

# **Blaenau Gwent County Borough Council**

## **Strategic Asset Management Plan**

DECEMBER 2011



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## Foreword

Public service delivery is undergoing a period of radical transformation in response to the UK's fiscal gap, constraints in public expenditure and people's rising expectations of public services. Central to the transformation is the need to promote communities as vibrant, self-sustaining places in which to live and work. Physical infrastructure is an important part of sustainable communities and the assets which the Council owns and uses must make a contribution to creating the area of Blaenau Gwent a better place, to live and work. This presents the Council with the challenge of critically examining our asset base to ensure that it is optimised in terms of the Council's aspirations, resource efficiency and its contribution to supporting local communities.

Property is a key resource of the Council. It has value; costs money to use and maintain, and is a critical component in supporting service delivery. The Council has a vision to improve the economic, environmental and social wellbeing for the people of Blaenau Gwent. To realise this vision we must continuously challenge our approach to the management of our property portfolio in order to ensure it is supporting this vision.

Property must be planned over the long term against clear corporate and service strategies. In this way its contribution to service delivery can be defined, opportunities for capital funding pursued, and property management effectively undertaken. Our property management role must change from one focussed simply on providing and maintaining buildings to one which is more strategic and entrepreneurial and which challenges how the portfolio as a whole can be more effectively used to support the communities we serve.

This document describes the Council's asset management policy and practice. It is intended to be a strategic document looking forward to how the Council may need to adjust its portfolio over the medium term. It is also a live document subject to continuous review and is intended to raise awareness of property matters and to seek wide engagement throughout and beyond the authority.



**Chief Executive**  
**David Waggett**



**Leader of the Council**  
**Councillor John Mason**

### EXECUTIVE SUMMARY

The Asset Management Plan (AMP) is a strategic document that sets the broad direction for asset management over the medium term to ensure the Council's property portfolio is optimised to meet corporate priorities identified through its strategic plans.

At a national level, influences for change mainly relate to the current financial climate and public spending constraints, and a recognition of the need for public service transformation in response. Improved collaboration with our partners and community participation are key themes.

At a local level an anticipated 3% reduction in revenue over the next 3 years coupled with a reduction of 22% in capital over the same period to secure financial savings of £9m presents a significant challenge to the Council. The annual running costs of the Council's property portfolio amounted to £7.549m last year, representing almost 6% of the Council's net annual spend. The portfolio also has a latent capital value that can be realised through rationalisation. Asset management therefore has an important contribution to make in relieving the current budget pressures.

Key corporate priorities include business transformation and workforce transformation. In future the Council will be leaner with less staff and less service delivery points. A corporate Workplace Transformation project is responding to this driver through the implementation of agile working and rationalisation of office space. Service transformation will also influence the configuration of the property portfolio, in particular education transformation, regeneration and collaboration in social care.

The Council's property portfolio comprises 453 properties, with an asset value of £188.6m. The Asset Management team undertakes strategic management of the portfolio, whilst day to day management is undertaken by services with support from the Building Maintenance section. A cross-service Corporate Asset Management Working Group (CAMWG) considers strategic asset management issues.

The importance of asset management's role as a strategic and corporate discipline is being increasingly recognised across the Council, as evidenced by the increased investment in resources:

- Asset management budget allocation in 3 year capital programme
- Invest to Save funding for Workplace Transformation
- Appointment of fixed term Property Review Officer to undertake Area Reviews
- Upgrade to Tribal's K2 property database

However, key areas of risk have been identified in the Wales Audit Office Property Asset Management Review report in March 2010 and the **Asset Management Service Risk Register (Appendix 1)**. The key priorities arising from these risks can be summarised as follows:

#### **Improving asset management practice**

The relocation of the asset management function to the corporate centre will facilitate a more strategic approach. It is important that the quality of property data held is improved to facilitate an evidenced, planned and prioritised approach to investment, maintenance and rationalisation. Improved data will also enable a performance management framework to be developed. The role of CAMWG will also be strengthened through revised terms of reference.



## Strategic Asset Management Plan

### **Implement a Corporate Landlord Model**

A move away from perceived service ownership of assets towards a more central model is important to support a corporate, integrated and cross-service approach to asset management. Issues such as centralising property related budgets and accommodation recharges would need to be considered. A Corporate Maintenance Strategy will be developed as an interim measure to ensure that the Council's limited maintenance budgets are put to best use.

### **Reviewing the Operational Portfolio**

The Area Review process will continue with action plans being developed for each asset to identify those that will be retained and those that can be released.

### **Joining Up Asset Management across the Public Sector**

The Council has achieved pilot project status and invest to save funding from the National Assets Working Group (NAWG) to develop a more collaborative approach to using the collective public sector and third sector estate in Blaenau Gwent. The project will progress with the establishment of Public Sector and Third Sector Assets Boards.

### **Workplace Transformation**

An agile working pilot project will be undertaken in Anvil Court, and if successful rolled out throughout the Council. This will result in less office buildings and an improved and more efficient working environment.

### **Reviewing Effectiveness of the Industrial Portfolio**

Following a recent review, further work is needed to consider recommendations for improvement in the management of the industrial portfolio.

### **Promoting Community Use of Assets**

The Council will pro-actively consider community asset transfer as a method of disposal, and develop a policy and protocols to guide decision-making.

### **Investigating Procurement and Delivery Options**

The current financial climate and subsequent effect on the property market is likely to impact upon our ability to generate capital receipts. The NAWG pilot project will provide funding to investigate the potential for alternative approaches to capital funding such as a local asset backed vehicle or other private:public partnership approach

A **Framework for Action (Appendix 2)** has been developed to provide a strategic overview of the actions required. The resource implications, responsibilities and timescales of implementing these priorities will be developed through annual Action Plans. Progress will be monitored through regular reporting to Scrutiny and Executive.

## INTRODUCTION

### Purpose and Scope of Plan

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This Asset Management Plan (AMP) identifies the key strategic policy and resource influences affecting Blaenau County Borough Council and in response to these sets a broad direction for asset management over the medium term enabling its property portfolio (and associated professional support) to be optimised to meet identified needs. It facilitates rational property decision-making based on identified corporate and service priorities. It is intended as a practical tool which helps to define, implement and measure how the Council:-

- Makes its investment decisions
- Maintains and improves its assets
- Increases the cost effectiveness of its portfolio
- Promotes innovation and development in asset management
- Listens and responds to property users

The plan has a 5-year time horizon but will be updated annually to provide a rolling plan. It is restricted to consideration of property assets that the Council owns or uses. The plan sets the context and a programme of action for the Council's property portfolio over the medium term. It is intended for a wide audience including:

- Members - to support decisions on investment priorities in the portfolio
- Senior managers - to identify portfolio changes to meet their needs
- Public – a statement of the Council's asset management practices and priorities
- Partners – to promote a collaborative approach to asset management

### Format and Content of Plan

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The AMP is arranged in four sections with appendices containing supporting material.

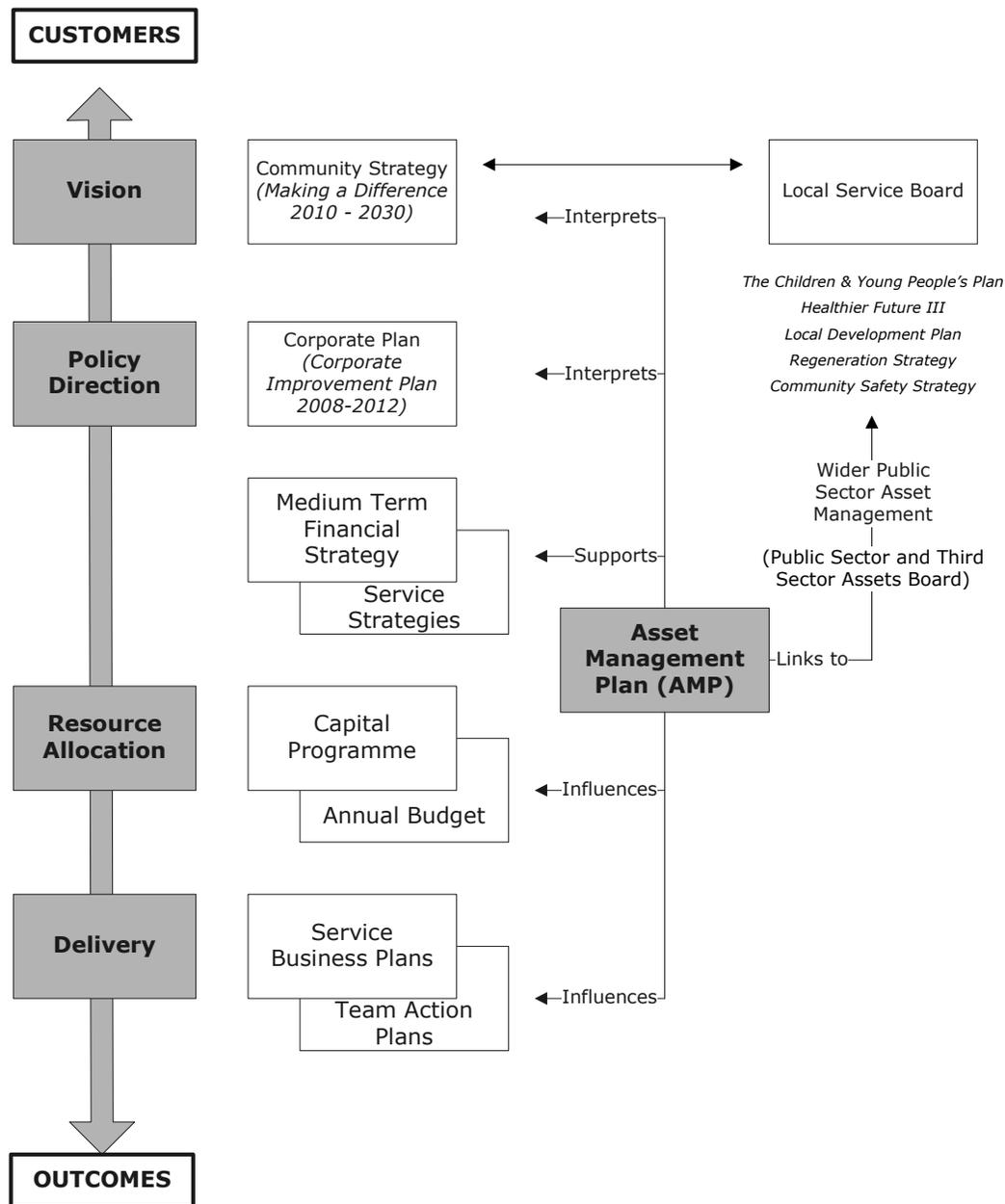
- **Section One** provides a statement of strategic direction and vision for property asset management through an analysis of the environment in which the council is operating and its own priorities in response to this.
- **Section Two** provides information on the size and nature of the property portfolio under thematic headings, and is designed to improve understanding of the portfolio and to raise awareness of emerging issues in the estate.
- **Section Three** describes Blaenau Gwent Council's current policy and practice with respect to asset management, and is designed to provide a commentary against current 'Best Practice' in asset management.
- **Section Four** provides a review of asset management performance and a programme of action. This identifies key achievements looking backwards and intended short and medium term action in looking forward under the broad strategic direction defined through Section One.

## PLANNING CONTEXT & STRATEGIC DIRECTION

### THE PLANNING CONTEXT AND VISION

The AMP does not exist in isolation but is set within the context provided by other corporate and service plans (See **Figure 1**).

**Figure 1 – The AMP in the Wider Planning Context**





## Strategic Asset Management Plan

The Council's policy direction is defined in the **Corporate Improvement Plan 2008-12** which identifies the most important issues for local people and the subsequent Council priorities and strategic outcomes. The focus is on improving the lives of local people and making Blaenau Gwent a better place to live, work and visit. Community engagement and consultation to identify key issues is vital and examples include the Blaenau Gwent resident's survey, engagement on the **Community Strategy** and consultation on other key strategic plans such as the Children and Young Peoples Plan (CYPP) and Here to Listen and Partner And Communities Together (PACT) meetings.

