



POLICY AND RESOURCES SCRUTINY COMMITTEE – 4TH OCTOBER 2016

SUBJECT: CORPORATE ASSET MANAGEMENT STRATEGY

**REPORT BY: ACTING DIRECTOR OF CORPORATE SERVICES AND SECTION 151
OFFICER**

1. PURPOSE OF REPORT

- 1.1 To present to Members a DRAFT Corporate Asset Management Strategy for their consideration. The report is seeking the views of Members prior to its presentation to Cabinet and Council.

2. SUMMARY

- 2.1 In September 2013 the Wales Audit Office (WAO) undertook a review of the council's Asset Management (Land & Property) Strategy and the Auditor General concluded the review by making 5 Proposals for Improvement which included:
- 2.2 Developing a robust Asset Management Strategy for its property and associated infrastructure, and Developing and implementing arrangements to monitor the delivery of the strategy.
- 2.3 P & R Scrutiny accepted the proposition in respect of these proposals that "...progress on the development of a revised Asset Management Strategy be delayed until such time that the council's financial position becomes clearer, a revised MTFP is agreed, and services can better plan. In essence the MTFP will become the driver for the development of the Asset Management Strategy".
- 2.4 Audit Committee resolved that a Corporate Asset Management Strategy should be progressed.

3. LINKS TO STRATEGY

- 3.1 The Draft Corporate Asset Management Strategy identifies its links with the Council Priorities published in its Corporate Plan 2016/17.
- 3.2 The Strategy additionally links to the 7 national well-being goals of the Well-Being of Future Generation Act (Wales) 2015. That Act has been used to define the Principles adopted for the development of the Corporate Asset Management Strategy and they are:
- We will balance short term needs with the need to safeguard the ability to meet long term generational needs, where those long term needs are identifiable.
 - We will communicate what we are doing and the progress we have made.

- We will involve other persons in the development of our asset management strategies/plans to reflect the diversity of the people within the county borough.
- We will work with other public services bodies to deliver (where possible) both joint asset management solutions, and complementary goals.
- We will seek to improve the quality of our environment through good asset management by ensuring our resources are deployed effectively.
- Quality of life and fit for purpose assets will be our main consideration, within imposed financial constraints.

4. THE REPORT

4.1 In September 2013 the Wales Audit Office (WAO) undertook a review of the council's Asset Management (Land & Property) Strategy. This review was presented to Audit Committee on the 6th November 2013.

4.2 The Auditor General concluded the review by making 5 Proposals for Improvement which included:

P1: Develop a robust Asset Management Strategy for its property and associated infrastructure. The strategy should:

- Set out a vision for each type of asset that shows how it contributed to the council's priorities.
- Set targets for assessing progress including the condition and suitability of each asset.
- Describe an overall plan for implementing the strategy.
- Be approved by members.

P4: Develop and implement arrangements to monitor the delivery of the strategy.

4.3 At its meeting on 30th September 2014 P & R Scrutiny accepted the proposition in respect of both P1 & P4 that "...progress on the development of a revised Asset Management Strategy be delayed until such time that the council's financial position becomes clearer, a revised MTFP is agreed, and services can better plan. In essence the MTFP will become the driver for the development of the Asset Management Strategy".

4.4 Following discussions between WAO and Officers at its meeting on the 9th December 2015 Audit Committee agreed that a Corporate Asset Management Strategy should be progressed.

4.5 The Strategy should be used to align the corporate aims of the council with individual Service Strategies/Plans. Although the future of local government service provision looks less fluid than when the WAO delivered their review in 2013 the council still faces extreme financial pressures and developing strategies for the management of its assets still involves an element of crystal ball gazing. Nevertheless individual Service Strategies/Plans and their alignment to the Corporate Asset Management Strategy are the core of an effective Asset Management Strategy; however it is a two way process. The agreed vision for a service to succeed should identify the assets required over time. With that in place asset providers can:

- Match current provision with need.
- Identify gaps.

- Plan future asset investment and disinvestment that is part of delivering better service outcomes.

- 4.6 The Corporate Asset Management Strategy identifies where the council has appropriate service delivery strategies/plans in place; where it hasn't the challenge will be to determine whether those assets need supporting strategies and, if so, by when they can be delivered. It is important that members and officers understand that formal individual strategies should not be documented for the sake of "having a strategy" and also that developing a strategy is the start of the process and future management reviews of the currency of strategies are most important.
- 4.7 Despite not having a written Corporate Asset Management Strategy in place the council has been able to make significant contributions to the achievement of corporate priorities and outcomes via the management of its assets. For example the 21st Century Schools programme has seen huge improvements in the quality of our primary and secondary schools. Additionally the "State of the Estate Report" produced by Property Services, which is a part of this meeting agenda, summarises the impact the council's property rationalisation service strategy is having.
- 4.8 The Corporate Asset Management Strategy develops a number of strategic outcomes that are applicable to all asset types. These strategic outcomes will demonstrate the effective implementation of the corporate asset management strategy and are summarised as follows:
- COMPLIANCE: Ensuring assets comply with statutory and regulatory requirement.
 - CONDITION: Maintaining assets to a satisfactory condition to support service delivery.
 - SUITABILITY: Ensuring assets are fit for purpose.
 - SUFFICIENCY: Ensuring available assets meet current and expected service demands.
 - ACCESSIBILITY: ensuring assets are as accessible as possible to all service users.
 - SUSTAINABILITY: Maintaining assets to ensure maximum operational life and minimising the potential negative impact on the environment.
- 4.9 It is expected that all existing service asset plans/strategies will be reviewed and revised to accord with these outcomes.

5. EQUALITIES IMPLICATIONS

- 5.1 This report links to several Equality Objectives namely:
- SE 03 – Physical Access
 - SE 04 – Communication Access
 - SE 05 – Engagement and Participation
 - SE 07 – Corporate Compliance

An EIA screening has been completed in accordance with the Council's Strategic Equality Plan and supplementary guidance. No potential for unlawful discrimination and/or low level or minor negative impact has been identified, therefore a full EIA has not been carried out.

6. FINANCIAL IMPLICATIONS

- 6.1 Links have been made between the Corporate Asset Management Strategy and the council's Medium Term Financial Plan, although there are no direct financial implications associated with this report.

7. PERSONNEL IMPLICATIONS

- 7.1 There are no personnel implications associated with this report.

8. CONSULTATIONS

- 8.1 The report reflects the views of the consultees.

9. RECOMMENDATIONS

- 9.1 Scrutiny comment on the Draft Corporate Asset Management Strategy prior to consideration by Cabinet and a decision by Council

10. REASONS FOR THE RECOMMENDATIONS

- 10.1 To ensure the views of Scrutiny are sought prior to a decision by Council.

