighting schemes.
- Insulation works.
- Electric Vehicle Charging
- Implementation of a building energy management system.
- Programmed boiler replacements and premises refurbishments.
- Installation of automatic meter reading systems to allow more accurate reporting of consumption and more accurate and timely leak monitoring.
- Net-zero schools and build programme

The Council reports its annual buildings CO2 emissions, which as previously stated reduced in line with the previous targets up until 2018. All previous targets and workstreams in this area have been superseded by the Net Zero declaration. Progress against the target is hard to determine as only the baseline year and a disruptive 2020-21 period have been mapped. 2021 – 22 data is currently being calculated and will be reported within the Decarbonisation Plan during the first quarter of 2023.

The Energy Team have installed 80 EV charge points at the Alps Depot, Civic Offices and Parks depot. Initially and primarily, they will enable the Pool car fleet to be electrified in order to reduce carbon emissions associated with fuel consumption within traditional internal combustion engine vehicles. However, it is proposed that the chargers will also eventually be made available to staff and visitors in the future.

5.1.9. Minimum EPC Requirements in Leased premises

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 1st 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.

5.2. 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 Team.

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.

The following are key disposal sites (during the life of the 2019-2022 CAMP) across the county with a brief description attached:

Former Barry Island Public Conveniences

Property previously disposed of to a private purchaser responsible for bringing forward a planning application and delivering a scheme to bring back into economic use the derelict property.

Hood Road Goods Sheds (Phase 2)

The Goodsheds project is a great example of collaboration between the public and private sectors, brought about by developer DS Properties, the Vale of Glamorgan Council, Welsh Government and Newydd Housing Association.

It is a fantastic development that has breathed new life into an important and historic local building and created much needed jobs, homes, and leisure facilities for the benefit of Barry and beyond. This project was part of widespread regeneration work taking place across Barry and follows on from a series of similar schemes in the Innovation Quarter. The property was disposed of by way of a long lease and has delivered new homes (private and affordable), staying accommodation, commercial and business uses. Planning permission has been granted for Phase 2, which subject to a

pending lease disposal of additional land alongside the Goods Sheds, will provide additional employment space and staying accommodation.

The Goods Sheds development was successful in the 2020 Ystadau Cymru Awards where the project was awarded the best project across Wales in the Creating Economic Growth section and the minister for finance and Trefnydd, Rebecca Evans, also confirmed the project as the overall 'winner of winners', recognising it as the best project across all categories.

IQ Southern Development Site

Conditional contracts have been exchanged with Cardiff & Vale College to dispose of the site for delivery of a new Waterfront education campus.

Gladstone Road Bridge Compound Site

As a part of a regeneration project called Barry Town Centre Gateway, the site is earmarked for new affordable older persons homes and new accommodation for Cardiff & Vale University Health Board's Broad St health clinic; interlinked with a proposal for the Council to purchase from the UHB their Broad St Clinic site for it to be redeveloped with new affordable homes.

Land at Airport Enterprise Zone

Conditional contracts have been exchanged with Cardiff & Vale College to dispose of a site alongside Cardiff Airport for a state-of-the-art education campus called the Advanced Technology Centre (ATC).

Circa 50 acres of land located alongside the ATC site, which subject to pending feasibility and master planning, is also earmarked for an Airport Business/Commercial Park.

Penarth Older Persons Housing with Care Complex

Heads of Terms have been agreed with Wales & West Housing Association to dispose of land for a new affordable Extra Care facility located alongside land earmarked for a Council development of over fifty-fives affordable homes.

5.3. 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 populated the Asset database with all certifications relating to the inspection and servicing of key attributes within all corporate buildings. The Compliance team monitor the status of these key attributes across all corporate buildings and issue reminders to site managers regarding the approaching inspection/service date. For some sites, the inspection and servicing are 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).

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 the Council's property data base (AssetManager). The next stage is to train all duty premises holders to update the system as retesting occurs on each asset. This will enable the team to maintain an overview of our compliance requirements and respond to any issues. This objective has been added to the CAMP Action Plan. The main aspects and their requirements and frequency are listed below.