Council buildings have an important part to play in this aspiration - they are the places through which local services are provided; they project an image of the council and they can act as a catalyst in revitalising the area. The priorities under each outcome are amplified by delivery strategies and resource allocations defined through the Council's Medium Term Financial Plan, Capital Programme and operational business plans for individual service areas. The AMP is designed to support these by reflecting how the Council's portfolio and its management need to change to ensure these priorities are delivered.

The **Community Strategy, Making a Difference** sets the overall vision for the area to 2030 and informs and is informed by the other 5 key Council strategies - CYPP, Healthier Future III, Local Development Plan, Regeneration Strategy and Community Safety Strategy. Developed by the Council with partner agencies following a robust community planning process it identifies seven key themes for Blaenau Gwent. These themes and the actions identified have a direct link with the Council's property holdings as illustrated in **Figure 2**. The Council's use of its portfolio and its role as a land and property owner must therefore reflect the aspirations of the community at large through its asset management policies.

The themes identified through the Community Strategy are also reflected through the draft **Blaenau Gwent Regeneration Strategy**. The Strategy provides a framework for the transformation of the borough over the next 10 years and identifies a need to leave behind the legacy of deprivation in incomes, health, education and opportunities resulting from the demise of its traditional industrial base. This Strategy identifies several physical developments as catalyst for this regeneration including:

- Community Hubs in each main urban area
- Transformation of the former Corus steelworks site
- Improvement to local town centres
- New high-quality business sites
- Completion of important road and transport links

A collaborative approach by the Welsh Government, the Council and a range of public, private and voluntary sector partners to deliver our overall vision and priorities is critical and asset management has a key role to play. To ensure asset management effectively supports the corporate priorities identified through its strategic plans it is important the Council has a stated vision for its assets:

**"The Council will provide assets, in partnership where applicable, which support the delivery of quality services and the economic and social regeneration of Blaenau Gwent by being fit for purpose, accessible, efficient, suitable and sustainable."**



## Strategic Asset Management Plan

**Figure 2 – Draft Community Strategy & Asset Implications**

THEMES	ASSET IMPLICATIONS	EXAMPLES
<p><b>Lively &amp; Accessible Communities</b> Creating communities that people enjoy and want to live in</p>	<p><b>“The Council will provide assets, in partnership where applicable, which support the delivery of quality services and the economic and social regeneration of Blaenau Gwent by being fit for purpose, accessible, efficient, suitable and sustainable.”</b></p> <p>This means:</p> <p>“Fit for purpose” buildings</p> <p>Buildings in a good state of repair</p> <p>Buildings which are well located in response to demand for services</p> <p>Good building design</p> <p>‘Green’ and sustainable buildings</p> <p>Flexible buildings capable of multiple uses and accommodating co-located services</p> <p>Buildings which are accessible by all</p> <p>Buildings which are well used</p> <p>Clean, welcoming &amp; safe buildings</p> <p>Cost-effective buildings</p>	<ul style="list-style-type: none"> <li>• Improvement of town centres through physical regeneration and town centre management within Council’s regeneration plans</li> <li>• Community ‘hubs’ &amp; holistic regeneration areas within Council’s regeneration plans</li> <li>• Relocation of the Youth Service from office accommodation into a community facility</li> <li>• Working with partners to ensure collective public assets are more effectively used to support communities (NAWG pilot project)</li> <li>• Redevelopment of the General Offices at The Works to provide a genealogy visitor centre and historic archive facility</li> <li>• Development of a consolidated Learning Campus for 16+ education and new 3 – 16 school on The Works</li> <li>• 21<sup>st</sup> Century Schools Programme</li> <li>• Implementation of “Living Independently in the 21<sup>st</sup> Century” strategy through the closure of residential homes and the provision of extra care sheltered housing</li> <li>• Proposed new Ebbw Vale Leisure centre</li> <li>• Target of BREEAM excellent rating for new buildings to ensure sustainability</li> <li>• Implementation of energy saving initiatives through SALIX</li> <li>• Advanced environmental design principles used for the Welsh Future Homes and Regain Building on The Works</li> <li>• Refurbishment of Bedwellty House</li> <li>• Workplace Transformation project</li> <li>• Development of community asset transfer policy</li> </ul>
<p><b>Thriving Communities</b> Offering the opportunities, support and resources in our communities for people to thrive</p>		
<p><b>Fair &amp; Safe Communities</b> Making people feel safer in our communities</p>		
<p><b>Learning communities</b> Giving the people the skills to succeed</p>		
<p><b>Healthy Communities</b> Helping people to be healthy and get the right care and support when they need it</p>		
<p><b>Green Sustainable Communities</b> Improving our environment today for tomorrow</p>		
<p><b>Community Leaders</b> Working with, and for our communities</p>		

### **INFLUENCES FOR CHANGE**

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At a national level the strategic context is set by the UK's fiscal gap and the need for **public service transformation** in response to rising public expectations. Public spending constraints and the requirement to deliver **efficiency savings** to encourage better use of limited financial resources are driving more innovative and collaborative approaches to service delivery. Encouraging **citizen participation** (The Big Society) and **place shaping** – the Council and community collectively articulating a new vision for the character of the area – are key elements of the Government's aspirations for creating more sustainable communities. The pace of change is rapid and citizen demand is for services that are:

- **Personalised** – tailored to individual needs; responsive to where, when and how people want services provided; capable of being self-selected and easy to use.
- **Localised** – provided in a way that is immediate and convenient to the client and which reinforces a sense of community.
- **Integrated** – allowing multiple services to be provided simultaneously or in a form so that they can be accessed in a seamless manner.
- **Facilitated by Technology** – allowing alternative modes of access to services which are easy to use, secure, resilient and available at time / place of client's choice.
- **Value for Money** – provided in a way which is both effective and cost efficient so that scarce resources are optimised for the benefit of clients.
- **Flexible** – provided so that services respond to changing individual or client group needs, revised delivery models and change or variations in demand.

The Welsh Government has through the Efficiency and Innovation Programme established a National Assets Working Group (NAWG) to ensure that the management of the collective public estate is directed towards this agenda of **public service efficiency** and **service improvement**. The Efficiency and Innovation Partnership Board is concerned with taking all public sector resources (money, assets and people) within a geographic area and directing these to achieve optimum outcomes for citizens regardless of institutional boundaries. Property assets are a key part of public service delivery and therefore need to underpin this approach. The NAWG aims to work in collaboration with public sector and third sector bodies to facilitate change in the way public assets are provided, operated, shared and disposed.

The Council is committed to developing a pro-active approach to asset management as a tool to delivering both better outcomes to citizens and efficiency savings. This has been evidenced through our selection as one of 9 pilot projects by the NAWG.

### **THE COUNCIL'S ASPIRATIONS**

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The Council recognises that in meeting its aspirations for the community it serves it too has to change. There are a range of corporate and services aspirations to which the Council's property portfolio must respond in terms of its size, nature and management if it is to achieve its assets vision. The most significant of these are highlighted briefly below.



## Strategic Asset Management Plan

### CORPORATE PRIORITIES

#### Business Transformation

The Council is responding to wider public sector budget pressures through a strategy to reconfigure the council and its service provision. The outcome is a Council that is modern, streamlined; flexible, working in partnership with other agencies and smaller with less staff. Business processes are becoming leaner through the implementation of a systems thinking approach. Supporting this transformation is a **Workplace Transformation** project that is seeking to introduce more agile working arrangements through an integrated approach to property; ICT and HR; and a **Workforce Transformation** initiative that is seeking to understand the likely staffing needs of the Council in the future.

#### Education Transformation

The Council recognises that transformation of education is needed in Blaenau Gwent to achieve significant improvement in attainment and achievement levels. An Education and Transformation Strategy has been endorsed by the Council and is a key priority in the Blaenau Gwent Community Plan and the Authority's Corporate Improvement Plan. The Education Transformation Strategy aims to both improve pupil's attainment and achievement levels and meet modern 21st Century standards.

#### Customer Service Strategy

The Council places strong emphasis on service access through its contact strategy. The approach is to use the most cost effective communication channels with a preference for self-serve through the Internet; followed by telephone and finally face-to-face contact. However there is recognition of the need to support vulnerable people and to be responsive to their specific needs. Initiatives such as '**hear 2 listen**' and **C2BG** (The Contact Centre) support this approach.

#### Community Sustainability

The Council promotes sustainable communities with strong individual community identities through active community engagement. The Council has shown a progressive attitude to voluntary asset transfer and it maybe that this alternative form of asset ownership can provide a stimulus to support a revised service delivery model for discretionary services in the future.

#### Regeneration

Promoting economic prosperity is a key priority of the Council that underpins all of its activities. The major regeneration project at The Works in Ebbw Vale is likely to provide a long-term catalyst for the revitalisation of the area. How the Council uses it's own property assets can also be an important facilitator or inhibitor to economic well being of the area. The number of assets, their distribution and design act as a stimulus to attract people and businesses. The concept of Holistic Area Regeneration Plans (HARPS) developed through the Council's Regeneration Strategy is a key part of Council's approach to revitalisation of the area.



## Strategic Asset Management Plan

### SERVICE PRIORITIES

#### Resources Directorate

The Business Transformation initiative identified above is dependant on improved use of the Council's principal resources. Improved use of ICT to facilitate agile working - in particular desktop virtualisation - and the development of more flexible working policies are major work streams in the Workplace Transformation project. An aspiration to move to a centralised Corporate Landlord model of property management will also require a financial review of how we currently operate our property related budgets including maintenance and accommodation recharges. The wider resource context is set out below.

#### Environment & Regeneration Directorate

There is a strong Council emphasis on waste management as a consequence of European Union policy to encourage recycling and to reduce landfill. The regime of financial penalties that underpin this acts as an imperative to meet defined targets. There is increasing collaboration with neighbouring councils that could extend to a 'shared services' model. Consideration is also being given to the future management of our vehicle fleet. These initiatives are likely to affect the Council's future requirements for waste and depot facilities.

Technical Services provide the professional services associated with property and highway facilities. The in-house delivery of major construction projects including The Works and 21<sup>st</sup> Century Schools has required a significant increase in staff resource. The delivery of the statutory maintenance function is under review and could result in closer collaboration with neighbouring authorities. A Corporate Landlord role would significantly change the current prioritisation of maintenance budgets. The Highways Asset Management Plan is currently being prepared with assistance from consultants provided by Welsh Government.

There is a continuing challenge to promote economic prosperity in the area with job creation a key imperative. The Works is an important regeneration project for both the town of Ebbw Vale and the wider area. It is a long term, mixed development blending private and public sector investment to reclaim the former Corus steelworks site. It is intended to link into the existing fabric of the town and provide new jobs, homes as well as facilities for learning, leisure activities and arts. The associated draft Ebbw Vale Sustainable Development Framework is focussed on maximising the opportunities associated with a string of potential public and private sector development sites along the A4046 from Ebbw Vale town centre to the A465 'Heads of the Valley' Road and includes the existing Civic Centre, Leisure Centre and Ebbw Vale Comprehensive School sites. Ensuring vibrancy of the principal town centres is also an important regeneration objective. Blaenau Gwent has a unique geography with its three valleys and each of the principal towns has a unique identity. A key issue is the extent to which the physical distribution of Council assets can support this regeneration objective, particularly with the likely decreased demand for service delivery points and administrative office space in the future.

#### Education and Leisure Directorate

The schools portfolio is going through a period of transformation. The Council is responding to the **21<sup>st</sup> Century Schools** agenda in Wales through its Strategic Outline Programme submission to Welsh Government, which defines the Council's key priorities until 2023. This is based on dividing Blaenau Gwent into 4 areas based on school 'clusters' linked in to the HARPs and community hubs defined through the Council's regeneration strategy. The transformation of the schools estate is likely to see rationalisation through the development of new 3- 16 schools and increasing use of school sites for co-location of services and other

partners. The Council is also currently developing a **Transformation of Education in Blaenau Gwent** strategy to achieve significant improvement in attainment and achievement levels. School buildings are an important element of the draft strategy with many schools having surplus places and huge disparities in the standards of buildings, facilities and resources. Modernisation is required to support effective teaching and learning.