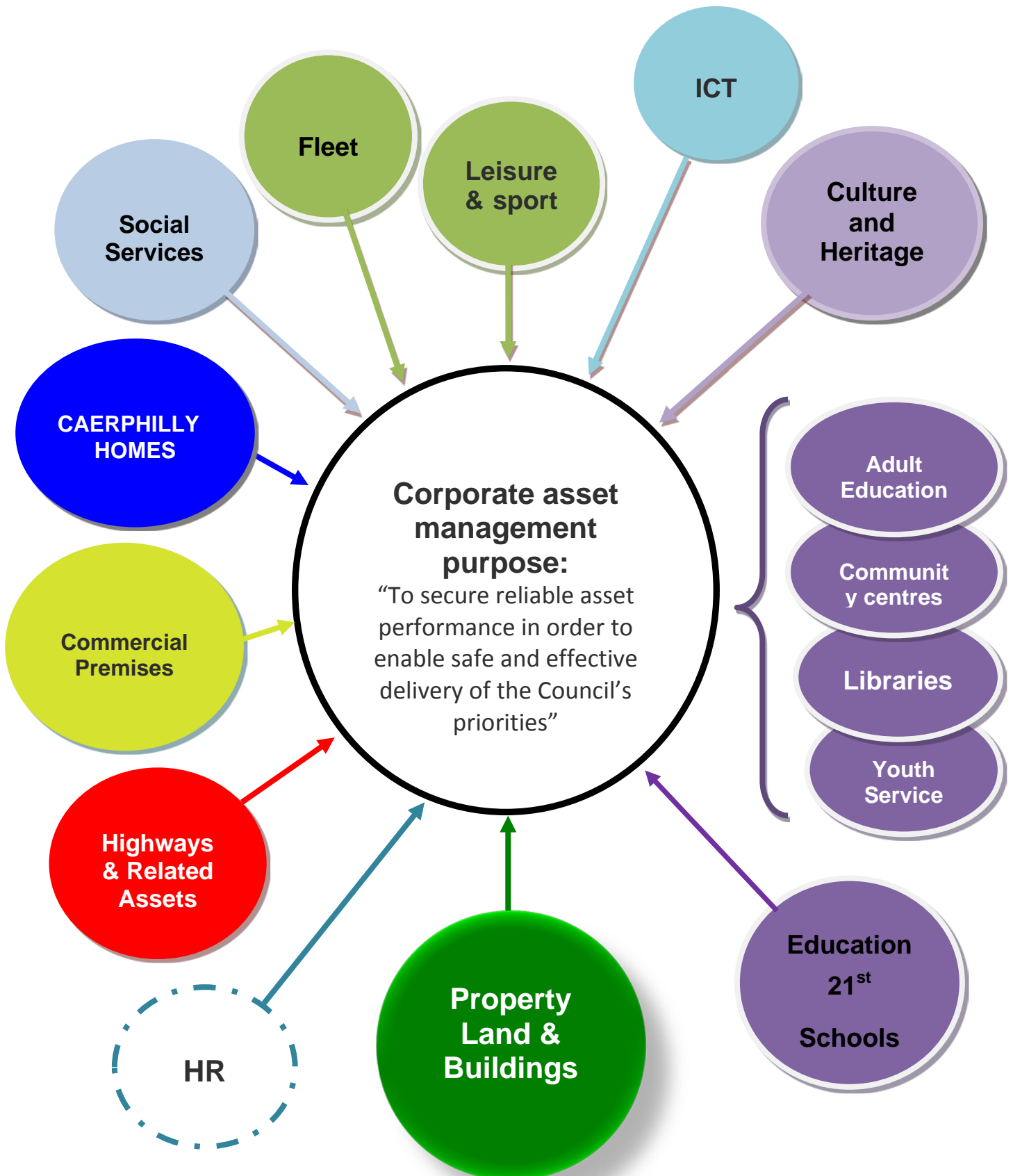
11. STATUTORY POWER

- 11.1 Local Government Acts 1974-2000. Well-Being of Future Generations (Wales) Act 2015. This is a decision for Council.

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Consultees: Corporate Management Team
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Appendices:
Appendix 1 Asset Management Strategy 2016-2026

CAERPHILLY COUNTY BOROUGH COUNCIL ASSET MANAGEMENT STRATEGY 2016- 2026



Document Version and Change Control

Document Owner	Colin Jones
Document Subject	Corporate Asset Management Strategy
Document Location	O:\Property\~ Tim's folder\Drafts\Estates Planning
Previous Versions	CAMSUpdate Draft Version C
Location of Previous Versions	O:\Property\~ Tim's folder\Drafts\Superseded
Current Version Name	CAMSUpdate Draft Version D

Record of changes to the current version		
Date	Changes Made To	Made By
20/06/16	Cover	TJB
20/06/16	See Asset Management Strategy 2016-2026 (Education and Lifelong Learning) ¹	TJB
21/06/16	Include comments from Head of Community & Leisure Services	TJB
24/06/16	Formatting and text proofing	TJB
06/07/16	Include comments from Ros (email 0607)	TJB
01/08/16	Include amendments by HoS	TJB
01/08/16	Partial redraft	TJB
09/08/16	Incorporate comments from ESD	TJB
10/08/16	Saved as *.docx with minor consequential formatting changes	TJB
16/08/16	Include amendments by HoS	TJB
17/08/16	Include Appendix B Foundation Standard – The Meaning of Accessible, and minor redrafting within “Service Strategies”	TJB
18/08/16	Incorporate comments from HR (email 18 08 2016)	TJB
19/08/16	Incorporate comments from Gareth Evans (email 19 08 2016), & HoS	TJB
19/08/16	Minor redraft to reflect “Open Spaces” are Parks etc. (Leisure) and Country Parks (Planning & Regeneration)	TJB
19/08/16	Minor redraft to reflect comments from Acting Parks Manager	TJB
02/09/16	Include comments from Head of Community & Leisure Services Include Appendix referencing Strategic Business Cases	TJB
16/09/16	Incorporate further comments from ESD, from Planning, and minor formatting changes	TJB
23/09/16	Incorporate comments from Head of IT (Acting)	TJB

¹ O:\Property\~ Tim's folder\Drafts\Estates Planning

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Corporate Property Group
 Ty Penallta
 Tredomen Campus
 Ystrad Mynach

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Introduction

This strategy outlines our vision and long term approach to improve the recognition, management and utilisation of our assets held in the name of Caerphilly County Borough Council. The primary aim is to support Council priorities, achieve service requirements and comply with statutory duties. The overriding theme of this Corporate Asset Management Strategy is set within the context of delivering the Corporate Plan and aligning with asset review recommendations.

Section 1 | Background and Context

Caerphilly County Borough Council is the 5th largest authority in Wales in terms of geographic size and serves around 179,000 residents, although this is anticipated to grow to 189,00 over the next 10 years. It has a divergent demographic profile with a higher proportion of children and people of retirement age than Welsh averages. It has the second lowest employment rate in Wales and comparatively higher level of deprivation. The percentage of pupils entitled to free school meals (used as an indication of deprivation) runs at 21 per cent and is the sixth highest out of the 22 local authorities in Wales. Three quarters of the Council's 73 wards are in the 50 per cent most deprived areas of Wales, although the County does not have large concentrations of areas of very high deprivation compared with some other Welsh authorities.

The Council has 73 members and operates on a cabinet system with 9 portfolio holders. The organisation is the largest employer in the area with approximately 9,500 staff providing over 600 services. The Authority has a combined gross revenue and capital budget of over £562 million per annum. The Council has approximately 833 buildings including 92 schools in total, 19 Leisure centres and 18 Libraries. The Highways Service maintains a total length of 1,193 kilometres of road, 6 kilometres of The Monmouthshire and Brecon Canal and 27,150 columns of street lights. Our fleet services maintain over 500 vehicles providing a diverse range of services from meals on wheels to waste collection vehicles. As an organisation that uses considerable information technology, we support 4,500 devices and a further 10,000 devices for schools. Planning and Regeneration manages a commercial portfolio of more than 250 office and industrial properties in 16 locations across the County Borough, operates 5 visitor facilities (Llancaiach Fawr Manor House, Cwmcarn Forest Drive Visitor Centre & Campsite, Caerphilly Visitor Centre, New Tredegar Winding House Museum, and Blackwood Miners Institute), and 5 country parks (at Parc Cwm Darran, Parc Coed Tir Bargoed, Parc Penallta, Pen y Fan Pond and Sirhowy Valley).

The borough occupies some 28,000ha, taking in the three river valleys: Rhymney, Sirhowy and Ebbw. 80% of the County Borough is rural (5 country parks, 34 public parks and over 200 special interest sites.) The natural valley landscapes includes 200 peaks over 1,000 ft. (304.8m), 6 lakes and 50 rivers and waterways – providing an attractive backdrop for economic regeneration and a major opportunity for tourism and leisure developments.

What is Asset Management²?

A web search for “asset management” will yield many results related to the management of investment and finance and a potentially confusing range of apparent variants related to physical assets. For example, strategic asset management, property asset management, facilities asset management, infrastructure asset management, enterprise asset management, and others seem to claim a special case or ‘difference’. The qualifying descriptors do not change the inherently consistent core, whatever the type or nature of the assets that are to be managed.

It is therefore helpful that the ISO 55000 standard has developed a well-considered definition for asset management (clause 3.3.1):

“the coordinated activity of an organization to realise value from assets”

and where an asset (clause 3.2.1) is an:

“item, thing or entity that has potential or actual value to an organization”

and the notes for the definition of asset management state that

“realisation of value will normally involve a balancing of costs, risks, opportunities and performance benefits, and the term ‘activity’ has a broad meaning and can include, for example, the approach, the planning, the plans and their implementation.”

ASSET MANAGEMENT IS MORE THAN DOING THINGS TO ASSETS - it is about using assets to deliver value and achieve the organisation’s business objectives. It also brings a different approach and way of thinking and a transformation of organisational alignment and culture. Each organisation has to determine what it considers value to be, and choose how to manage its assets to derive best total value.

Asset management is relevant to all types of organisation, whether they are large, small, private, public, government or not-for-profit. There is growing evidence from around the world that effective asset management can improve an organisation’s reputation and its ability to:

- operate safely.
- meet its regulatory and statutory obligations,
- evaluate future business strategies for the delivery of differing performance, cost and tolerable risk profiles, and
- significantly reduce the cost of managing assets over their lives

What is an asset?

For the purposes of [Section 2 | Strategy Outcomes](#), “asset” relates solely to *material* assets, such as a ‘building’ or a ‘road’, having a life cycle to which a cost can be applied. We have included Human Resources (HR) to acknowledge the links between staff, agile working, and management of buildings; however, there is a range of HR strategies to support this ‘resource’ and, consequently, it is not included within Section 3.

Our Principles

We expect that the individual strategies and plans that underpin this Corporate Asset Management Strategy will be pursued in accordance with the following principles³:

² Reproduced from ‘An Anatomy of Asset Management’ (Version 3 December 2015) © The Institute of Asset Management

- We will balance short term needs with the need to safeguard the ability to meet long term generational needs, *where those long term needs are identifiable*.
- We will communicate what we are doing and the progress we have made
- We will involve other persons in the development of our asset management strategies/plans to reflect the diversity of the people within the county borough
- We will work with other public services bodies to deliver (where possible) both joint asset management solutions, and complementary goals.
- We will seek to improve the quality of our environment through good asset management by ensuring our resources are deployed effectively.
- Quality of life and fit for purpose assets will be our main consideration, within imposed financial constraints.

This strategy has been developed after some service strategies have been formed; therefore the developing of the overarching strategy allows for all service strategies to be reviewed or new ones to be formed in line with our overall mutual ideology for the effective use of our assets.