Aspect	Service Requirement	Frequency
Airconditioning	Inspection Maintenance	5 Years 6 Monthly
Asbestos	Inspection	Annual
Electrical Installations	Testing of all fixed wiring and all distribution boards.	5 Yearly
Electrical installations	Testing of all fixed wiring and all distribution boards	Annually
Portable Appliance Testing	Testing of all portable electrical equipment	Annual (or otherwise directed)
Electrical Stage Lighting	Inspection and testing (Electrical and Load)	Annual

Emergency Lighting	Inspection and testing of system	Monthly and 6 Monthly
	Inspection and testing of system (Full duration)	Annual
Legionella	Testing	6 Monthly / Annual
Lifts	Testing	Annual
Lightning Conductors	Testing	Annual
Gas Safety	Testing	Annual
Fire Extinguishers	Testing	Annual
Roof Access	Testing / Maintenance	Annual
Fire Alarms	Testing / Maintenance	Annual
Security Alarms	Testing	Annual

5.4. Objective 4

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

5.4.1. Community Asset Transfer Protocol

A protocol was established and originally endorsed by Cabinet in 2010 then subsequently updated in 2016 and refined again in 2019 to reflect the changing financial climate faced by the Vale of Glamorgan Council. A web page with the full details, guidance, templates and contact details of the team was developed and is now live and used by applicants.

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.

There have been some significant successes over the life of the last CAMP in this regard, most notably the 5 Community Library Community Asset Transfers which are successful and have demonstrated sustainability and working in partnership with our central library service.

Particular attention moving forward 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. A number of Bowls clubs have been transferred under leases to clubs who are now realising the benefits of managing their own facilities with increased opportunity for grant funding and investment in their sport. Future phases around other sports pitches are currently being considered with clubs from rugby and football coming forward to take on long leasehold interests whilst still maintaining public access.

5.4.2. 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.

5.4.3. 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 - 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. The Council is strengthening its integration agenda through the development of a Vale Alliance, in line with WG Strategy for Primary Care and our own goals within the Vale of Glamorgan.

The service continues to strive to work with attendees at our Day Services based within Hen Goleg with a view to considering alternative more efficient accommodation for a new model of service (in full consultation with the service users) and also in the Councils Head of Service integrated role we continue to try to progress the work on the following with UHB colleagues for the benefit of VOG citizens:

Broad Street Clinic/Barry Gateway

Wellbeing Hub @ Penarth

Wellbeing Centre@ Barry Hospital

Penarth Older Person's Complex

We also continue to consider how we might try to develop a facility in the Western Vale for our integrated services and local population.

Shared Regulatory Services - The regionalised regulatory service with Cardiff and Bridgend councils continues to operate from the Vale of Glamorgan assets with the Civic offices acting as the services base.

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, currently 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.

Cardiff Capital Region - The Cardiff Capital Region (CCR) embraces the 10 local authority areas covering South East Wales -Blaenau Gwent; Bridgend; Caerphilly; Cardiff; Merthyr Tydfil; Monmouthshire; Newport; Rhondda Cynon Taf; Torfaen; and Vale of Glamorgan. It has a population of 1.5 million which equates to almost half the total population of Wales. It is a diverse region comprising the two cities of Cardiff and

Newport, a range of market towns, the industrial heartland of the South Wales Valleys, rural communities, and a coastal belt.

The deal represents the joint commitments made by the ten local authorities of the Cardiff Capital Region, the UK Government, and the Welsh Government to unlock £1.2bn of collective investment. It is designed to build on the region's sectoral strengths, its high skill base and three successful universities and accelerate economic growth and productivity through a series of considered targeted investments in skills, infrastructure, innovation-led scalable projects and priority industry sectors and businesses.

Over its lifetime of 20 years the desired outcomes from its programmes of intervention (£734m of which is ring-fenced for Metro developments with the remaining £495m available through a wider investment fund) are to have delivered 25,000 new jobs, generated an additional £4bn of private sector investment into the region and increased GVA by 5%

There are five key priority areas that will be the hallmarks of the next stage of CCR:

- 1) Build Back Better – playing our part in economic restructuring & building resilience
- 2) Becoming a City Region – strengthening regional economic governance including the transition to a Corporate Joint Committee structure.
- 3) Scale-up - delivering the wider investment fund 'peak' programme through building capacity, support, and credentials
- 4) Make the CCR Case for Levelling-up – developing a place-based investment prospectus.