Most libraries (with the exception of Ebbw Vale) have had significant recent capital expenditure through Cymal funding. The future shape of the library service is under review and could be provided as a part of multi-use facilities. Leisure Centres have been subject to a recent review which concluded that because of the limited amount of private sector provision the current level of Council provision through four leisure centres is correct. The need to replace Ebbw Vale leisure centre was highlighted in the review. Youth Centres have recently been reduced from 6 to 3 centres as part of a service review, and the Youth Service team will be relocating back into the community to enable improved access to the service for young people. Existing premises are not dedicated centres but co-locate in other buildings. The existing adult & community learning centres are in the main modern and well used and the service is expected to continue much in its existing form.

### Social Services Directorate

The Council is in the process of a radical integration of its Social Services functions with Caerphilly CBC. One of the key issues arising from the integration will be to determine the future requirement for both office accommodation and operational buildings. The Council has a strategy for older people, **Living Independently in the 21<sup>st</sup> Century** which is promoting a more integrated approach to service provision through the joining of health and social services and supporting independent living. Further integration of key health related services with Aneurin Bevan Health Board and other partners such as the Gwent Frailty project will also impact on property requirements. For example, the need for less residential care has led to the closure of a number of residential centres; with those retained focussing on respite care or more specialist needs. For Children's Services the emphasis in the future will be on community outreach and collaboration on specialist services.

More detailed portfolio implications for each of the main corporate and service areas looking ahead three to five years and for the longer term is given in **Appendix 3 – Asset Implications of Corporate and Service Strategies**.

## THE RESOURCE CONTEXT

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An anticipated 3% reduction in revenue over the next 3 years coupled with a reduction of 22% in capital over the same period requires radical changes to secure financial savings of £9m. The response to this pressure on the Council's revenue budget is in two broad directions as set out in the Council's Medium Term Financial Strategy (MTFS). Externally, the Council is seeking to collaborate with neighbouring councils or partner organisations to secure economies of scale. Internally, the Council is seeking to streamline internal processes through the application of systems thinking and downsize the organisation. There is an acceptance that in the future the Council needs to be leaner, is likely to have less staff, will have less service delivery points and consequently need less property and less space. The **Business Transformation, Workplace Transformation** and **Workforce Transformation** initiatives are reflective of this.

There is a clear need to optimise the portfolio's contribution to the budget pressures. Asset management has a strong link with the Council's capital programme. A 3-year capital

## Strategic Asset Management Plan

programme has been agreed as part of the ongoing development of the Medium Term Financial Strategy. The priority areas have been identified within the Council's strategic policy context and aim to address individually and/or collectively the community planning themes, the corporate improvement objectives and the 'One Wales' agenda (through agreed outcome agreements). The areas linked to asset management include:

- Statutory needs in social care as part of the ongoing implementation of the 'Living Independently' Strategy
- A commitment to the Schools Transformation programme
- Replacing the Ebbw Vale Sports Centre as a key element of the development of The Works
- Internal match funding to realise the opportunities of Convergence Funding within Regeneration and also to support Renewal Area Funding in private sector housing
- The development of the Learning Works, in order to realise the opportunities for the area which are presented by this major scheme
- A central budget for asset management, including reducing carbon emissions and further building rationalisation. This budget also demonstrates a commitment to address buildings management issues raised by the recent WAO audit (£85k for 2011/12, £100k for 2012/13 and £210k for 2013/14)

Low capital values and a depressed market dictates the needs to direct asset management activity in to reducing revenue costs rather than capital release and so there will be a need to reduce the portfolio's overall running costs. However, the Capital Programme still anticipates the use of a high level of capital receipts over the next 3 years including ring fenced reserves and £310k per annum of new useable receipts. As a consequence the Council's asset management processes must adopt a rigorous approach to property review and disposal in order to realise this level of receipts on a consistent basis over the medium term. A significant reduction in the level of grant support previously available means the Council will also need to consider more innovative ways of funding the capital programme. A key aspect of the NAWG pilot project is to assess the feasibility of a local asset backed vehicle or other Public Private Partnership (PPP) approach to delivering our major capital projects.

As part of its response to budget pressures the Council has also created an 'Invest to Save Fund' of £1M. The purpose of the fund is to provide a one-off initial investment to support specific projects, which would lead to long-term savings and greater efficiency. All bids will go through a rigorous appraisal process prior to funds being released. The fund will support asset related initiatives where there is scope for securing long-term revenue savings. The Workplace Transformation project has been successful in securing initial funding through this Fund.

### **KEY ISSUES IN ASSET MANAGEMENT**

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A number of key challenges have been identified for consideration over the medium term, many of which have been identified in the Wales Audit Office Property Asset Management Review report in March 2010, and through the development of an **Asset Management Service Risk Register (Appendix 1)**:

### **Positioning and profile of asset management**

A specific issue identified during the audit was the need to assert a corporate, strategic role for the function to mitigate against a perception of service 'ownership' of assets. Although the role of asset management as a strategic discipline is being increasingly recognised across the Council, its positioning as part of Technical Services means there may be a risk of the strategic focus being reduced with a tendency for staff to be drawn into operational property matters. The challenges facing the Council reinforce the need for the strategic role for asset management to be enhanced. The Council is relatively small with limited capacity but with significant projects to progress. There are capacity issues for asset management as a discipline and clear priorities need to be defined in order to ensure the most pressing initiatives are progressed. A specific issue is providing dedicated project management capacity at an appropriate level of seniority to ensure that key initiatives can be progressed.

### **Lack of Corporate Ownership and Management**

There has been a legacy of a service 'ownership' mind set with assets being perceived as being owned by specific services rather than the Council as a corporate entity. This mitigates against effective asset management as cross-service and collaborative opportunities to optimise the portfolio through asset rationalisation, cost reduction or improved utilisation may be lost if a single service culture prevails. A move to a Corporate Landlord model where all assets are managed centrally together with the associated budgets should be considered. A Corporate Maintenance Strategy should also be developed as an interim measure to ensure that the Council's limited maintenance budgets can be put to best use.

### **Improving Asset Management Practice**

The Council has through this AMP responded to areas of risk in asset management practice identified in the recent Wales Audit Office review. However, it has also acknowledged that more needs to be done to sustain this recent improvement and further actions have been identified.

### **Improving Portfolio Knowledge**

The Council has invested in a new property information system (K2 from Tribal), which is due to go live in the near future. This will provide a single, centralised property database that can be accessed by users across the Council. Current, accurate data is key to effective decision making on property matters. A continuing focus will be placed on improving property information and performance data, although there will also need to be a pragmatic approach to the data collected because of limited organisational capacity and resources.

### **Optimising the Portfolio in a depressed market**

The area of Blaenau Gwent has some of the lowest property values in the U.K. and traditionally private developers have been slow to invest in the area. With the current recession the capital costs associated with development often exceed the market value of completed projects exacerbating this dilemma. The Welsh Government is moving away from traditional gap funding in favour of investment funding through mechanisms such as the Regional Investment Fund for Wales (RIFW). In such a situation the Council has to consider carefully how best to release surplus properties. As part of the NAWG pilot project consideration is being given to innovative mechanisms to release capital or deliver capital schemes such as Local Asset Backed Vehicles (LABV) or Public Private Partnerships (PPP). Emphasis may also need to be placed on reducing revenue costs by using community asset transfers – surplus properties may well have more social value than capital value.

### THE STRATEGIC DIRECTION FOR ASSET MANAGEMENT

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The strategic direction needs to focus on using asset management as **a catalyst for transformation in public services**. The Council's portfolio in the future will have less property, and the property that is retained will need to be more effectively used or have potential to generate income. Buildings will need to have flexibility to support more than one use and potentially blend public and private space. Revised and collaborative service delivery models dictate the requirement to share accommodation with other organisations and support improved service access. The Council is well placed to lead a more collaborative approach to asset management and articulate a spatial asset strategy for the collective public estate in Blaenau Gwent, although resources will need to be considered. The strategy should define what facilities are required and where based on levels of customer demand, and how capital spend on the collective estate can more effectively be used to meet the identified demand.

Asset management in the future needs to focus on:-

- Reducing the size of the portfolio and changing the portfolio mix
- Maximising income generation where possible
- Challenging asset performance in terms of need, utilisation and cost
- Promoting asset sharing with other organisations
- Renewing the portfolio to create, more flexible multi-use facilities
- Considering alternative ways to deal with surplus assets in a depressed market
- Considering the options for innovative delivery mechanisms
- 'Making it happen' by providing sufficient capacity

This strategic direction for asset management can be articulated under **8 themes** as summarised in **Figure 3**. These are:

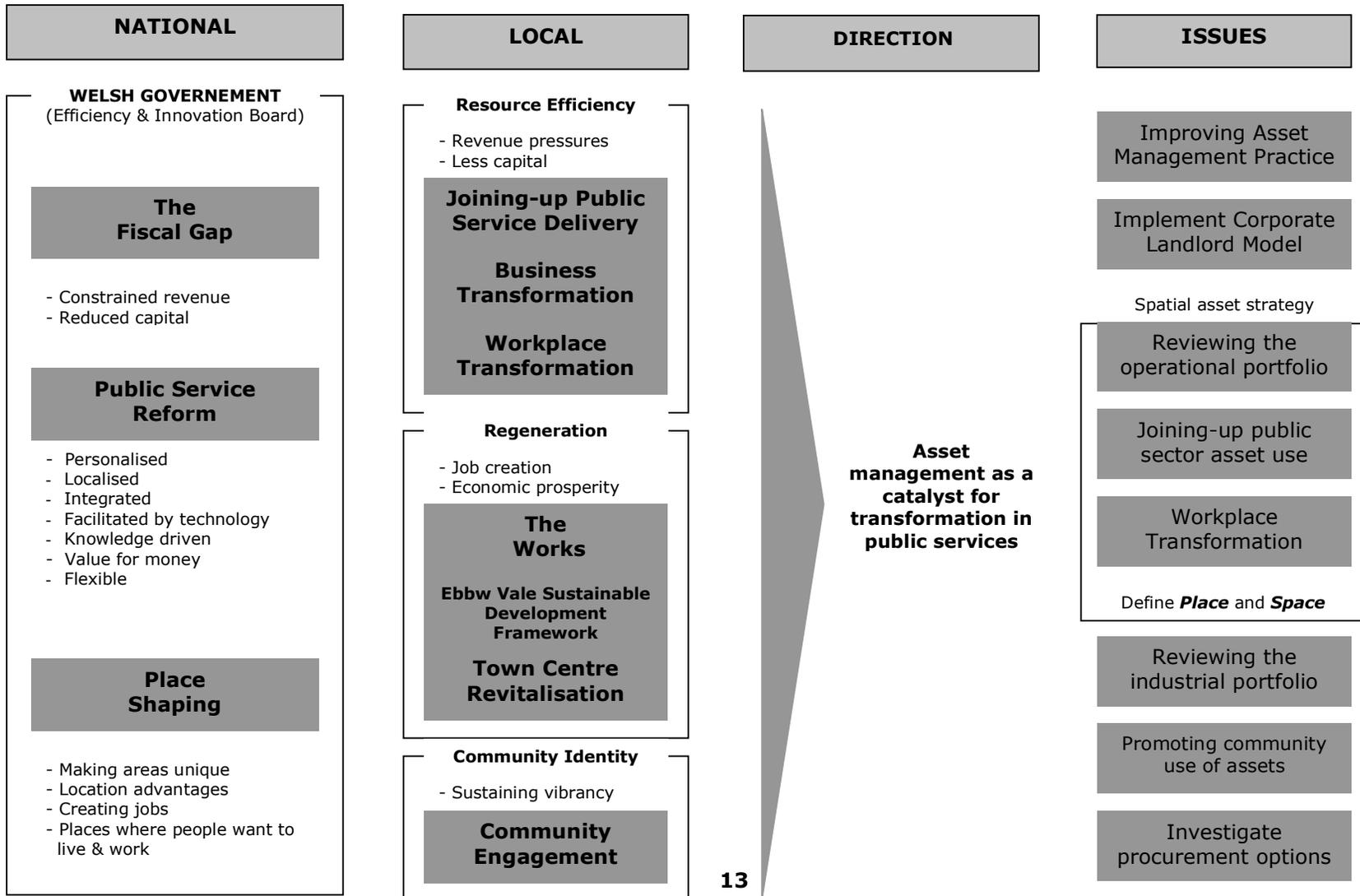
- **Improving Asset Management Practice** – following on from the Wales Audit Office review it is important that the Council continues to improve its asset management practices consistent with wider asset management best practice.
- **Implementing a Corporate Landlord model** – a corporate rather than service approach to 'owning' property is required to support a more integrated view of services and to ensure cross-service opportunities to optimise the portfolio are identified and acted upon. This corporate approach (a Corporate Landlord Model) needs to be amplified through revised property procedures to define the respective responsibilities of the corporate entity (the 'landlord') and services ('tenants'). The scope of application of the Corporate Landlord Model, the degree of centralisation required and the accounting treatment of property assets all need to be considered as part of the implementation of this model.
- **Reviewing the Operational Portfolio** – the Council has initiated a systematic property review that challenges the need for, and performance of properties in the operational estate. The review process integrates service strategy and property performance of individual buildings and is underpinned by data on costs, values,