Outcomes

THE OUTCOMES ADOPTED FOR THIS STRATEGY, AND WHICH WILL BE APPLIED TO THE MANAGEMENT OF ALL COUNCIL ASSETS ARE:

COMPLIANCE: To ensure assets are safe for use and support service delivery assets must comply with statutory and regulatory requirements, as well as meeting appropriate best practice.

CONDITION: Assets must be maintained to ensure that they are in a satisfactory or better condition to support service delivery and achievement of corporate priorities.

SUITABILITY: Assets that are fit for purpose for current and future service delivery will be more effective in delivering the Council's priorities. Suitability is wider than asset condition as it also considers how well the asset is matched to current and planned service delivery requirements.

SUFFICIENCY: Council assets have to be sufficient for existing and future use, with capacity reflecting demand and user requirements. This element of asset management allows the council to plan to support service development, as well as identify any potential assets that are underused.

ACCESSIBILITY: To deliver services effectively to all members of the community, assets need to be reasonably accessible to everyone, especially those with physical and learning disabilities⁴.

SUSTAINABILITY: The Council's assets will be managed to ensure that their useful operational life meets expected life expectancy, as well as minimising the potential adverse impact on the environment. Sustainability should make sure that council assets are available to support ongoing service delivery in the long term.

These are addressed in more detail in [Section 2 | Strategy Outcomes](#)

³ In line with the Well-being of Future Generations Act (Wales) 2015, see Appendix A

⁴ See Appendix B Foundation Standard – The Meaning of Accessible

Council Priorities

The council has set eight priorities over four years 2013 to 2017 in consultation with the local community, partners, stakeholders and staff. These priorities represent the vital activities that the council will undertake in order to achieve better conclusions for Caerphilly County Borough.

The table below illustrates where the Corporate Asset Management Strategy directly contributes to a council priority.

Council Priorities	Corporate Asset Management Strategy
1. Peoples social care needs are identified and met in a timely and appropriate way	✓
2. Children and Adults are safeguarded from abuse	✓
3. Improve standards across all year groups particularly key stage 3 and 4	✓
4. Identify vulnerable groups of learners and develop interventions to ensure needs are met	✓
5. Reduce the gaps in attainment between pupils in advantaged and disadvantages communities	✓
6. Promote the benefits of an active and healthy lifestyle	✓
7. Invest in our Council Homes and their communities to transform lives	✓
8. Affordability – Deliver a medium term Financial Plan aimed at ultimately providing a period of stability that helps the authority to have a range of services in the future that are sustainable	✓

More explicitly, as asset management underpins almost all service delivery throughout the council, we will support the council's eight priorities in the following ways:

Council Priorities 2014 to 2017

Council Priority	Supporting Asset Categories
1. Peoples social care needs are identified and met in a timely and appropriate way	<p>PROPERTY (ELDERLY) – the council's operational property assets include care homes, housing for the elderly, sheltered housing and community facilities that are used by older people. Ensuring these facilities are safe fit for purpose, investing in new facilities and supports the delivery of services aimed at improving the quality of life for older people.</p>
2. Children and Adults are safeguarded from abuse.	<p>PROPERTY – Pan Gwent – we are working with others including housing associations to set up a women refuge.</p> <p>PROPERTY/EDUCATION - venues such as libraries are regarded by adults and children as safe community spaces.</p>
3. Improve standards across all year groups particularly key stage 3 and 4	<p>PROPERTY/EDUCATION – council investment in the condition, sufficiency and suitability of the school estate helps to maintain an effective learning environment; investment in library buildings extends this supported learning environment to accessible community locations.</p> <p>HIGHWAYS AND RELATED ASSETS – investment in this area ensures safe routes to schools and the maintenance of school playgrounds.</p> <p>OPEN SPACES – open space investment ensures our school playing fields are maintained and improved where necessary to support play and education provision.</p> <p>ICT – ICT investment plays a significant role in supporting education across all learning environments, including schools. Technology skills gained through use of ICT equipment are crucial to enabling positive future destinations and compliance with the Digital Competence Framework.</p>
4. Identify vulnerable groups of learners and develop interventions to ensure needs are met	<p>PROPERTY / EDUCATION - Maintaining Trinity Fields school and pupil referral units. Improvements to library buildings assist pupils in disadvantaged communities.</p> <p>ICT – provision of ICT facilities across the network assists pupils in disadvantaged communities.</p>

Council Priorities 2014 to 2017

Council Priority	Supporting Asset Categories
5. Reduce the gap in attainment between pupils in advantaged and disadvantaged communities	<p>PROPERTY – the council’s 21st Century Schools programme is well advanced with modern, high specification buildings and facilities being provided in some of the most deprived areas of the county borough.</p> <p>ICT – ICT investment plays a significant role in supporting education across all learning environments, including schools. Technology skills gained through use of ICT equipment are crucial to enabling positive future destinations and compliance with the Digital Competence Framework.</p>
6. Promote the benefits of an active and healthy lifestyle	<p>PROPERTY – property assets that provide accommodation for services that enable our communities to make healthy lifestyle choices to improve citizens’ quality of life, both in terms of information and opportunities.</p> <p>HIGHWAYS AND RELATED ASSETS – “Active Travel” investment, road safety ETP and national standards cycle training promote an active and healthy lifestyle.</p> <p>OPEN SPACES – assets within this category provide a variety of leisure, community and sporting facilities. The improvement of open spaces and public areas has a direct link with residents’ perceptions of Caerphilly County Borough and provides diversionary activities for young people.</p> <p>WEB PRESENCE – Leisure Lifestyle and Health Challenge Caerphilly websites offering facilities and advice.</p>
7. Invest in our Council Homes and their communities to transform lives	<p>HOUSING – the council’s housing stock provides good quality affordable housing.</p>
8. Affordability – Deliver a Medium Term Financial Plan [MTFP] aimed at ultimately providing a period of stability that helps the authority to have a range of services in the future that are sustainable.	<p>Property – Having a fit for purpose property portfolio with the corporate landlord taking a ‘strategic view’ on usage of properties will continue to deliver savings by rationalising our property stock where it is relevant to do so.</p> <p>HIGHWAYS AND RELATED ASSETS – maintenance of a safe public highway network prevents costs through minimising claims; specifically, LED lighting delivers a longer life/lower energy alternative, and road surfacing treatments extend the life of the highway.</p> <p>PLANNING & REGENERATION – rental income from the industrial and commercial portfolio will contribute to the MTFP</p>

Statutory

The **Well Being of Future Generations Act (Wales) 2015**, introduced by the Welsh Government, will change the way public service plans and works. *The purpose of the Act is to ensure that the governance arrangements of public bodies for improving the well-being of Wales take the needs of future generations into account.*

It is designed to improve the economic, social and environmental well-being of

Wales in accordance with sustainable development. It is about encouraging public bodies to think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach in accordance with the 7 national well-being goals.

The goals and their definitions are in greater detail shown in Appendix A

To demonstrate we have met our statutory duty to carry out sustainable development there are **5 ways of working** that will demonstrate this. They are:

1. Looking to the **long term** so that we do not compromise the ability of future generations to meet their own needs;
2. Taking an **integrated** approach so that public bodies look at all the well-being goals in deciding on their priorities;
3. **Involving** a diversity of the population in the decisions that affect them;
4. Working with others in a **collaborative** way to find shared sustainable solutions;
5. Understanding the root causes of issues to **prevent** them from occurring

The national guidance for applying the 5 ways of working also identifies the **management of assets** as one of seven core organisational activities, and applying the requirements of the Act to those activities is regarded as most likely to secure the change needed.

Additionally, The White Paper **Reforming Local Government: Power to Local People** published in February (2015) included specific proposals for greater community participation and transferring of assets to communities who wish to take on these assets. These are known as Community Asset Transfers (CAT). The financial pressures across Wales make this an attractive proposition to Welsh Government. At present public services are not obliged to transfer their assets. The white paper proposes that eligible community bodies can initiate a transfer for an asset from local authority to community ownership. It is the white paper's view that this may lead to sustainable long term use of property assets and there will be greater potential for innovation. It is advised that this should not be seen as a way to dispose of surplus assets but to be viewed as an opportunity to help develop the community, with the ultimate aim of 'community empowerment'.

The Council is also an active member of the National Assets Working Group (NAWG), which supports the national drive to involve the community and other public/voluntary organisations in the future management of its assets. Community Asset Transfer (CAT) will be supported wherever appropriate.

The 7 national well-being goals:

- ↳ A sustainable Wales
- ↳ A prosperous Wales
- ↳ A healthier Wales
- ↳ A more equal Wales
- ↳ A Wales of cohesive communities
- ↳ A Wales of vibrant culture and thriving Welsh language
- ↳ A globally responsible Wales

However, whether groups exist that want to take on the responsibility of managing an asset remains to be seen, but it is an aspect that must be considered within long term property and land use proposals of our assets.

We will also use the newly formed Public Service Board as a conduit for discussion with other public bodies to open discussions around sharing facilities.

Financial

The financial outlook continues to be difficult and on top of significant savings already delivered in recent years, the Council has been working hard to identify further substantial savings to enable balanced budgets to be delivered for 2016/17 and 2017/18. To ensure our MTFP can deliver savings we have developed and consulted on guiding precepts with the public, endorsed by members, to help structure how we will make those efficiency savings. Our tenets are to safeguard jobs and the services we provide, to try to reduce rather than remove and to protect front line services wherever possible looking at new ways of delivering service.