Developing Economic Clusters and innovation-led growth

6. Delivery/Governance

The CAMP is a structured approach to managing our property portfolio and sets out how the council intends 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 Estates department of the Council holds the responsibility for the preparation and implementation of the CAMP. Under the leadership of the Operational Manager (Property) the day-to-day management of the asset management process is delegated 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 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 Association of Chief Estates Surveyors (ACES), Consortium of Local Authorities in Wales (CLAW), and Ystadau Cymru (National Board Vice Chair and also membership at Sub-Regional Level). As mentioned in section 1, the Council also co-chairs the PSB Asset Management and Climate Emergency Sub-group and will continue to take the lead in bringing partners together to take forward work on climate change and asset management.

6.1. The Strategic Insight Board

The Strategic Insight Board is a group of senior officers chaired by the Chief Executive 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.

7. Asset Management Action Plan

The following Actions will be reported to Cabinet on an annual basis.

Action / Project	Target	Anticipated Completion Date	Outcome
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.			
Carry out an annual review of Asset Management action Plan	Annual Review	December 2023	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 and rationalise our portfolio	Ongoing throughout the Plan	Assets will be reviewed to identify further opportunities for rationalisation, disposal, collaboration, or revenue/capital generation.
Progress Eich Lle "Your Space" workstream	Ensure that corporate office accommodation is fit for purpose and identify rationalisation opportunities	Across Plan period	Work will continue to analyse service need across the corporate office portfolio and identify physical, technical, cultural improvements to ensure it meets the requirements of a modern workforce. Alongside this identify further space rationalisation opportunities across our key corporate buildings where possible.
Decrease carbon emissions associated with the Corporate estate	Reduce Carbon Emissions as low as possible	Net Zero target date - 2030	The corporate office buildings operate in the most sustainable manner possible.
Investigate the adoption of a Corporate Landlord Model for all land and property.	Centralise all property related work and budgets to realise efficiencies	CIPFA report and recommendations to be completed by Feb 2023 with implementation by 2025	Centralised budgets and decision making will create efficiencies in services and allow services to "focus on the day job" whilst suitably qualified property professionals will drive recommendations through a governance structure to be determined.

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

Identify underperforming / inefficient assets which, following an options assessment could be made surplus.	Identify buildings for disposal / transfer	Across Plan period	A number of assets are currently being marketed which are scheduled for disposal in the medium term. An annual update will be reported.
Look for opportunities to create new and enhance current income generation from surplus assets	Identify revenue generating opportunities.	Across Plan period	Underutilised or surplus assets are identified, and revenue is generated
Look for opportunities to dispose of surplus property	Identify opportunities and support process with	Across the plan period	Surplus property is disposed of for best consideration or to enhance Social, Economic and Environmental wellbeing of the area.

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.

Maintain assetmanger.net to support compliance and condition data	Assetmanager.net becomes an easily accessible and comprehensive record of the estate.	Data	The Corporate Compliance team will continue to update and maintain the compliance details at each site are an ongoing requirement. The Property team will add condition data to Asset Manager when available.
Condition surveys are completed for the estate	All buildings within the council's ownership have a condition survey which is not more than 5 years old.	Rolling programme over a 5-year period to be developed	A clear picture of the maintenance requirements for the entire estate are quantified to inform the annual maintenance programme.
Performance Measures	Develop a suite of performance measures to include condition data and other key	Baseline KPI's to be developed over the next 12 months	A suite of KPI's to be developed before the next annual update and then reported as part of the annual update of the action plan thereafter.

	performance indicators relating to asset performance	and reported at the next annual review	
<p>Objective 4: To work in partnership and collaborate with other public sector bodies within the Vale of Glamorgan to achieve efficiencies and enhance service delivery.</p>			
To seek collaboration opportunities with local public sector organisations	Continued commitment to PSB	Across the Plan period	On-going process to help identify opportunities to collaborate or co locate with potential for revenue savings and more resilient service delivery.
To continue with the transfers of sports facilities to suitable clubs.	To transfer well used assets to sports clubs who will create revenue efficiencies by undertaking maintenance and support of the assets.	Across the plan period	Sports pitches and associated infrastructure is transferred to suitable clubs and organisations which will enhance the offer to their members and surrounding residents in a way that maximises grant streams.