liabilities, suitability and performance. The review process will provide categorisation of assets and management action for those assets that can be released and those that are retained. The review process needs to be extended to other public sector and third sector organisations, as this is likely to open up more radical rationalisation opportunities.

- **Joining up Asset Management across the Public Sector** – whilst the immediate priority is to focus on improving efficiency in the Council’s portfolio, revised service delivery models and the possibility for shared service arrangements across the public sector need to be considered. The property review process (see above) should be extended to include other public sector agencies on a multi-agency area basis.
- **Reviewing the Administrative Office Portfolio** – as part of its **Workplace Transformation** programme the Council is seeking to review its need for office space. The introduction of agile working practices coupled with more intensive use of space will enable reconfiguration of the portfolio so that it has less property and is less costly to operate.
- **Reviewing the Effectiveness of the Industrial Portfolio** - the Council has a relatively large portfolio of industrial units. These are held in part to support the local economy through providing short-term start-up accommodation for embryonic businesses. The units provide a crucial economic development tool and primary vehicle for assisting job creation and retention by accommodating new business creation, whilst supporting existing businesses and inward investment projects. Recent statistics show that business occupiers under the portfolio collectively employ 666 full-time jobs and 136 part-time jobs. The management and effectiveness of the commercial portfolio has recently been reviewed and needs to be further examined in light of the Council’s revenue position and its wider economic and social objectives for the area. A more detailed portfolio review and examination of the basis for holding individual properties and the relative trade-off between income yield and social objectives is required so that the basis for holding each individual asset is explicitly defined. Roles, responsibilities and decision-making authority also need to be clearly defined.
- **Promoting Community Use of Assets** – the Council has in the past supported the transfer of property assets to community groups as a mechanism to both promote community sustainability and deliver services. This approach needs to be formalised through a community asset transfer policy with criteria to support decision making on individual cases.
- **Investigating innovative Procurement and Delivery Mechanisms** – the portfolio reviews will result in the identification of surplus properties. Consideration needs to be given to the method and timing of disposal and how value is realised to reduce the socio-economic and financial impact of empty buildings in the Borough. Similarly thought needs to be given to funding options for future regeneration and other capital projects such as 21<sup>st</sup> Century Schools, town centre regeneration and delivery of the Ebbw Vale Sustainable Development Framework. Consideration will need to be given to different and more innovative methods of procurement with an emphasis on strategic planning and funding a package of projects over a longer period rather than considering them individually.

## Strategic Asset Management Plan

**Figure 3 – Strategic Outlook and Strategic Direction**





## Strategic Asset Management Plan

### **MAKING IT HAPPEN – A FRAMEWORK FOR ACTION**

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There are a number of actions required to respond to the challenges identified above and in **Figure 3**. The Council has developed an **Asset Management Service Risk Register** reflecting the Council's corporate approach to risk management, as shown in **Appendix 1**. The actions required to mitigate the identified risks, together with the recommendations from the WAO report have informed a **Framework for Action**, as presented in **Appendix 2**. The Framework provides a strategic overview of the actions required; the resource implications and timing of these actions are not identified in detail but will be developed through annual **Action Plans** to support delivery of the AMP. These Action Plans will be subject to regular reporting through CAMWG and Scrutiny. The Framework also identifies the residual risk of not implementing each required action. It should be noted that the identified actions are over and above those associated with day-to-day asset management activities and need to be resourced accordingly.

### THE PROPERTY PORTFOLIO

#### The Size and Nature of the Portfolio

The Council has a diverse property estate spread throughout the Blaenau Gwent administrative area. The estate is predominantly freehold (95%) resulting from an historic policy of releasing leased assets. The broad dimensions of the portfolio as summarised in **Figure 4** are:

- The portfolio comprises 453 properties
- Its current net book value is £236.3m in terms of asset value
- It has a repair backlog and statutory obligations requiring an investment of around £20.507m to address

#### Property Use, Costs, Value and Income

Operational assets supporting frontline service delivery account for 45% of the portfolio. Surplus assets account for 2% and the remaining 53% are non-operational, largely comprising the industrial portfolio. However 12% of the portfolio (56 properties) are leased out to organisations, some of which include voluntary groups on nominal lease terms with the Council being responsible for associated running costs. The rationale for continuing to hold the non-operational estate will be challenged through the review process.

The Council is under pressure to minimise expenditure in order to release revenue for service priorities. Property running costs totalled £7.549m in 2010/11 representing almost 6% of the Council's net annual spend. Utility costs made up 30% of the annual property running costs.

The net book value of the portfolio is £236.3m as at 31<sup>st</sup> March 2011, of which £6.815m is the industrial portfolio. The net book value is an accounting value required for capital accounting purpose and reported on the Council's Balance Sheet through the annual statement of the accounts. It does not necessarily represent the achievable market value of the portfolio.

Surplus asset monitoring reports are submitted to the Executive on a quarterly basis. Total capital receipts of £1.722m were generated from a variety of sources in 2010/11. The Council achieved general fund capital receipts of £755,552 against a target of £653,000 in 2010/11. As part of the Performance Management Framework a Local Performance Indicator will be adopted which will record the "Percentage of Capital Receipts (General Fund) received in relation to targets set."

The Council received an income from land and buildings in 2010/11 of £817,743. Of this total, £727,743 was income from the industrial portfolio against a target of £1,279,922. Operational expenditure for the industrial portfolio totalled £550,736, which represents 75% of the income received. Empty property rates tax has had a major adverse impact on the overall budget, and significant investment has also been made to upgrade the units to meet our statutory obligations. This data will be used as a future indicator in respect of improving the management and performance of the industrial portfolio. In particular, the recent review identified scope to recover costs from business occupiers through a proper service charge structure and the need to introduce more robust tenancy agreements.

### Age and Condition of the Portfolio

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It is important to survey and record the condition of the building stock to assess immediate health and safety issues, risks and liabilities to the Council and the investment needs associated with ensuring buildings are in a reasonable state of repair. This is required by the Council to meet both its service delivery obligations and statutory requirements. It is also an important element of best practice within current asset management guidance. Condition surveys have been carried out as and when resources have been available. Where recent surveys are not available, backlog maintenance has been calculated using baseline data produced by IPF in 2002. These have been updated with an allowance for replacement buildings, general condition deterioration and lack of planned maintenance budget and applying an inflation factor. The current estimated backlog of repairs in the portfolio is £20.507M of which £9.923M (48%) are urgent and essential.

The Council recognises the risk of using historic data and that new condition surveys are required but resources are a major issue. WG have recently undertaken high level surveys of the school portfolio capturing headline data at block level to assist with the development of the 21<sup>st</sup> Century Schools Programme. High level condition ratings for the remainder of the portfolio (A to D) will also be used to assist the Area Reviews. A rolling programme of full condition surveys will then be prioritised as funding allows.

The Council spent £875k on building maintenance in 2010/11 (excluding statutory testing). The relationship between the relative levels of expenditure on reactive and preventative maintenance provides an indication of the effectiveness of an organisation's overall maintenance strategy. Annual expenditure predominantly on planned maintenance with a stable or reducing backlog trend is indicative of a well maintained portfolio, whereas a high proportion of spend on reactive maintenance suggests an inadequate budget and maintenance strategy. Currently the Council's maintenance spend is directed predominantly to reactive maintenance with an approximate 85% reactive/15% planned ratio.

The Council will target the release of buildings with high backlog maintenance as part of the review process. It will need to more closely monitor its planned and reactive maintenance spend and seek to move towards a 70% reactive/30% planned ratio, and this indicator will form part of the performance management framework. The risk of the Council's property portfolio falling into disrepair and not being fit for purpose has also been assessed within the **Asset Management Service Risk Register (Appendix 1)**. The development of a Corporate Maintenance Strategy as a stepping-stone to implementation of a Corporate Landlord model and ensuring maintenance spend is prioritised corporately could greatly assist a more targeted approach to maintenance.