THE CORPORATE ASSET MANAGEMENT STRATEGY WILL SUPPORT THESE DETERMINANTS.

In times of financial uncertainty it can be difficult for services to plan, and know what assets are needed for delivery but this strategy is predicated upon a consistent, corporate & strategic approach to the management of the various assets, consolidating resources, eliminating duplication, improving efficiency, procurement and the establishment of corporate property standards.

Where are we now?

This strategy looks at the long term (taken as 10 years although good practice suggests 25 years); when the population assessment is completed we will use that to review the longer term but we will need to do more in order to take a more integrated approach to deciding joint priorities with other organisations. Involving a diversity of the population occurs in some areas such as leisure consultations and working with schools but we will need to widen this out and make more conscious decisions particularly with finding collaborative asset solutions with other public sector organisations. Root causes of asset management challenges are understood but the prevention of issues or building on asset strengths is an area that needs to be further developed.

The Corporate Asset Management Strategy links to the Council's priorities and helps services understand that in a time of severe financial constraints their vision has to be consistent with the council's ability to maintain its asset base.

It reminds asset users that, in developing their own service strategies/plans, the asset providers are key stakeholders; in cultivating a more co-ordinated approach, with its consequential move away from "silo mentality"⁵, appropriate service strategies will set out agreed visions in accordance with the doctrine of this document, detailing whether the current assets meet both current and future need, and identifying any necessary corrective actions.

Thus, the Corporate Asset Management Strategy provides a snapshot of various services, governance arrangements, summaries of the various services and their related asset categories; it incorporates all physical assets owned and leased by the council, including significant land based assets such as roads, open space, housing and

⁵ Under such circumstances, there may be minimal consideration as to whether the council's assets are fit for purpose *at a strategic level*

property, together with all equipment, plant and vehicles, as the council invests significant revenue and capital funds to ensure a wide range of assets are available to maintain service delivery. These budgets provide resources to support asset management activities and detailed funding information for each asset category is included within the individual asset management plans. It identifies also where the council has appropriate service delivery strategies/plans in place; where it hasn't, the challenge will be to determine whether those assets need supporting strategies and, if so, by when they can be developed.

The document has been produced to signpost readers to supplementary service delivery strategies and/or plans; it shows how assets classes contribute toward the overall Strategy, helping the Council meet its key priorities as, due to the large and diverse nature of the council's asset portfolio, nearly every citizen, visitor, employee and organisation in Caerphilly County Borough will have access to the council's assets, be it schools, parks, roads and bridges, or the council's website.

Therefore, further information on target customer groups will need to be provided in individual asset management plans that are appropriate of an effective Asset Management Strategy. The agreed vision for a service to succeed should identify the assets required over time. With that in place, asset providers can

- ➔ match current provision with need,
- ➔ identify gaps and
- ➔ plan future asset investment and disinvestment that is part of continuously improving service delivery.

Service Strategies

It is important to note that not only should formal individual strategies *not* be documented for the sake of "having a strategy" but also writing a strategy is the start of the process and future management reviews of the currency of strategies are most important.

Despite not having a written Corporate Asset Management Strategy in place the council has been able to make significant contributions to the achievement of corporate priorities and outcomes via the management of its assets. For example the 21st Century Schools programme has seen huge improvements in the quality of our primary and secondary schools. Additionally the "State of the Estate Report", produced by Property Services, summarises the current impact of the council's property rationalisation strategy.

Property (Land & Buildings):

The Council owns and maintains 833 buildings on 364 sites (as at February 2016). Overall the council controls some 8,500 acres of land and buildings having a total net book value of £717m (as at March 2015). **The service has a developed Asset Management (Land & Property) Strategy**, the key priorities of which are:

- Develop a 5 and 10 year vision for property assets via the proposed Asset Management Group and communicate the strategy and vision across the authority. Potential options identified include:
 - Reduce the portfolio through space optimisation.*
 - Reduce the portfolio through service remodelling.*
 - Reduce the portfolio through shared use with both internal and external services.*
 - Convert freehold to leaseholds.*
 - Promote Community engagement through Community Asset Transfer.*
 - Reduce costs through energy efficiency improvements.*

- Establish a corporate Asset Management Group, with a Landlord/Tenant arrangement where Property Services acts as a Landlord and all building/land users are tenants and the property budgets are transferred to Property Services.
- Promote a phased transfer of all property into a central corporate portfolio together with, where appropriate, directorate personnel employed to manage property matters. The transfer commenced with Corporate Services and Social Services in April 2012. Reactive maintenance would be centralised and a framework of suppliers created.
- Produce individual Service Asset Management plans through regular asset management meetings with directorate management teams to ensure property provision is planned in a holistic way.
- The plans will link with service strategies (e.g. Community Asset Transfer planning).
- Ensure the 3 year Capital Asset Strategy is linked to the council's Medium Term Financial Plan.

Education and Lifelong Learning

Schools:

The schools estate comprises 14 secondary schools, 75 primary schools, 1 special school and a pupil referral unit (The Learning Centre). The Directorate manages a range of school place planning strategies, together with the Welsh Government's 21st Century schools programme, as well as managing an annual schools capital programme.

School Asset Management Plans and School Places Plans are updated periodically and reported to Scrutiny Committee. The key priorities are:

- Challenges faced from reduced financial resources.
- The need to reduce surplus places within our schools, with a particular focus on secondary schools. The replacement of Oakdale and Pontllanfraith comprehensive schools with the new Islwyn High school will assist this process.
- An increase in the projected Primary school pupil population is resulting in a reduction in surplus places.
- Significant challenges to future school place planning presented by the Council's Local Development Plan (LDP) proposals to 2031.

Library Service

There are 18 Libraries offering a wide range of facilities and community networks. 13 are purpose built with 4 of these being located within or alongside other community facilities. The remaining 5 are conversions of existing buildings. Customer services provision is co-located within 5 libraries.

The Service is working within the 2014-2017 Welsh Government Public Library Standards Framework, which includes a number of new assessment areas with a focus on outcome and qualitative measures in addition to more traditional standards of attainment

This 5th Framework assists the Authority in working toward its Strategic Equalities Objectives, in particular:

- Strategic Equality Plan SEO 3- Physical Access
- Strategic Equality Plan SEO 4- Communication
- Strategic Equality Plan SEO 5- Engagement and Participation

It also links closely with 'Libraries Inspire: The strategic development framework for Welsh libraries 2012-2016'.

Community Centres

There are 38 community centres in the supported network of which 3 are not in Council ownership. A range of other community facilities make use of these centres.

In 2014, Members endorsed a proposal to establish a Working Group to further examine reducing the network of community centres, offering suitable centres to local groups via asset transfer. This group has established that the current model is working well, but that opportunities for rationalisation should be considered as appropriate.

Youth Service

This is a statutory education provider, comprising over 200 staff and engaging with approximately 20% of the target population annually. These services are provided in a variety of ways by the Authority and in partnership with other providers.

Youth Work is provided directly by the Authority through a network of 28 youth clubs (a combination of locations including school sites, community centres and dedicated facilities) and predominantly externally funded projects that are aligned with and supported by a youth service curriculum.

The absence of a formal strategy is not evidence of the absence of good planning and a mature service might well be termed to be in a stable and steady state⁶.

Is there a strategy for the future?

Adult Education Service

There are six Adult Education Centres of which one is leased and not owned by the council. One centre is based on a comprehensive school site and two co-locate with the youth service.

As previously noted, absence of evidence is not evidence of absence.

Is there a strategy for the future?

Information Communication and Technology (ICT):

The service provides a complex range of services that delivers the organisation's day to day business technology requirements, including the implementation and support of all hardware, network, telecommunications and business software applications, as well as actively supporting the implementation of new technologies to aid service delivery and service improvement across the business. The service supports approximately 4,500 corporate devices and a further 10,000 school devices as well as some 150 different software applications. The service receives on average over 330 support calls per day.

Although not part of our assets, IT Services provide data centre hosting services for Newport City and Blaenau Gwent Councils, running their Payroll & HR services.

IT provision will be integral to the implementation of agile working.

A new ICT strategy that includes the Authority's approach to enhancing its current digital solutions is currently being drafted.

Community and Leisure Services

Fleet Management

is working towards a 'managed service' which will see a contract with external companies to provide and replenish our vehicle requirements that will keep our vehicle stock current.

We collaborate with Blaenau Gwent and Torfaen Councils for Driver Certificate of Professional Competence (CPC) Periodic Training.

⁶ "Absence of evidence is NOT evidence of absence"

Currently, it is a full cost recovery service with turnover of over £4million primarily in relation to fuel, external vehicle hires, leasing and fleet management services and support. The council has approx. 500 vehicles. Current management of assets are focused on adjusting working practises to changes in legislation, such as ensuring alternative methods of compliance to be put in place, as safety nets have been removed as the DVLA move to web based systems.