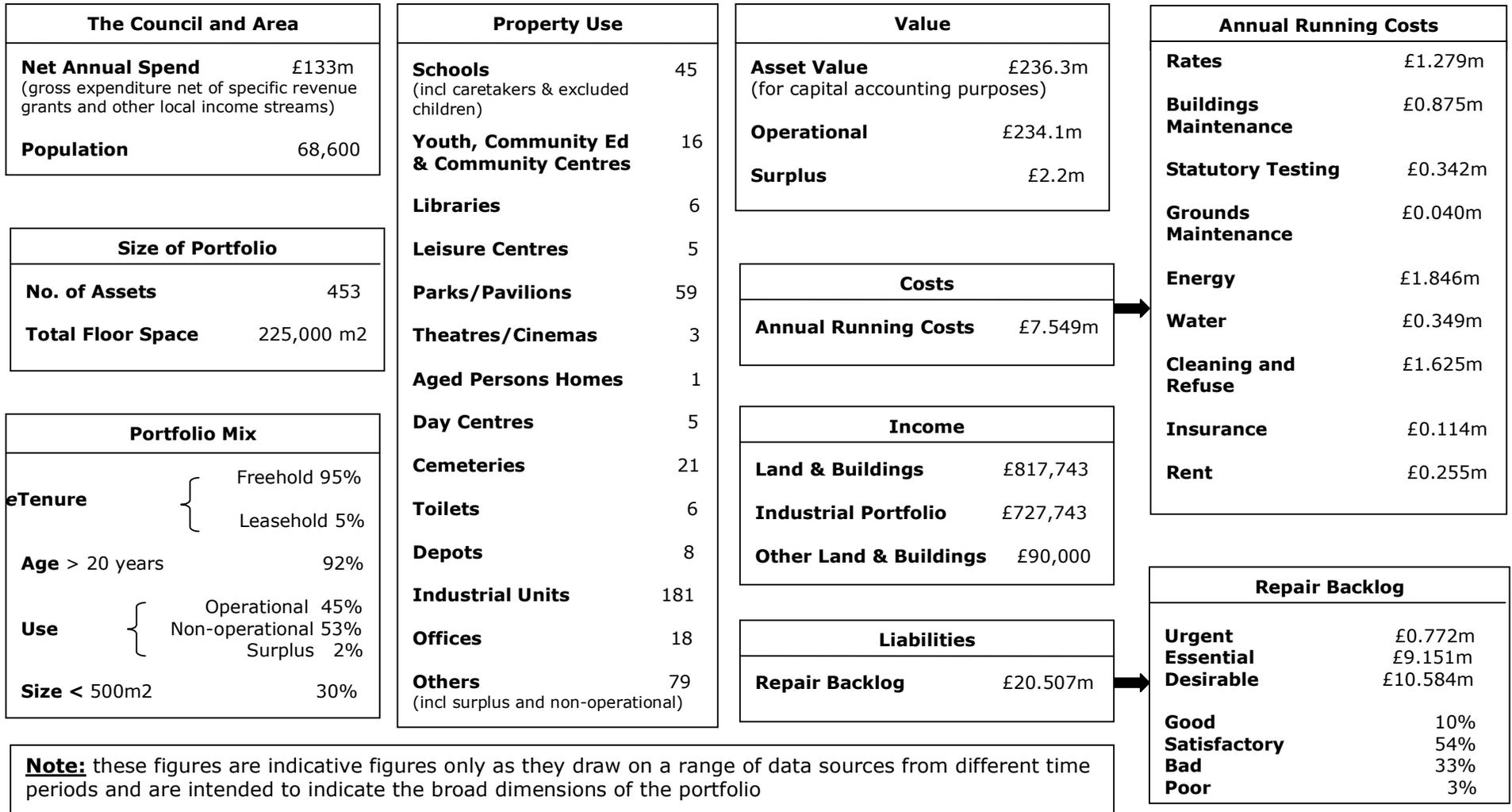
### The Portfolio's Fitness for Purpose

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The collation of performance information provides a mechanism to assess the contribution individual buildings make to Council objectives, to identify required management action or to quantify potential investment needs. As well as ensuring buildings are in a reasonable state of repair, they also need to be suitable ('fit for purpose') in order to support service delivery. A building of the wrong type in the wrong location can be a major inhibitor to effective service provision. It is important therefore to periodically review the suitability of buildings to see if they are having a beneficial or detrimental effect on services. Suitability assessments for schools have recently been undertaken and assessed by WG as part of the 21<sup>st</sup> Century Schools programme. The current review of the operational portfolio will provide the base data to categorise assets in order to gain a refined understanding of the nature of the portfolio. Further detail can be found in the **Review of Portfolio Performance** section.

## Strategic Asset Management Plan

**Figure 4 – Summary of the Portfolio**



### **Statutory Compliance**

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Ensuring the portfolio conforms with statutory obligations is a high priority of the Council. Failure to do so may expose Council staff and clients to health and safety risks or expose the Council to financial risks. Technical Services is responsible for statutory testing and is continuing to develop the Council's response to the ever-changing statutory duties that Health, Safety and other legislation requires. The development has progressed with the assistance of the Council's Health and Safety Officers.

Statutory testing is financed corporately from reserves and the costs for the 2010/11 amounted to £342k. The budget has been reduced for this financial year (2011/12) to £300K and the short fall is being financed from departmental funds. The costs of the statutory tests are constantly monitored and where necessary a tender process is completed to ensure competitive costs. Welsh Purchasing Consortium arrangements with Bridgend CBC and Rhondda Cynon Taff CBC are utilised where appropriate.

The Council's Health and Safety Officers have been trained to complete fire risk assessments and these assessments are now completed in house. Consideration is also being given to completing the Legionnaires risk assessments in house and reducing the reliance on specialist contractors. The importance of the statutory testing function is recognised in the Council and consideration is being given to establishing a Compliance Officer post within existing staff resources. The post will be responsible for monitoring, auditing and compliance with timescales required and documentation.

Detailed DDA audits have been carried out on all properties within the portfolio. 36% of all relevant buildings are currently compliant. DDA works are generally carried out as part of wider refurbishment schemes with the costs being funded from the overall project budget. Safety glazing surveys to Part N Building Regulations and WHSR Regulation 14 have been carried out on all buildings except industrial units. All necessary remedial work has been carried out.

Asbestos surveys of all properties were initially carried out during 2001/2002 in accordance with CAWR2002. Education and Leisure properties were further surveyed in 2008 in accordance with CAWR2006. The remaining portfolio will be re-surveyed during 2011. Asbestos removal work is carried out on a reactive basis as and when required for refurbishment or demolition

### **Sustainability & Energy**

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#### **Energy**

The Council has a typical buildings utility expenditure in the region of £2.75m per annum with an associated carbon emission of 10,802 tonnes from its operational buildings (2010/2011) The Council has worked to reduce its energy costs and carbon emissions through the introduction of an invest-to-save fund and the installation of various energy saving projects such as variable speed drives and the implementation of a building energy management system, together with separate programmed boiler replacements and premises refurbishments.

The Authority reports annual buildings CO2 emissions data to WG in the form of strategic performance indicators (EEF002) and from baseline data (2002/03 average) a 23% emissions reduction has been achieved.

The Authority has an adopted Energy Policy. However this needs updating and will be reviewed by the Senior Energy Officer. Utility contracts are procured via the Welsh Purchasing Consortium and Buying Solutions and the Council typically receives prices 5%

below market value by utilising this framework. Central invoicing and bill payment are undertaken using TEAM Energy Management software to ensure effective monitoring and analysis of consumption data. The current priorities for energy management include:

- Compliance with the Energy Performance in Buildings Regulations 2007 - currently 41 Council premises legally require Display Energy Certificates. The Senior Energy Officer is trained as an accredited assessor with CIBSE to produce DEC's and operational ratings. First year DEC's have now been completed and results show ratings between B - G, weighted typically between D and E. DEC ratings will provide an ongoing basis for identifying and prioritising energy saving initiatives.
- Compliance with the requirements of the Carbon Reduction Commitment (CRC). The authority must account for its premises carbon emissions and purchase sufficient allowances to cover emissions. The current financial liability for the first year of the CRC will be approximately £180,000 and will prove an ongoing annual budget pressure. This will provide an incentive to improve performance going forward. A strategy to manage the CRC scheme will be developed in conjunction with the Council's Budget Working Group.
- Further development of the awareness campaign entitled "Carbon Champions" which targets employees in the "Big 10" energy consuming buildings. As the scheme develops it is envisaged that there will be regular staff training sessions and energy performance locally displayed to motivate and engage with staff.
- Implementation of Automatic Meter Reading technology across the property portfolio
- Consideration of feasibility of voltage optimisation in suitable buildings

In order to effectively manage and develop the energy management function of the Council going forward, there must be an investment in resources to ensure that operational issues such as conducting surveys, administering the invest to save scheme and staff awareness training can be carried out effectively. Compliance with increasing legislative requirements such as the future tightening of the DEC regulations and the complexity of CRC compliance should drive energy management as a political and financial priority and to ensure effective and ongoing opportunities to improve are maximized.

### **Sustainability**

All new capital projects strive to achieve the highest standards in terms of sustainability. The overall approach is to insulate buildings to the highest standards to reduce heating requirements, use passive design principles to maximise natural lighting and ventilation. Renewable energy sources are to be used wherever possible, and resource consumption is managed by use of intelligent building controls sensitive to occupancy levels and external environmental conditions. Water-saving devices and sustainable drainage systems are also installed as a matter of course on all major projects.

Materials are selected principally on the basis of sustainability and durability. This means that in addition to using materials with low embodied energy, and maximising the recycled content and recyclability, maintenance requirements are reduced, and all other things being equal, products are sourced as close to the site as possible. In addition to minimising the transportation costs and pollution, it also promotes investment in local companies to stimulate development and encourage widespread adoption of 'greener' products and services. Even where the requirement to achieve BREEAM 'Excellent' is not mandatory in extensions and refurbishments, the same design principles will be applied throughout.

**ASSET MANAGEMENT POLICY & PRACTICE**

**Overall Approach to Asset Management**

Asset Management has a growing profile within the Council, and supports the Council’s culture to embrace change and to innovate in response to the financial pressures it is facing. The Wales Audit Office reviewed the asset management function of the Council in March 2010. Whilst acknowledging good practice, recent progress in asset management and intended actions, the review pointed to some areas of risk. This AMP responds in part to some of those risks. The Council has reviewed its practices against best practice as defined through the Wales Audit Office Buildings Management Self-Assessment Tool. This, together with specific actions arising from the Wales Audit Office review and the Council’s response to these are documented in **Appendices 4 and 5**.

Whilst the Council is small in terms of its capacity and resources, it has some major strategic initiatives to progress. In such an environment the Council needs to adopt a pragmatic approach to its development of asset management, acknowledging areas of deficiency and addressing them in a structured way when resources allow. Within the range of best practice for asset management there are four critical factors that have been identified as being the most influential in underpinning effective asset management. An audit of Blaenau Gwent against these is given in **Figure 4** and actions identified in this AMP will continue the Council’s recent improvements.

**Figure 4 – Blaenau Gwent against Critical Success Factors in Asset Management**



**Organisational Arrangements for Asset Management**

The strategic lead for asset management is the Director of Environment and Regeneration, thus ensuring representation at the Council’s Corporate Management Team (CMT). The day to day focus on asset management is provided by the Principal Asset Officer who leads on development of the Asset Management Plan, property strategy and portfolio management. The Council has established a cross-service Corporate Group, comprising senior officers from across the Council and chaired by the Director of Environment and Regeneration. The Corporate Asset Management Working Group (CAMWG) meets periodically to consider asset management issues, although it is recognised that this Group needs re-establishing with new Terms of Reference. The Chief Executive is the strategic lead on Workplace Transformation, and all members of CMT are

members of the Project Board. Asset management is now assuming a higher profile with its scope, purpose and value being increasingly recognised across the organisation. Whilst moving towards a more corporate, strategic approach to asset management there is still a risk that its value is inhibited as legacy of 'technically focussed', operational view of property services. Consequently consideration needs to be given as to whether Technical Services is the best location for delivering the asset management function in the future.

### **Decision Making and Consultation**

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Asset management matters are considered through the Corporate Asset Management Working Group (CAMWG), Departmental Management Team(s), Corporate Management Team and then Executive if endorsement is needed. Asset management issues, specifically the development of policy, are also considered through the Environment and Finance, Improvement & Performance (FIP) Scrutiny Committees. Whilst there is no single 'Member Champion' for asset management, there are several Executive Members who through their respective portfolios have an interest in asset management matters. A Member workshop as part of the Member development programme has been held to raise awareness with members of the importance of asset management and to advise on some of the work initiatives in progress.

### **Identifying Property Needs**

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The asset needs of individual Council services are considered through the relevant service delivery plans with the support of the Council's Asset Management Team. Individual services are responsible for defining their future property needs and funding requirements although individual projects requiring capital funds are prioritised in accordance with the Council's overall corporate priorities. The Area Review process also challenges service property needs and implementation of the Council's Acquisitions and Disposal Policy will reaffirm the requirement for services to define their property needs through the Asset Management Team. Best practice in asset management implies the need for service asset strategies. However, given the size of Blaenau Gwent and the impetus for a collaborative approach to asset management identified in this AMP the focus instead will be on identifying the asset implications of services as part of a multi-agency approach.

### **Capital Programme Management**

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A 3 year Capital Programme has been agreed by the Council. Budget holders are responsible for maintaining spending within the overall total for the approved capital scheme plus any other approved or external funding. If funding approvals are likely to be exceeded and additional compensatory funding sources cannot be identified, budget holders must report the consequences (including possible proposals to defer/delete other approved schemes) to the Council's Budget Working Group. The Executive and Corporate Management Team monitor closely the funding status of all approved schemes and take appropriate action where necessary. CAMWG, through its revised terms of reference, will play an important role in supporting the development, monitoring and review of the capital programme including monitoring the asset management capital budget.

### **Managing Properties in Use**

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Day to day management of properties is undertaken by the service occupying the buildings with the support of the Building Maintenance section within the Council's Property Services Division. Each building has an 'officer in charge' as a nominated responsible person and who liaises with the Building Maintenance section. There has traditionally been no council-wide approach to facilities management (provision of

services to and within buildings) but this is an area that will be reviewed in the context of a Corporate Landlord model and Workplace Transformation.