Parks & Bereavement Services

manages 104 equipped playgrounds, 10 kick walls, 20 youth shelters, 11 skate parks, 2 outdoor gyms and 31 multi use games areas (MUGAs). Five of these playgrounds retained RoSPA⁷ Play Safety Awards during 2015 -16. The service manages a number of formal sports pitches across the borough which includes rugby and football pitches (including dual use), cricket, bowling greens, tennis courts and an athletics track.

The service has three parks (Morgan Jones Park, Caerphilly, The Wern in Nelson and Waunfawr Park, Crosskeys) that have been recognised as places of excellence and awarded Green Flag status, as well as 25 other municipal parks across the county borough.

In addition, it oversees the provision of some 80 allotments across the county borough, under the management of two federations (the Rhymney Valley Allotment Federation and the Caerphilly East Allotment Federation).

The strategy is to maintain current standards through prudent use of resources.

The service, which operates under, and currently has an ICCM⁸ bronze award for, the 'Charter for the Bereaved', also manages ten municipal cemeteries, which cover circa 29 hectares of land across the county borough. The service deals with circa 800 interments a year and five of these cemeteries have been successfully extended over recent years (Abercarn, Danygraig, Rhymney, Gelligaer and Bedwellty). There are two chapels located within these cemeteries, one of which is operational and available to the public to use for services prior to an interment.

Parks & Bereavement Services is bidding to secure land within the Caerphilly basin to develop an 11th site, as well as undertaking further extensions at Brithdir, Bedwas, Rhymney and Bedwellty cemeteries over the coming years.

Leisure Services

has 11 leisure centres, eight of which are located on school sites. The Council has undertaken a detailed condition survey of its 11 leisure centres rating three as good, five as satisfactory and three as poor. We have estimated that the yearly maintenance cost of our leisure centres is £3.3 million.

The authority is currently working on an overarching strategy for sport and leisure. When completed, later in 2016/17, this document will set out a strategic vision for the future provision of sport and leisure services as well as addressing issues around the buildings and other facilities required to effectively deliver that strategy.

Waste Resource Management and Street & Environmental Cleansing

are key frontline functions, and revolve around the following:

- The industrial-scaled Waste & Recycling Transfer Station at Full Moon, Cross Keys receives the municipal waste collected by the Authority's collection vehicles every day of the working week. Its annual through-put is 50,000 tonnes.

⁷ The Royal Society for the Prevention of Accidents

⁸ The Institute of Cemetery & Crematorium Management

- Six (staffed) Civic Amenity /Household Waste Recycling Centres (under NRW permit) that are open to the public all year round and operate on weekends.
- A network of infrastructure in the form of (several thousand) litter bins, public 'on the go' recycling facilities, and bin storage compounds.
This infrastructure is in use 24 hour 365 days per year.
- Five Public Conveniences are presently operated and maintained.

As part of its regulatory function in respect of Old Waste Disposal Sites, the service is maintaining a landfill site (regulated by a NRW permit) that hosts an operational flare stack, together with a micro generator harnessing the methane gas reserve and generating energy for the National grid.

The absence of any formal strategy for this service is not evidence of the absence of good planning and it is considered to be in a stable and steady state

Highways, Transportation & Engineering

Highway assets deteriorate slowly; we have an established Highways Asset Management Plan, in respect of which we make an annual status report.

The impact of any given level of investment cannot be shown in the short term; our yearly report includes 20-year forecasts to enable decisions to be taken with an understanding of their long term implications.

In April 2016 the value of the Highway asset, gross replacement cost was £3.424bn and depreciated replacement cost was £3.218bn. An annualised depreciation⁹ of £17.2m was calculated.

As at 1st April 2016, the road length of public highways in the County Borough was 1,169.20km, with a further 98.2km of surfaced footpaths, and 66.1km of purpose-built Cycleways.

The extent of the Highways asset can be indicated by summarising some other figures on the main asset categories and services provided:

- 27,150 street lights
- 2,624 (illuminated), and some 6,000 (non-illuminated) signs
- 32,000 gullies
- 71 signalized junctions/crossings
- 1,250 per annum planning applications
- 68km of cycle routes
- 1,675 culverts (up to 900mm diameter)
- Some 420km of road networks salted and gritted during severe weather conditions,
- 862 permanent salt bins, plus 17 seasonal bins
- 112 Road Bridges
- 90 Footbridges
- 22 “Unusual” Structures
- 625 Retaining Walls
- 1 Height, Sign and Signal Gantries
- 246 Culverts (over 900mm diameter)
- 13 Subways

Caerphilly Homes

There are currently 10,862 council owned houses and 991 garages. We let on average 1161 houses p.a. (total properties let between 01/04/14 – 31/03/15). There are 34 sheltered housing schemes, 1 extra care scheme and 17 recognised tenants and residents associations. We also provide services to 417 leaseholders.

Road Length of Public Highways (km)		
	Urban	Rural
A Trunk	0.00	4.50
A County	30.40	66.2
B	52.30	11.3
C	76.30	76.1
Minor	688.9	163.2
Total	847.90	321.30
Total Surfaced Roads	1,169.20	

⁹ Annualised depreciation is the average amount by which the asset will depreciate in one year if there is no investment in renewal of the asset.

Our strategy to deliver to the Welsh Housing Quality Standard (WHQS) on 10,862 houses by 2019/20 is

- 1st. Through a combination of in-house staff and external contractors; and
- 2nd. Through coordination with other programmes and initiatives to tackle the social and economic challenges on the council's estates.

This is a multi-million pound annual capital programme (2015/16 is £36m, £200m up to 2019/20) will be delivered by Housing Repairs (consisting of 143 members of staff, including 114 multi-trade maintenance operatives, with an annual turnover of £7.2 million). There is a further budget of some £2.74m, which relates to response projects and uses external contractors where necessary.

Human Resources

Cabinet, at its meeting on 27th July 2016, agreed the Council's HR Strategy 2016 – 2020. The council employs almost 9,000 people and is one of the biggest employers within the Borough and the scale of that asset should be acknowledged in the context of a Corporate Asset Management Plan

As the Council makes better use of its premises, including downsizing or making more efficient use of its existing space, the need to promote and encourage a culture of agile working can assist the council to achieve its priority of affordability.

A cultural change to work in a more agile way will impact on staff and require new ways of thinking; trust for example, will become a more important value. Agile working could mean less staff needed in a premises, which could result in smaller property needs or more transient work stations and a smaller 'travel to' population would support the carbon reduction agenda, as well releasing car parking space.

This is an area that requires excellent joined up working for all parties to work through areas such as IT provision, consideration of space, and capacity planning in addition to the 'softer' areas such as culture, and trust,.

Planning & Regeneration

Commercial Development

We have a two-pronged responsibility under this heading:

- ✓ Business Support & Funding (Industrial and Office Property Portfolio)
- ✓ Urban Renewal

Business Support & Funding (Industrial and Office Property Portfolio)

We are responsible for marketing some 92 acres of development land at Oakdale.

We also manage a Council-owned portfolio of more than 250 office and industrial properties in 16 locations across the County Borough; most are let to private sector tenants on fully repairing leases. The exceptions to this are on the Tredomen campus, comprising:

- ➔ Tredomen Business & Technology Centre,
- ➔ Tredomen Innovation & Technology Centre, and
- ➔ Tredomen Gateway

Offices within these buildings are let as managed units, with some occupied by Council Services.

Given that the responsibility for maintenance of most of the portfolio rests with the occupier, annual costs are relatively low, with a budget for 2016-17 set at £186,000

for general maintenance and a further £40,000 to maintain the communal areas on the estates.

Occupancy rates, as at 1st September 2016, stand at nearly 98% with only two number 5,000ft² industrial units available in Oakdale and two number offices available in Tredomen Gateway.

Overall, estimated income for the portfolio in 2016-17 is £2,242,000.

A high occupancy rate, coupled with long waiting lists (especially for small industrial units), drives **our vision of working with private sector developers and landowners to bring forward more small industrial and office premises in locations across the County Borough** (as well as ensuring that any future applications for large scale regeneration and economic development funding includes support for buildings of this type)

Urban Renewal

We are concerned primarily with the physical aspects of urban regeneration, concentrating on town and village centres.

We also administer a small number of Commercial Improvement Grants to local businesses for improvements to shop fronts.

We have levered in substantial public and private sector funding for the regeneration of Bargoed including a retail development in which we took a head lease of 7 number retail units to 'underwrite' the development. Our initial strategy was to let the units and sell on the investment but, recognising the limited marketability of such a lease in the current economic climate, we have repurposed our model to address revenue growth over the term of our lease.

These are mature services, in a stable and steady state; the absence of a formal strategy is not evidence of the absence of good planning; **recognising that budgets will be increasingly under pressure, our strategic plan is to generate income from our portfolio.**

Culture and Heritage

The Destination & Events Unit is responsible for both marketing the county borough and developing its Destination Attractions (including the Museums & Heritage Service). We operate 5 visitor facilities:

- ➔ Llancaiach Fawr Manor House
- ➔ Cwmcarn Forest Drive Visitor Centre & Campsite
- ➔ Caerphilly Visitor Centre
- ➔ New Tredegar Winding House Museum
- ➔ Blackwood Miners Institute

Annual property related running costs for the five facilities are in the region of £381,000 (2015/16).