### **Review of Need, Utilisation and Cost**

A programme of Area Reviews is currently underway as a priority for the Council. This will be used to categorise assets and inform action based on an understanding of the need for and performance of individual assets linked to an analysis of corporate and service priorities. The focus of the reviews is to provide a robust challenge to the need for and performance of assets and to categorise them on the basis of required actions. The review process will be formally extended to a wider area-based multi-agency review consistent with a collaborative approach to asset management and may open up opportunities for wider rationalisation or shared asset use.

The Council has developed an overall methodology for this review with the intention of categorising assets on the basis of required action. A summary of the review process is shown in **Figure 5**. Information on suitability, condition, running costs and utilisation will be collected and analysed to identify poorly performing property, rationalisation opportunities and priorities for action. A simple traffic light grading system will be used avoiding any complex matrix methodology. At this stage only high-level data will be taken into consideration to keep initial analysis simple. This analysis will be undertaken in consultation with Service Heads to ensure their priorities are also taken into account. The type of issues that would support each categorisation of red, amber and green are shown below:

<b>Red</b>	<ul style="list-style-type: none"> <li>• Showing major problems and seriously impacting on service delivery</li> <li>• Requires substantial investment to address condition issues and/or DDA works</li> <li>• Low suitability grading (C or D)</li> <li>• A community building with the potential for community asset transfer</li> <li>• No longer required due to changes in service strategy</li> <li>• Serious consideration to be given to disposal</li> </ul>
<b>Amber</b>	<ul style="list-style-type: none"> <li>• Some elements do not support staff or service delivery</li> <li>• Requires a fairly high level of investment to address condition issues and/or DDA works together with a suitability grading of A or B (thus worth investment to bring up to a suitable condition)</li> <li>• In good condition but has a suitability rating of C or D (consideration to be given to relocation and re-use for another service or disposal)</li> <li>• May require adaptation works to achieve better utilisation</li> </ul>
<b>Green</b>	<ul style="list-style-type: none"> <li>• Supports needs of staff and service delivery</li> <li>• May require minor maintenance/DDA works as part of planned maintenance programme</li> <li>• May have scope for increased utilisation which could be achieved with minimum investment</li> <li>• Low priority for immediate action</li> </ul>

Initial options appraisal will concentrate on **red** graded properties. Individual property assets will then be placed into categories that define a specific management focus as shown in the Table on page 26. This final categorisation of assets will therefore be the overall outcome from the review process and can be used to quantify the indicative investment needs of those assets to be **retained** and indicative capital release or cost savings from **released** assets.

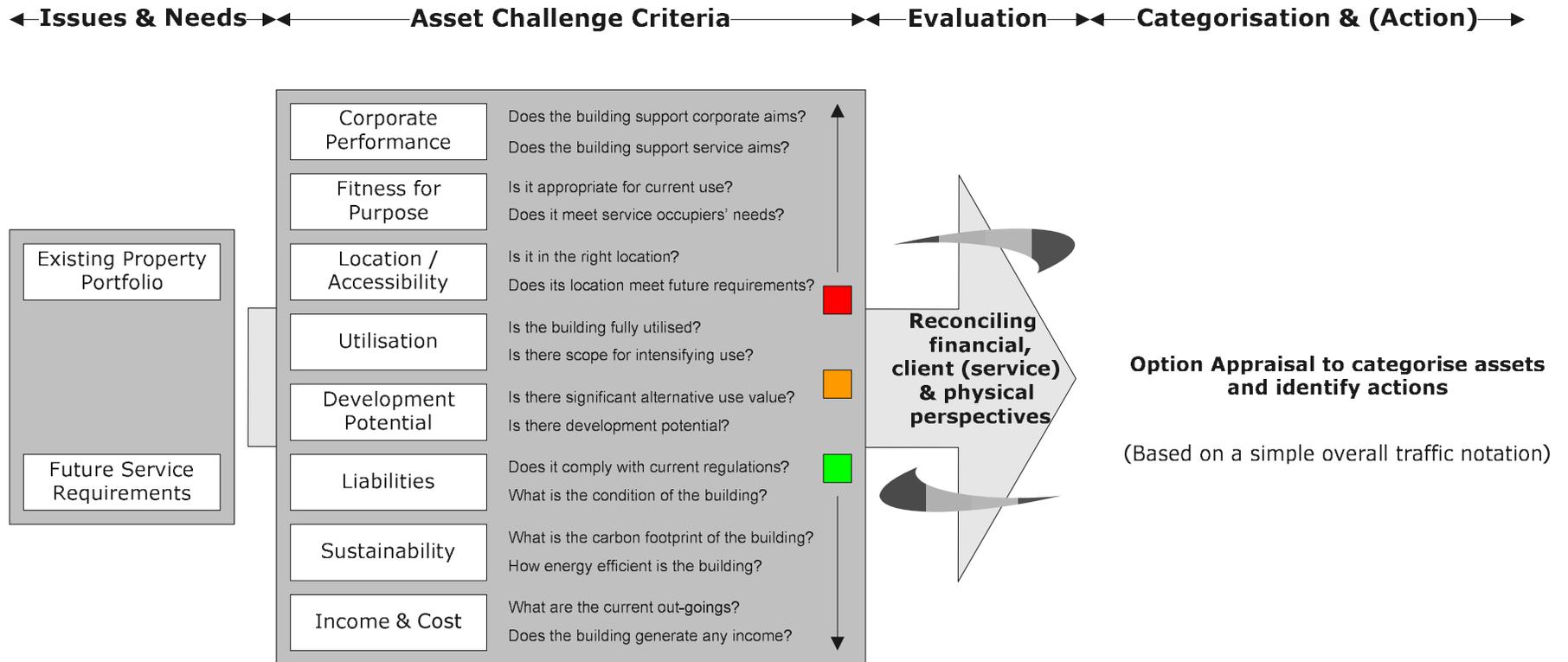
<b>RETAIN</b>	<b>Continued Maintenance</b>	The building is required, in reasonable condition in a good location, suitable for its existing use and with limited alternative use value. Emphasis is on preventative maintenance
	<b>Better Utilisation</b>	Building is needed, well located, in good condition and with limited alternative use value but is not performing well in terms of its utilisation. Action should be on intensifying use including shared use with other agencies
	<b>Major Investment</b>	Building is required for the service and is well located but is not in a good condition or not fit for purpose. Costs of replacement are high and so emphasis should be to refurbish
<b>RELEASE</b>	<b>Short-term Development Opportunity</b>	The building is not suitable for its current use or is in a poor condition or not well located but represents a development opportunity in the short term or a capital receipt from disposal
	<b>Long-term Development Opportunity</b>	As above but the building's development potential is in the longer rather than short-term. Focus may therefore be on continued use in the short term pending release.
	<b>Re-provide</b>	The service has a need for a building but the current one is either not fit for purpose, poorly located or in a poor condition. This should be released and alternative property sourced
	<b>Consider for Community Asset Transfer</b>	The building could provide a benefit to the community and is consistent with the Council's policy on Community Asset Transfer

### Data Management

The Council has upgraded to Tribal's K2 as its corporate property database. The core data is currently being populated utilising data from the Council's Asset Register and the Terrier following a voluntary first registration exercise. Relevant and current data held in the Council's legacy system, Evolution, will also be imported. Existing systems holding property related data such as energy costs held in TEAM will in future be linked to K2. An initial audit has been undertaken to assess the quality (currency, completeness and accuracy) of data and a 'road map' of data will be developed to identify data collection priorities, although resource availability may constrain the speed at which this can be achieved (see **Performance Management** below). The Council's approach is to concentrate on ensuring the currency and accuracy of critical data as a priority over collecting a range of data that cannot be maintained. Specific data priorities include

## Strategic Asset Management Plan

**Figure 5 – Overview of Property Review Methodology**





## Strategic Asset Management Plan

condition and suitability surveys for the non-schools portfolio, intelligent CAD-plans and the data migration associated with implementing the K2 database. The system has an integrated report writer that is simple to use which will allow for easy data analysis and reporting to support performance management.

### Performance Management

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The Welsh Audit Office review of asset management in the Council identified the need to develop a performance management framework. The Council's approach to measuring performance of the portfolio has been constrained by the quality of data and the organisational capacity to analyse it. However, the development of a framework for performance management is a key priority identified in **Appendix 2 - Framework for Action** and will be implemented through successive **Action Plans**.

The aim of the framework is to assess how well the Council is delivering its corporate priorities through working towards achieving its stated asset vision:

**"The Council will provide assets, in partnership where applicable, which support the delivery of quality services and the economic and social regeneration of Blaenau Gwent by being fit for purpose, accessible, efficient, suitable and sustainable."**

The general approach to be developed is shown in **Figure 6** based on collection of nationally recommended indicators, local indicators to measure the portfolio performance and management indicators. In common with all Councils, Blaenau Gwent submits performance data to the Local Government Data Unit on behalf of the Welsh Government and Welsh Local Government Association. These annual returns facilitate inter-authority comparisons but the quality of data and varying interpretations of the indicator definitions can undermine the value of this. The Council has not previously been in a position to provide all the required data returns due to quality issues, particularly in respect of condition data. The Council also acknowledges that consistent and improved floor measurement (G.I.A.) data is required. A strategy to improve the quality of data in the context of the Council's resources will be developed as part of the overall performance management framework and the implementation of K2.

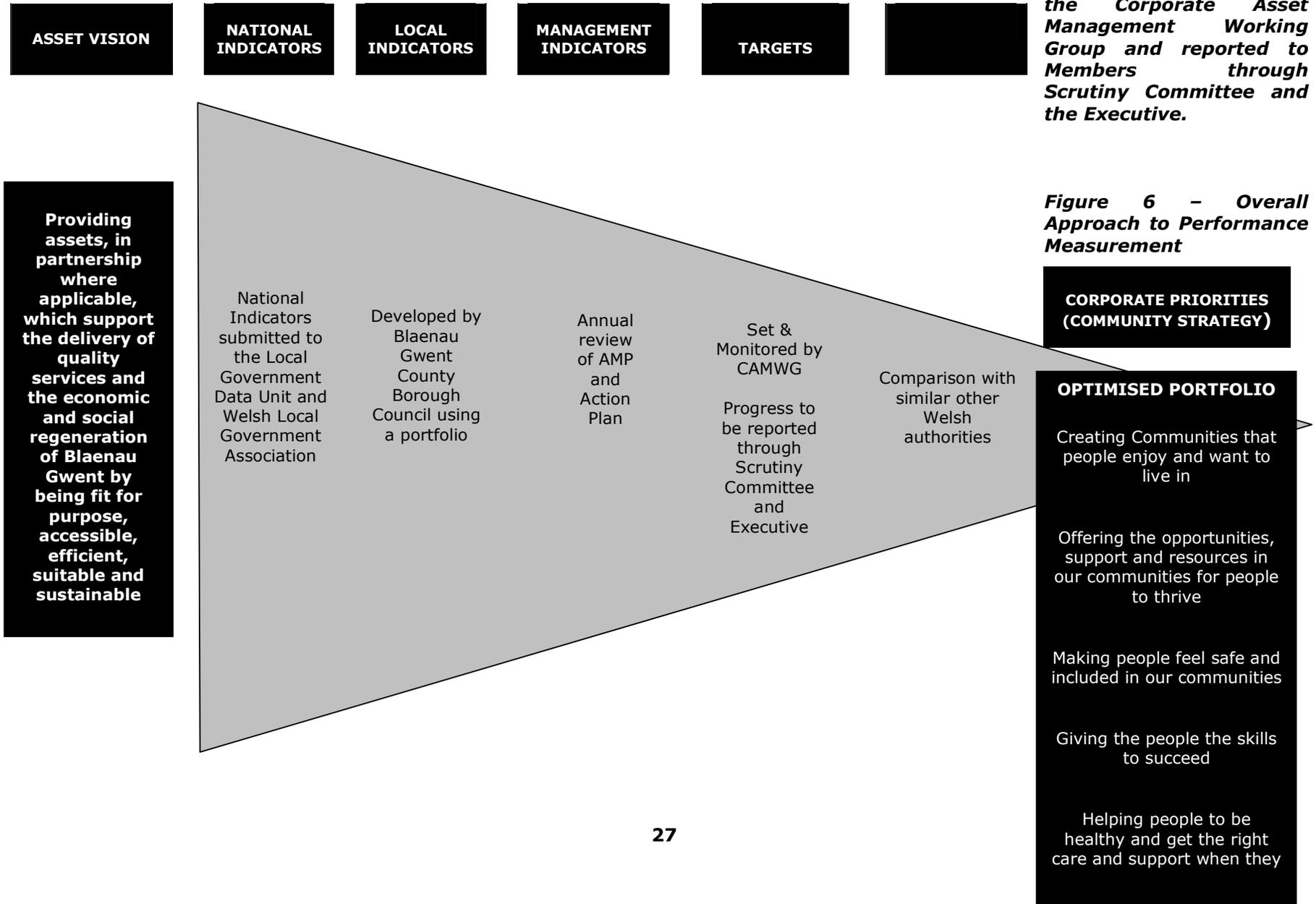
The Council collects local performance data in respect of energy management, capital receipts and the industrial portfolio. However, a performance "scorecard" will be developed using local indicators to provide a more rounded view of the portfolio. This will be developed in partnership with the Council's Performance Improvement team to ensure consistency with the corporate outcome monitoring approach to performance management. The Results Based Accountability (RBA) approach will seek to measure how asset management contributes to achieving the Council's high level outcomes.