The asset base ranges across modern buildings (such as Cwmcarn Forest Visitor Centre with a high BREAM¹⁰ rating), older buildings such as Blackwood Miners' Institute (built in the 1920s) and Llancaiach Fawr Manor House (built in the 16th century). We have

¹⁰ The **Building Research Establishment Environmental Assessment Method**, first published by the Building Research Establishment in 1990, is the world's longest established method of assessing, rating, and certifying the sustainability of buildings

recently levered £1m of grant funding from the Heritage Lottery Fund to undertake a project at Llancaiach Fawr Manor, allowing access to a third floor within the building.

Our primary goal is to improve local employment opportunities including access to opportunities across a wider geographical area, and our specific business objectives are:

- To increase the number of tourists visiting Caerphilly County Borough.
- To enable all people to be creatively active

These support the strategic direction of the Regeneration Programme, 'The Smart Alternative', and are discussed in greater detail in our Service Improvement Plan

Our strategic plan is to develop a 'Destination Management' framework that identifies Culture and Heritage as a key product experience that the county borough has to offer visitors.

Country Parks

In addition to country parks at Parc Cwm Darran, Parc Coed Tir Bargoed, Parc Penallta, Pen y Fan Pond and Sirhowy Valley, the Service manages a National Nature reserve, several former coal tips, and other bodies of water used for a range of purposes but are primarily geared towards recreation, biodiversity and landscape management. Much of the portfolio is associated with former collieries and, totalling over 2,500 acres, within this diverse asset base are a number of visitor facilities (and associated infrastructure), listed buildings, and other structures.

Core budgets facilitate the management and maintenance of these sites although we have successfully levered considerable sums in grant assistance, both capital and revenue, to supplement these budgets.

Ours is a mature service, in a stable and steady state; the absence of a formal strategy is not evidence of the absence of good planning; **recognising that budgets will be increasingly under pressure, our strategic plan is to use sites to generate income from our portfolio.**

We have either management or development plans in place for the main sites, varying in detail by facility and use. For example:

- ✓ Parc Cwm Darran is Green Flag accredited and the management plan reflects mainly visitor use,
- ✓ Aberbargoed National Nature Reserve has detailed specific land management regulations for bio diversity
- ✓ Several of the reservoirs are subject to control and management through the Reservoirs Act 1975.
- ✓ Public Rights of Way (over 500 miles of them), are primarily managed through the Rights of Way Improvement Plan; these tend not to be owned by the authority.

We undertake the majority of management in-house, because we have the expertise although some specialist works are out sourced.

Ownership and Scope of the Strategy

The Director of Corporate Services is the owner of the Corporate Asset Management Strategy and is responsible for effective and efficient asset management at a corporate level.

In support of the Director role, each asset category has an Asset Lead Officer with the following areas of responsibility:

- Preparing asset management plans where appropriate
- Coordinating business cases for investment
- Performance monitoring and management
- Monitoring resource deployment

Asset Lead Officers are either Heads of Service or directly report to a Head of Service to ensure that day-to-day management responsibilities are clear and that delegated decision-making is undertaken at the appropriate level. The Asset Lead Officers are as follows:

Asset Lead Officers		
Asset Category	Responsible Officer	Strategy in Place
Property	Head of Property	Yes
Schools	Assistant Director - 21 st Century Schools	Yes
Library Service	Senior Manager (Library & Community Centres)	Yes
Community Centres	Senior Manager (Library & Community Centres)	No ¹¹
Youth Service	Senior Community Education Manager	No
Adult Education	Senior Community Education Manager	No
Highways & Related Assets	Head of Engineering Services	Yes
ICT	Head of ICT	Yes
Fleet	Head of Community & Leisure Services	
Leisure Services	Head of Community & Leisure Services	
Open Spaces (Parks and playgrounds)	Head of Community & Leisure Services	
Housing	Head of Housing Services	Yes (WHQS)
Human Resources	Head of Human Resources	Yes
Commercial Development	Head of Regeneration and Planning	No
Cultural and Heritage	Head of Regeneration and Planning	No
Open Spaces (Country Parks)	Head of Regeneration and Planning	No

¹¹ Service was reviewed by a Member task and finish group in 2015

Section 2 | Strategy Outcomes

As noted, the council's vision for corporate asset management is to manage assets efficiently and effectively to support the achievement of corporate priorities and outcomes. Good asset management provides appropriate structures and governance arrangements to ensure assets are utilised appropriately in support of service delivery. In the current financial climate, it is also important that resources are prioritised to ensure investment has the biggest and most positive impact for the local community.

To demonstrate that assets are being managed efficiently and effectively, a number of performance measures will be monitored for each asset category. Specific performance indicators will be incorporated into individual asset management plans; however there are a number of strategic outcomes that are applicable to all asset types. These strategic outcomes demonstrate the effective implementation of the corporate asset management strategy and can be summarised as follows:

- **COMPLIANCE:** ENSURING ASSETS COMPLY WITH STATUTORY AND REGULATORY REQUIREMENTS.
- **CONDITION:** MAINTAINING ASSETS TO A SATISFACTORY CONDITION TO SUPPORT SERVICE DELIVERY.
- **SUITABILITY:** ENSURING ASSETS ARE FIT FOR PURPOSE.
- **SUFFICIENCY:** ENSURING AVAILABLE ASSETS MEET CURRENT AND EXPECTED SERVICE DEMANDS.
- **ACCESSIBILITY:** ENSURING ASSETS ARE AS ACCESSIBLE AS POSSIBLE TO ALL SERVICE USERS.
- **SUSTAINABILITY:** MAINTAINING ASSETS TO ENSURE MAXIMUM OPERATIONAL LIFE AND MINIMISING THE POTENTIAL NEGATIVE IMPACT ON THE ENVIRONMENT.

OUTCOME 1: COMPLIANCE

Purpose

To ensure assets are safe for use, and support service delivery, assets must comply with statutory and regulatory requirements, as well as meeting appropriate best practice standards.

Activities

The main activities that will be undertaken between 2013 and 2017 are:

- Responsibility and accountability for Statutory Testing of council owned/managed buildings to be transferred to Property Services.
- Maintenance budgets will be aligned so that priority repairs identified by the Statutory Testing programmes are undertaken effectively. The council will work closely with its schools to ensure that the management of the Statutory Testing programmes in schools is equally effective.
- Introduction of services to school to provide them with Health and Safety staff either 1 day per week, or 1 day per fortnight to work with teacher on the asset requirements of the school.
- Carry out annual road condition surveys for improvements to planned and reactive maintenance

Performance

Performance indicators will monitor progress for the life of the strategy, and will be reported and monitored within the appropriate asset management plans. Examples of the indicators relating to compliance are shown below.

Performance – Outcome 1 Compliance	
Asset Category	Example Performance Indicators
Property	<ul style="list-style-type: none"> • N^o of Priority 1 & 2 electrical tasks and legionella which are outstanding (>90 days) • N^o of Priority 1 & 2 gas tasks which are outstanding (> 90 days) • % of statutory electrical and legionella inspections commissioned and completed on time • % of statutory gas inspections commissioned and completed on time
Education & Lifelong Learning	The same indicators as above but for schools and other education premises
Highways and Related Assets	<ul style="list-style-type: none"> • General inspections for Bridges and for confined space culvert • General Inspections of Retaining Walls • SCRIMM report on Road Conditions
Open Spaces	<ul style="list-style-type: none"> • N^o of safety inspections carried out in play areas / youth facilities
ICT	<ul style="list-style-type: none"> • ISO/IEC 27001 - Information Security Management Certification – Annual and triennial audits • Public Sector Network (PSN) Compliance Certification – Annual audit • SOCITM All-Wales Benchmarking
Fleet	<ul style="list-style-type: none"> • % pass rate of MOT on HGV • % safety inspections carried out on or before due date, average per year.
Housing	<ul style="list-style-type: none"> • Average number of working days taken to complete a) planned b) routine c) emergency repair

OUTCOME 2: CONDITION

Purpose

Assets must be maintained to ensure that they are in a satisfactory or better condition to support service delivery and achievement of corporate priorities.

Activities

The main activities that will be undertaken between 2013 and 2017 are:

- Property Services will be streamlining the building portfolio (recognising that the council does not have a sufficient budget to maintain its current size), and (if practicable) diverting the resultant savings into the property budget; this will move the organisation towards a building estate that is of a good standard and is sustainable. We will maintain a data base of property condition that will allow the council to provide buildings that are fit for purpose and sustainable.
- Condition surveys will be used to challenge the continued use of buildings for retention or disposal.
- ISO/IEC 27001 - Information Security Management Certification – In-depth triennial audit in 2016.

Performance

Performance indicators will monitor progress for the life span of the strategy, and will be reported and monitored within the appropriate asset management plans. Examples of the indicators relating to condition are shown below.