***Progress against the AMP and annual Action Plan will provide a management indicator. The Area Review process will assess performance at an individual building level allowing categorisation of each building using a 'traffic-light' notation (red-amber-green). This in itself will provide a summary view of portfolio performance. The performance management framework will be refined***



## Strategic Asset Management Plan

*in use and developed further as the quality of property data improves. The indicators and targets will be agreed and monitored by the Corporate Asset Management Working Group and reported to Members through Scrutiny Committee and the Executive.*



**Figure 6 – Overall Approach to Performance Measurement**



## Strategic Asset Management Plan

### Partnership Working

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The Welsh Government has established an Efficiency and Innovation Board chaired by the Minister for Local Government and Communities, to lead a programme of urgent interventions focussed on taking a public service wide approach to deliver significant benefits. The emphasis is on working together - co-ownership and co-design.

The National Assets Working Group (NAWG) was established to take forward a National Asset Management work stream and develop a structure to ensure the public estate is utilised to maximum efficiency to support service delivery and value for money across the public sector. The Welsh Government has recognised Blaenau Gwent's efforts to collaborate and develop a more efficient asset base from which to improve the delivery of public services by selecting it as a pilot project to develop best practice.

One of the key elements common to both Workplace Transformation and the Area Review projects is the requirement for close consultation with our partners to identify opportunities for collaborative working and co-location. The Council will be establishing Public Sector and Third Asset Boards to facilitate this consultation and subsequently develop a collaborative asset management strategy for Blaenau Gwent.

The NAWG is providing funding for a Collaborative Programme manager to take this project forward and:

- Map the collective public and third sector estate across Blaenau Gwent and identifying where capital is being spent and levels of customer demand
- Identify a vision of how collective assets and capital spend could be best used more effectively based on customer demand
- Develop of a collaborative asset management strategy setting out how the vision will be achieved to include timeframes, prioritisation of projects and levels of anticipated savings
- Develop a business case for the initial opportunities identified from the collective estate

The Council will need to consider its aspirations for the area and the nature of the supporting portfolio. Central to this are the concepts of **place** and **space** - the location of service provision and the environment in which services are provided:

<b>PLACE</b>	<ul style="list-style-type: none"><li>• Where do we need (services and staff) to be?</li><li>• What patterns of place are required across Blaenau Gwent?</li><li>• Are all services required in all principal towns?</li><li>• Where should administrative (location neutral) activities be located?</li></ul>
<b>SPACE</b>	<ul style="list-style-type: none"><li>• How much space is needed?</li><li>• What type of space is needed?</li><li>• What cross sector services can share the same space easily?</li><li>• What is the optimum size of space for our needs?</li></ul>

### REVIEW OF ASSET MANAGEMENT PERFORMANCE

#### Looking Backwards – Key Achievements

Over the last 18 months Blaenau Gwent County Borough Council has demonstrated its commitment to asset management through a range of initiatives. These are over and above its day-to-day property management activities. Some of the more significant achievements have included: -

- Improved the Council's property database; migrating from Evolution to K2 and purchased additional modules to enhance performance
- Raised the profile of asset management with Members through a formal briefing session as part of the Members Development Programme
- Increased the capacity of the asset management function with the appointment of a fixed term Asset Review Officer to undertake a formal, systematic review of the Council's portfolio and a Project Manager to co-ordinate the Workplace Transformation project
- Reduced revenue costs by relocating Waste Management and Street Lighting from leased in accommodation to Council accommodation
- Trained the Council's Senior Energy Officer to undertake surveys for Display Energy Certificates (DECs) avoiding the costs of employing external consultants
- Success as one of only nine public sector organisations in Wales to secure 'pilot project' status under the National Assets Working Group and securing funding to provide a Collaborative Programme Manager and Senior Development Surveyor
- Developed a draft Acquisitions and Disposals Policy recognising asset management as a corporate function dealing with all property requirements and to facilitate a move away from the previous "silo" departmental approach to property
- Achieved general fund capital receipts of £755,552 against a target of £653,000 in 2010/11, and total receipts of £1.722m
- Conception, initiation and management of Workplace Transformation as a corporate agile working programme integrating Property, ICT and HR workstreams
- Provision of support for service asset management planning – examples include relocation of PROTEUS project, Torfaen MIND relocation to Brynmawr Community Centre, support to Education for the 21st Century Schools programme, sourcing accommodation for the CWTC project, options and feasibility study for relocation of the Vocational Training Centre and strategic advice for the Ebbw Vale Sustainable Development Framework
- Provision of support to the Third Sector for Community Asset Transfer including advising Big Lottery on development of their CAT Fund and supporting applications including PROMO Cymru, Llanhilleth Institute, and Gwent Association of Voluntary Organisations
- Developed an embryonic policy on community asset transfer which will be developed through a Third Sector Assets Board into a formal policy document

### Looking Forwards – Key Actions For The Next 12 Months

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A range of actions for asset management was identified in **Appendix 2** as a response to the strategic planning context and rapidly changing climate facing the Council. Detailed annual **Action Plans** will be developed, which will be regularly reviewed in the context of this AMP and progress monitored and reported. The Council's short-term priorities for asset management are:

- Re-establish Corporate Asset Management Working Group (CAMWG) with revised terms of reference
- Ensure implementation of K2 database with procedures for its on-going maintenance
- Improve data quality (particularly condition surveys) to improve performance management
- Complete the Acquisitions & Disposals Strategy
- Consider re-location of the asset management function
- Develop a Corporate Maintenance Strategy
- Continue Area Review programme using asset challenge methodology & asset categorisation
- Establish Public Sector and Third Sector Forums through the NAWG pilot to promote a collaborative approach to asset management
- Secure commitment from public sector and third sector partners and a framework for joint working on asset management
- Quantify and measure current performance (utilisation, costs etc) of the office portfolio and establish future performance standards of an agile working model
- Undertake high-level assessment of options to re-configure the office portfolio and undertake a pilot project (Anvil Court) to test the concepts
- Define explicit and long term objectives for the industrial portfolio
- Develop and agree overall community asset transfer policy
- Define set of criteria to guide decision making on individual asset transfer cases
- Clarify and quantify the potential scale of projects, capital and assets to be included in scoping an alternative approach to delivering capital projects
- Define specific objectives and expectations to be secured from a LABV or other PPP approach

## Strategic Asset Management Plan

### Appendix 1 – Asset Management Service Risk Register

Priority Title	Risk Description	Inherent Risk Status	Controls Currently in Place			Further action required to mitigate / reduce risk to an acceptable level	Target Risk Score		Responsible Person
			Identify or list controls or activities in place to reduce impact or likelihood of risk occurring	Assessment of Controls	Residual Risk Status		Likelihood and impact		
Prepare a new Corporate Asset Management Plan to set the strategic direction for asset management over the medium term	The Council's property portfolio is not aligned to Council priorities identified in the relevant strategic plans	Medium	Draft Corporate Asset Management Plan prepared  Corporate Asset Management Working Group (CAMWG) established to implement the Plan	Good	Low	Completion and adoption of the Corporate Asset Management Plan  New Terms of Reference to be established to strengthen role of CAMWG	1x3=3	Low	Vanessa Waddon
Undertake a review of the Council's property portfolio to ensure it is optimised to meet identified needs	The Council's property portfolio is poorly performing and does not meet the needs of the Council and its services	High	Area Review process underway  Undertaking a corporate Workplace Transformation programme  Initial review of the Industrial portfolio completed  Respond to Service requests for property  Developed a draft Acquisitions and Disposals Strategy	Good	Medium	Prepare a schedule of asset action plans arising from the Area Reviews and develop a plan for their implementation (including industrial estates)  Undertake a pilot agile working project in Anvil Court to inform a wider rollout  Implement the Acquisitions and Disposals Policy	2x3=6	Medium	Vanessa Waddon  Paul Miles
Ensure the Council's buildings are fit for purpose	The Council's property portfolio falls into disrepair and is not fit for purpose	High	Respond to reactive maintenance requests when required  A statutory testing programme is in place  Condition of buildings monitored as and when resources allow	Reasonable	High	Develop a corporate property maintenance strategy as part of a move towards a Corporate Landlord model to ensure investment is prioritised  Prepare an up to date schedule of required maintenance for Council buildings and develop a plan to meet the identified maintenance needs as resources allow	2x3=6	Medium	David Lewis

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Improve the quality of the Council's property data to enable a performance management framework to be developed	The Council's asset data and management systems are inadequate to enable performance of assets to be properly managed  Investment decisions are based on inaccurate and incomplete data	Medium	Upgraded our property management system to K2	Reasonable	Medium	Develop a strategy for improving the quality of our property performance data	2x3=6	Medium	Vanessa Waddon
Reduce carbon emissions from the Council's property portfolio	Increased financial liability in respect of energy costs and Carbon Reduction Commitment	High	Central utility payment and monitoring in place  Invest to Save budget to implement energy saving schemes	Good	Medium	Review and update the Council's Energy Policy  Improved consumption and billing data through automated meter reading  Further use of Invest to Save funding to implement energy saving schemes	2x3=6	Medium	Matthew Lane
Develop a collaborative approach to asset management with our partners	The Council will not benefit from potential cost savings and improved service delivery that co-location and a more joined up approach can deliver	Medium	Working with National Assets Working Group as a pilot project for collaborative asset management  Funding secured for a Collaborative Programme Manager from NAWG Local Service Board support obtained  Developed a Draft Community Asset Transfer Strategy	Good	Low	Establish Public Sector and Third Sector Asset Management Groups  Develop a collaborative asset management plan for Blaenau Gwent  Finalise and implement the Community Asset Transfer Strategy	1x2=2	Low	Vanessa Waddon
Ensure adequate capital receipts are achieved to support the Council's capital programme	The Council will not achieve sufficient capital receipts to support the Council's capital programme	Critical	Working with National Assets Working Group as a pilot project to consider an alternative approach to delivering the capital programme  Developed a draft Acquisitions and Disposals Strategy	Good	High	Investigate the potential for a LABV or PPP approach  Finalise and implement the Acquisitions and Disposals Strategy to ensure timing and method of disposal optimise the capital receipt and/or revenue savings	2x3=6	Medium	Vanessa Waddon  Paul Miles

## Strategic Asset Management Plan

### Appendix 2- A Framework for Action

<b>A</b>	<b>Improving Asset Management Practice</b>	<b>Term</b>
1	Re-establish Corporate Asset Management Working Group (CAMWG) with revised terms of reference	Short
2	Ensure implementation of K2 database with procedures for its on-going maintenance	Short
3	Improve data quality (particularly condition surveys) to improve performance management	Short
4	Complete the Acquisitions & Disposals Strategy	Short
5	Develop a performance measurement framework with appropriate performance indicators	Medium
6	Consider relocation of the Asset Management function	Short

<b>B</b>	<b>Implement a Corporate Landlord Model</b>	<b>Term</b>
1	Develop a Corporate Maintenance Strategy	Short
2	Redefine roles & responsibilities for corporate property function and service departments	Medium

<b>C</b>	<b>Reviewing the Operational Portfolio</b>	<b>Term</b>
1	Continue area review programme using asset challenge methodology & asset categorisation	Short
2	Extend review process to embrace assets of other public sector and third sector partner organisations	Medium
3	Undertake option appraisal/develop asset action plans	Medium

<b>D</b>	<b>Joining Asset Management across Public Sector</b>	<b>Term</b>
1	Establish Public Sector and Third Sector Forums to promote a collaborative approach to asset management	Short
2	Secure commitment and a framework for joint working on asset management	Short
3	Map collective public sector and third sector estate using ePims lite to identify property 'hot spots' and define common data required	Medium
4	Articulate a shared public sector asset management strategy for the area	Medium

<b>E</b>	<b>Workplace Transformation</b>	<b>Term</b>
1	Quantify and measure current performance (utilisation, costs etc) of the office portfolio and establish future performance standards of an agile working model	Short
2	Undertake high-level assessment of options to re-configure the office portfolio and undertake a pilot project (Anvil Court) to test the concepts	Short
3	Develop the Workplace Transformation business case	Medium
4	Develop an Office Accommodation Strategy	Medium
5	Develop new FM protocols	Medium

<b>F</b>	<b>Reviewing Effectiveness of Industrial Portfolio</b>	<b>Term</b>
1	Define explicit and long term objectives for the industrial portfolio	Short
2	Develop an asset challenge methodology framework to categorise assets against defined objectives and required future management action	Medium
3	Review alternative management arrangements for industrial portfolio	Medium

<b>G</b>	<b>Promoting Community Use of Assets</b>	<b>Term</b>
1	Develop/agree overall community asset transfer policy	Short
2	Define set of criteria to guide decision making on individual asset transfer cases	Short

<b>H</b>	<b>Investigating procurement &amp; delivery options</b>	<b>Term</b>
1	Clarify and quantify the potential scale of projects, capital, assets	Short
2	Define specific objectives and expectations to be secured from a LABV or other PPP approach	Short
3	Review broad options and feasibility	Medium

### Residual Risk Status of not implementing required action

High	Medium	Low
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## Strategic Asset Management Plan

### Appendix 3 – Asset Implications of Corporate & Service Strategies

Service Asset Type	Current Portfolio and Issues	Short Term perspective	Medium to Longer Term perspective
Offices	12 dedicated offices including Civic Centre in Ebbw Vale and a number of small locality offices. Also utilise further 5 premises integrated with operational uses. Civic Centre has both maintenance and suitability issues. The office portfolio is freehold with the exception of Anvil Court, which has an unexpired lease term of 15 years.	A Workplace Transformation project has been initiated incorporating a joined up approach with property, ICT and H.R. An initial pilot will be undertaken in Anvil Court with the objective of rationalising the existing portfolio through implementation of agile working.	A new Civic Centre may be required and could further rationalise our office portfolio. This will be considered in the context of a joined up approach with our Public Sector and Third Sector partners.
Depots	One main depot in Brynmawr, which is costly to run and has a significant maintenance liability. Office staff are also co-located at the Depot. Street Lighting and Waste Management have recently relocated into depot from leased in accommodation. Issues with vehicular congestion at peak times.	Non-essential staff will be relocated from the Depot as part of the Workplace Transformation project.	Future service delivery requirements and re-location of the Depot to be assessed in the context of future sustainability of the building. Co-locating with other Public Sector depot uses/Council uses to be explored.
Cemeteries	7 cemeteries, 2 of which have tied housing.	Consideration being given to disposing of Sextons houses. No changes anticipated to cemeteries.	No changes anticipated
Civic Amenity Sites	3 civic amenity sites which are well used.	Whilst there are no changes anticipated in the number of sites the increased emphasis on recycling there may a need to expand some of the existing sites.	No changes anticipated
Public Conveniences	5 town centre toilets. These are not manned and are cleaned on a rota basis. They are costly to run due to cleaning costs and vandalism.	Opportunity to encourage the private sector to make W.C. facilities available to the public (WG grants available). Service review to be undertaken to ascertain whether facilities are retained.	

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Industrial Units	184 industrial units split over 14 sites. The rationale for holding the portfolio is for regeneration purposes as opposed to investment.	Review recently undertaken recommending improved management processes to maximise income and reduce maintenance liabilities and other management costs.	May be a future requirement to dispose of some of the units to generate capital receipts. Improvements in management processes will increase capital value. Potential to include in a local asset backed vehicle where applicable.
Residential Care	1 residential home as emphasis now on supporting independent living with less requirement for residential care	Living Independently in 21 <sup>st</sup> Century Strategy being implemented. Cwrt Mytton will be retained.	Requirement for a further 2 Extra Care facilities to be developed in Brynmawr and Tredegar areas
Day Centres	4 day centres one of which is managed by MENCAP.	Current models of care under review	May be a requirement for less centres as part of a move towards more integrated community facilities
Other Social Services	1 respite care centre, 1 family resource centre, 1 children's retained care centre and a Social Services training unit	Future of training unit dependent on collaborative working with CCBC.	
16+ Education	Currently provided in existing secondary school premises	16+ provision to be consolidated into single purpose built tertiary college (Learning Campus) with Coleg Gwent provision on The Works in 2012	
Secondary Schools	5 secondary schools offering education to approximately 4,000 pupils. 3 provide 16 - 18 education. Average surplus places 6%	Recently closed Nantyglo Comprehensive School. Glyncoed Comprehensive and Ebbw Vale Comprehensive to be relocated on The Works as part of a new 3 - 16 school in 2012.	21 <sup>st</sup> Century schools funding submission will set a framework for future investment
Primary Schools	27 primary schools offering education to 4,760 pupils. Average surplus places are 25%	Transformation of Education in Blaenau Gwent Strategy being developed. Pontygof and Waunllwyd to be merged in new 3-16 school on The Works in 2012.	21 <sup>st</sup> Century schools funding submission will set a framework for future investment
Special Education Needs	One existing facility	Pen-y-Cwm will be relocated into a new facility on The Works in 2012	
Libraries	6 libraries, a mobile service and "home bound" service. Most libraries have had recent capital investment through Cymal		Ebbw Vale library could potentially be relocated into a new Civic Centre in the town centre

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	funding. Ebbw Vale requires investment for condition, DDA and suitability		
Leisure Centres	4 centres. Major condition issues with Ebbw Vale centre	Recent independent review (KKP) concluded current provision is correct to meet existing and future demand. Ebbw Vale centre to be relocated on The Works. Nantyglo centre to be reviewed as part of wider site considerations	
Youth Centres	There are no single use youth centres but 3 are co-located within other buildings. Youth Service recently relocated from Anvil Court into a more accessible location at Ebbw Vale Institute with the facilities to deliver classes, training etc	Focus will be on youth worker outreach.	Current lease for three years whilst a more permanent solution is agreed.
Adult Learning	4 centres in good condition & well used	No change anticipated	No change anticipated
Community Centres	4 community centres and a further 3 leased to management committees. Sustainability issues in respect of current utilisation & management costs	Sustainability issues in respect of current utilisation and management costs	Community Asset Transfer to be considered where appropriate
Parks, Pavilions and Changing Rooms	65 buildings, several of which are located on the same site e.g. rugby and cricket pavilions. 3 Groundsman's houses. Condition and DDA issues with many buildings.	Consideration being given to disposal of Groundsman's houses. Review being undertaken in respect of grounds maintenance.	Community Asset Transfer to be considered where appropriate
Theatres and Cinemas	2 Theatres (one recently refurbished) and one cinema. Sustainability, condition and DDA issues with Beaufort Theatre.	No change anticipated	Proposed new arts centre planned for The Works which could replace Beaufort Theatre and Brynmawr cinema. Potential for Beaufort Theatre to be used as a community arts venue.

### Appendix 4 – ‘Health Check’ against Asset Management ‘Best Practice’ (Based on Wales Audit Office Buildings Management Self-Assessment Model)

#### Has the organisation developed a robust strategy for the management of its land and buildings?

Is there a Corporate Land & Buildings Strategy (CLBS)?	
Are clear links between CLBS & other relevant corporate strategies?	
Are clear links between CLBS & service delivery strategies?	
Are services & partners engaged in CLBS development?	
Are there clear short/medium/long-term objectives for land & buildings?	
Are land & buildings managed as a corporate rather than service assets?	
Are responsibilities for the strategic management defined & understood?	
Are there resources to deliver the CLBS	

#### Can the organisation demonstrate that it is securing value for money from its strategic management of land and buildings?

Is there a formal, robust buildings review process/ review programmes?	
Are capital programme decisions are consistent with the CLBS?	
Are option appraisal procedures & capital programme bid protocols?	
Are whole life issues considered in capital programme decisions?	
Are there clear acquisition & disposal procedures supporting the CLBS	
Are all procurement & financing options considered for projects?	
Are project management processes in place inc post-project evaluations?	
Is there a balance between income generation and service priorities?	

#### Does the organisation have robust performance arrangements in place to inform and deliver the Corporate Land & Buildings Strategy (CLBS)?

Are there defined responsibilities for performance management?	
Is consistent, reliable & current land & buildings information held & used?	
Have performance measures & data needs for been identified?	
Are processes/systems in place to collect & analyse performance data?	
Is benchmarking/good practice used to set performance targets	
Is performance of portfolio reported and used to support decisions	
Is there evidence that portfolio performance/efficiency is improving?	

#### Can the organisation demonstrate that is securing value for money from its operational management of land & buildings?

Are there procedures for operational buildings management?	
Has buildings management been reviewed for ‘fitness for purpose’?	
Are there plans to deliver the CLBS which are adequately resourced?	
Have procurement options been reviewed?	
Are there arrangements for the procurement of goods & services?	
Are there arrangements for contract management of goods & services?	

## Strategic Asset Management Plan

### Appendix 5 - Progress against Welsh Audit Office Property Asset Management Review Recommendations

Reference	Recommendation	Progress	Future Action
<b>R1</b>	The Council should identify and allocate the resource needed to prepare a new corporate AMP	This AMP responds to this recommendation and reflects the suggested detail	The AMP is a working document that will be reviewed on an annual basis. Key actions identified will be reviewed annually and progress reported to Scrutiny Committee and Executive
<b>R2</b>	Finalise an acquisitions policy and review its disposal policy	Final draft under consultation	To be completed and reported to Scrutiny in Autumn 2011
<b>R3</b>	Develop a capital investment strategy that considers how investment will be financed or any funding gap managed to minimise the risk to the Authority	3 year capital programme and Medium Term Financial Strategy agreed	Capital programme to be monitored through Budget Working Group and CAMWG
<b>R4</b>	Develop comprehensive guidance for officers on project management	On-line PRINCE2 course currently being piloted in Environment and Regeneration as a means of delivery	If successful programme will be rolled out corporately
<b>R5</b>	Establish a coherent performance management framework for land and buildings	An outline performance measurement framework has been formulated through this AMP but progress will be dependant on resources	<ul style="list-style-type: none"> <li>• Improve data quality through surveys</li> <li>• Further develop local indicators for "portfolio scorecard"</li> </ul>
<b>R6</b>	Develop a data development strategy	The Council is implementing K2 asset management software from Tribal as a corporate property management database. Existing data is being migrated from legacy systems and Land Registry following a voluntary first registration project	A "road map" of future data requirements and a gap analysis will be developed. Data quality is an issue and our ability to improve it will be dependant on resources for surveys. The focus will be on collecting and maintaining relevant data rather than collecting a broad range of asset management data