Performance - Outcome 2: Condition

Asset Category	Example Performance Indicators
Property	<ul style="list-style-type: none"> • % of the gross GIA of council buildings in condition category A – Good, category B – Satisfactory, C – Poor D – Bad (expired). • % of the total value of required maintenance for council buildings assigned to works of Priority level 1 (urgent) or level 2 (essential)
Education & Lifelong Learning	<ul style="list-style-type: none"> • % and number of schools in each condition category A-D • 25 year backlog maintenance amounts (£) • M² of public library space available per 1000 population¹²
Highways and Related Assets	<ul style="list-style-type: none"> • % of A,B,C roads in overall poor condition • Area of principal and non-network carriageway resurfaced • % of footway area resurfaced
Open Space	<ul style="list-style-type: none"> • Keep Wales Tidy LEAMS assessment • % of highways or relevant land inspected of a high or acceptable standard of cleanliness

¹² (Welsh Public Library Standards Core Entitlement 6)

Performance - Outcome 2: Condition

Asset Category	Example Performance Indicators
ICT	<ul style="list-style-type: none">• Systems application and network availability• % of support incidents resolved within agreed timescales• ISO/IEC 27001 - Information Security Management Certification – Annual and triennial audits• Public Sector Network (PSN) Compliance Certification – Annual audit• SOCITM Better Connected website annual assessment
Fleet	<ul style="list-style-type: none">• % pass rates for MOT for HGV vehicles• % safety inspections carried out on or before due date, average per year
Housing	<ul style="list-style-type: none">• Number of homes in local authority ownership brought up to the Wales Housing Quality Standard (WHQs)

OUTCOME 3: SUITABILITY

Purpose

Assets that are fit for purpose for current and future service delivery will be more effective in delivering the council's priorities. Suitability is wider than asset condition as it also considers how well the asset is matched to current and planned service delivery requirements.

Activities

The main activities that will be undertaken between 2013 and 2017 are:

- To produce individual Service Asset Management Plans (SAMP) to ensure property provision is planned in a holistic way.
- Continue to build new schools per the 21st Century Schools work programme including:
 - ✓ St. Ilan, phases 2 & 3 in autumn 2015 and agreement to proceed to phase 4 plans.
 - ✓ Commence Islwyn West Secondary School following successful completion of Stage 1 tendering process.
 - ✓ Commence Abertysswg/Pontlottyn Primary (*not* C21st Schools work programme).
- Ensure ICT provision meets software and hardware requirements necessary to provide developing digital services and meet information security, governance and provision needs and other elements contributing to the e-government agenda.
- Ensure information systems are updated and integrated with other systems to capture a complete and accurate range of essential property data including robust building condition surveys so decisions are made on accurate and up to date knowledge.

Performance

Performance indicators will monitor progress for the life span of the strategy, and will be reported and monitored within the appropriate asset management plans. Examples of the indicators relating to are shown overleaf.

Performance - Outcome 3: Suitability

Asset Category	Example Performance Indicators
Property	<ul style="list-style-type: none"> • % of clients satisfied with the quality of corporate offices • Total usable office accommodation per employee
Education & Lifelong Learning	<ul style="list-style-type: none"> • Overall suitability category A-D • % size compliant classroom spaces (Primary schools) • ICT provision meets software and hardware requirements necessary to provide developing digital services, information provision and to meet the e-government agenda.
Highways and Related Assets	<ul style="list-style-type: none"> • Area of principal network carriage that is resurfaced • Area of non principal network carriage that is resurfaced. • % of Light Emitting Diode (LED) replacement Street Lighting • No of Highway flooding incidents
ICT	<ul style="list-style-type: none"> • SOCITM All-Wales Benchmarking • SOCITM Better Connected website annual assessment
Fleet	<ul style="list-style-type: none"> • Planning future demand and needs to be informed in part by the Local Development Plan which identifies future land use and therefore future transportation needs
Housing	<ul style="list-style-type: none"> • Maximise the use of the council extra care sheltered housing scheme by reducing vacancy levels
Commercial Development	<ul style="list-style-type: none"> • % occupancy rate
Culture and Heritage	<ul style="list-style-type: none"> • Total number of visitors to CCBC visitor venues

OUTCOME 4: SUFFICIENCY

Purpose

Council assets have to be sufficient for existing and future use, with capacity reflecting demand and user requirements. This element of asset management allows the council to plan to support service development, as well as identify any potential assets that are underused.

Activities

The main activities that will be undertaken between 2013 and 2017 are:

- Property Services will promote a phased transfer of all property into a central corporate portfolio managed by Property Services together with, where appropriate, directorate personnel employed to manage property matters. Develop a 5 and 10 year vision for property assets via the Asset Management Group.
- Significant ICT upgrades including
 - Shift of data centre operations to use virtualised technologies to offer greater capacity management flexibility whilst reducing the Authority's carbon footprint.
 - Replacement of all desktop computing devices and the adoption of thin client technologies to facilitate agile working whilst reducing the Authority's carbon footprint.
 - Update of the MS Office product set to offer users greater capabilities for the future.

Performance

Performance indicators will monitor progress for the life span of the strategy, and will be reported and monitored within the appropriate asset management plans. Examples of the indicators relating to sufficiency are shown below.

Performance - Outcome 4: Sufficiency

Asset Category	Example Performance Indicators
Property	<ul style="list-style-type: none"> • Total usable office accommodation per employee. • Office accommodation cost per FTE office based employee. • % of assets having >80% utilisation • % of GIA LA buildings surplus • % occupancy level: Council commercial property portfolio • Reactive maintenance – Customer services rated as good or excellent
Education & Lifelong Learning	<ul style="list-style-type: none"> • % of surplus places (by school – Primary and Secondary) • % of overfilled places (by school – Primary and Secondary) • Number of Welsh Public Library Standards Core Entitlement and performance indicators met for library services
Highways and Related Assets	<ul style="list-style-type: none"> • Area of principal network carriage that is resurfaced • Area of non-principal network carriage that is resurfaced • No of Highway flooding incidents • Pothole repair responses
Open Space	<ul style="list-style-type: none"> • Park services customer satisfaction (biennial) • Number of amenity grass cuts undertaken

Performance - Outcome 4: Sufficiency

Asset Category	Example Performance Indicators
ICT	<ul style="list-style-type: none">• Capacity management statistics outlining available processor and storage scope.
Fleet	<ul style="list-style-type: none">• Availability of recycling and refuse vehicles
Housing	<ul style="list-style-type: none">• % of empty housing stock• Number of people on the waiting list• Number of social housing stock maintained

OUTCOME 5: ACCESSIBILITY

Purpose

To deliver services effectively to all members of the community, assets need to be accessible to everyone, especially those with physical and learning disabilities.

Activities

The main activities that will be undertaken between 2013 and 2017 are:

- Although the council has a well developed DDA programme managed by a dedicated disability access officer in consultation with the council's disabilities equalities group and voluntary local access group we want to make year on year improvements to public access stock
- Improve the accessible status of schools in line with the Physical Access Strategy
- Consult on all new school builds to maximise accessibility for pupils with complex needs in order for them to access mainstream provision. Improve fixed and portable equipment to aid moving and handling of children with physical disabilities in mainstream schools
- The use of tactile pavement, the increased clarity/definition from LED replacement street lighting and measures taken under Winter Maintenance.
- Revamp of the website incorporating the change to responsive design to meet the needs of smartphone and tablet users and working with independent bodies to assure its accessibility for people with disabilities.

Performance

Performance indicators will monitor progress for the life span of the strategy, and will be reported and monitored within the appropriate asset management plans. Examples of the indicators relating to accessibility are shown below.

Performance - Outcome 5: Accessibility

Asset Category	Example Performance Indicators
Property	<ul style="list-style-type: none"> • % of <i>relevant</i> council buildings made suitable and reasonably accessible for disabled members of the public.
Education & Lifelong Learning	<ul style="list-style-type: none"> • % of pupils in receipt of free school meals achieving the core subject indicator for key stage 2, 3 and 4 (level 2 threshold) • % accessible schools • Library service performance against Welsh Public Library Standards Core Entitlements 6 and 7 (access for all)
Highways and Related Assets	<ul style="list-style-type: none"> • % of network subject to precautionary salting • % of occurrences that precautionary salting completed before ice formation • Effects of LED conversions for street lighting
Open Space	<ul style="list-style-type: none"> • % rights of way considered easy to use by the public
ICT	<ul style="list-style-type: none"> • SOCITM Better Connected website annual assessment
Housing	<ul style="list-style-type: none"> • Number of tenants whose homes have been adapted to meet the WHQS to meet their specific needs

OUTCOME 6: SUSTAINABILITY

Purpose

The council's assets will be managed to ensure that their useful operational life meets expected life expectancy, as well as minimising the potential adverse impact on the environment. Sustainability should make sure that council assets are available to support ongoing service delivery in the long term.

Activities

The main activities that will be undertaken up to 2017 to achieve continued sustainability of assets are:

- We will be taking steps to reduce our carbon footprint in non domestic buildings in line with the Carbon Reduction Strategy
- We will update and maintain Building Condition Surveys so that the useful operational life of our assets meets projected life expectancy.
- We will continue the conversion to LED street lighting, usage of the recycling facilities at Coed Top and the possible conversion to a hybrid fleet of gritters.
- Shift to ICT virtualised and thin client technologies in the Data Centre and desktop, mobile working facilities to reduce the need for printed output and the adoption of MFP printing facilities to reduce the amount of toner and paper used contribute to the reduction of the Authority's carbon footprint.

Performance

Performance indicators will monitor progress for the life span of the strategy, and will be reported and monitored within the appropriate asset management plans. Examples of the indicators relating to sustainability are shown overleaf.

Performance - Outcome 6: Sustainability

Asset Category	Example Performance Indicator
Property	<ul style="list-style-type: none"> • Display Energy Certificate (DEC) – The number of Property Certificates generated and issued within the year. • Annual carbon emission savings (Tonnes of CO₂) from Council buildings – resulting from LAEF schemes that have been implemented. • The number of renewable energy technologies (claiming Feed in Tariffs or Renewable Heat Incentive) that are installed, and the merits and benefits of existing renewable schemes.
Education & Lifelong Learning	<ul style="list-style-type: none"> • % and number of schools BREEAM assessed as excellent or better. • The number of workshops and events held with schools as part of the Eco schools programme and energy awareness sessions delivered to schools. • % of schools with the highest (green flag) award under the ECO Schools programme as at 31st March. • Energy (Gas, Electricity) usage per kWh • Water Usage (per m³)
Highways and Related Assets	<ul style="list-style-type: none"> • The lifetime carbon saved on converting to high efficiency street lighting (tonnes/year). • The number of street lights converted to Light Emitting Diode (LED) format.
Open Space	<ul style="list-style-type: none"> • % of parks achieved green flag national status
ICT	<ul style="list-style-type: none"> • Thin client v. PC ratio • Virtualised v. physical servers ratio • MFP usage statistics
Fleet	<ul style="list-style-type: none"> • CCBC operating fleet – tonnes CO₂ emissions from diesel consumption. • Total fuel used by DLO fleet
Housing	<ul style="list-style-type: none"> • % materials use recycled • Average overall SAP rating for properties • Number of properties with improved energy efficiency levels through WHQS improvements • WHQS Stock with SAP rating 65+ • Number of stock that meet the WHQS

Section 3 | Monitoring and Review of the Strategy

The strategy has been consulted on with a range of interested parties and has been formally adopted on the [insert date] by Council.

The Strategy is available on the Councils Intranet, its website, and from Property Services (in hard copy).

The Cabinet Member responsible for the Asset Management Strategy is the Cabinet Member for Performance and Property.

The strategy will be monitored and reviewed by the Asset Management Group on a twice yearly basis. The review will take note of the assumptions and constraints to check if these remain the same or have changed as that in turn may alter the strategic direction of this strategy. The risk register will also be reviewed and updated at this time.

The Council has established a number of Working Groups (see right) to manage the separate strands of this Strategy, supporting recommendations to Corporate Management Team, Cabinet, and Council; they are not decision-making bodies and, generally, are chaired by the appropriate Director or Head of Service with the relevant Cabinet Portfolio Holder in attendance.

Their roles are summarised in the table overleaf.

Group
Capital and Asset Management Groups
Property Asset Management Group
Education
Education Capital Monitoring group
Highway Operations Group
Open Space Working Group
Corporate Information Technology Services Group
Information Governance Project Team
Fleet Management
Caerphilly Homes Task Group

The indicators (referred to in [Section 2 | Strategy Outcomes](#)) that measure the success of the strategy are contained within service scorecards that will be monitored within the Councils Performance Management system called Ffynnon.

Any risks that escalate in severity will be escalated to the Council's Corporate Risk Register and will then be monitored monthly at the Councils Corporate Management Team.

Group	Role
Capital and Asset Management Groups	<ul style="list-style-type: none"> • Responsibility for the direction and scope of the Corporate Asset Management Strategy and the individual asset management plans. • Corporate monitoring of general services capital programme and consideration of variances. • Evaluation of emerging investment requirements and strategic outline business cases (SOBCs). • Oversee the coordination of corporate asset management projects and initiatives.
Property Asset Management Group	<ul style="list-style-type: none"> • Responsibility for the direction and scope of the Property Asset Management Plan. • Management and monitoring of the property general services capital programme including identifying and prioritising investment. • Ensuring adequate project management resources are employed for the successful delivery of projects, including the identification and management of risks. • Initial evaluation of emerging investment requirements and SOBCs. • Facilitate service liaison on specific property asset projects and general operational property management issues. • Monitoring performance and progress on initiatives relating to the Property Asset Management Plan. • Oversee the coordination of corporate property projects.
Schools Strategy Board	<ul style="list-style-type: none"> • Responsibility for the direction and scope of the Schools Asset Management Plan. • Management and monitoring of the education capital programme including identifying and prioritising investment. • Initial evaluation of emerging investment requirements and SOBCs. • Ensuring adequate project management resources are employed for the successful delivery of projects, including the identification and management of risks. • Monitoring performance and progress on initiatives relating to the Schools Asset Management Plan. • Oversee the coordination of education projects.
Highway Operations Group	<ul style="list-style-type: none"> • Responsibility for the direction and scope of the Highways and related Asset Management Plan. • Evaluation and prioritisation of the annual works programme to align with asset management priorities. • Monitoring performance and progress on initiatives relating to the Highways Asset Management Plan. • Initial evaluation of emerging investment requirements and SOBCs. • Ensuring adequate project management is employed for the successful delivery of projects, including the identification and management of risks.

Group	Role
Open Space Working Group	<ul style="list-style-type: none"> • Responsibility for the direction and scope of the Open Space Asset Management Plan. • Monitoring performance and progress on initiatives relating to the Open Space Asset Management Plan. • Initial evaluation of emerging investment requirements and SOBCs. • Ensuring adequate project management is employed for the successful delivery of projects, including the identification and management of risks.
Corporate Information Technology Services Group (CITSG)	<ul style="list-style-type: none"> • Responsibility for the direction and scope of the ICT Asset Management Plan. • Initial evaluation of emerging investment requirements and SOBCs. • Responsibility for prioritising investment and ICT projects. • Monitoring performance and progress on initiatives relating to the ICT Asset Management Plan. • Monitoring achievement of benefits from ICT projects to project closure.
Information Governance Project Team	<ul style="list-style-type: none"> • Coordinate action to ensure compliance with legislative requirements of freedom of information, data protection, records management, and information security. • Monitoring the council's performance in dealing with freedom of information and data protection requests.
Fleet Management	<ul style="list-style-type: none"> • Responsibility for the direction and scope of the Fleet Asset Management Plan. • Responsibility for identifying and prioritising investment in conjunction with service managers. • Undertaking internal transport reviews and implementing conclusions.
Caerphilly Homes Task Group	<ul style="list-style-type: none"> • To advise and make recommendations in relation to the Housing Capital Programme, including identifying and prioritising investment. • Overseeing the coordination of housing projects.

Assumptions

The Strategy is based on the following Assumptions:

- Good communications between groups
- Budgets will continue to reduce and efficiencies will need to be found
- Sustainability in its broadest sense will dominate decision making

These assumptions will be routinely checked as part of the monitoring of the strategy.

Constraints

- ➔ We are working with an aging and deteriorating building stock and a level of negative residual life on our roads

- Year on year reducing budget – impact can reduce preventative or planned maintenance, which affects new developments for example replacement IT stock or vehicles, reduced services (i.e. library or sport centre reduced opening hours)
- Service Asset Management Plans are part of a changing landscape making it difficult for ‘service asset management plans’ to be written as the position changes quickly and on an emergent basis; for example, WHQS is behind the planned programme due to a range of issues that are identified within their dedicated risk management register.

Opportunities

- Improved understanding as to how assets can work better together (e.g. agile working leading to reducing of building costs) can help deliver the council priorities.
- Community Transfer could allow communities to take over and maintain their own assets freeing the authority up to work on a more focused set of assets. In the future and under the Future Generations Act there may be opportunity to work in partnership with others in the public sector to pool and provide assets based on community needs using the assets of others such as the health board or police. Assets based on ‘place’ and community has the potential to take a wider perspective on the benefits and use of assets.
- **Culture Properties - BIP**
- The new Public Service Board, established with effect from 1st April 2016 will act as a conduit for shared building resource discussions.
- Investment in roads – preservation treatments extend the design life of carriageways and footways, though innovations are still being looked into for more permanent solutions
- Innovative methods for completing routine Highway tasks are currently being trialled, e.g. “multihog” for streamlining reactive patching works, cold-lay tarmac for safer and more flexible treatment of potholes; along with future trials, such as the use of drones for aerial inspection of the numerous tips within the County Borough
- The usage of low energy technology to reduce both the economic and environmental costs for highway assets, such as urban and rural street lighting

Section 4 | Appendices

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Appendix A: Future Generations National Well-being Goals

Goal	Description of the Goal
A prosperous Wales	An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change), and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.
A resilient Wales	A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).
A healthier Wales	A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.
A more equal Wales	A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).
A Wales of cohesive communities	Attractive, viable, safe and well-connected communities.
A Wales of vibrant culture and thriving Welsh language	A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation
A globally responsible Wales	A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing make a positive contribution to global well-being.

Appendix B: Foundation Standard – The Meaning of Accessible

4. Foundation Standard – The Meaning of Accessible

4.1 The overall aim would clearly be to have all buildings fully physically accessible to all people by completing all recommendations from the access audit. This in the majority of cases could then be described as a fully accessible building.

4.2 As this is a number of years away the proposal in the interim is to set criteria that the Council can work towards. Four broad criteria are recommended to meet the definition of physically accessible.

Once a property can fulfil the four criteria, it will be physically accessible to the foundation standard.

Note – If any of the criteria proved to be unreasonable e.g. accessible parking bay in the centre of a shopping area, this would be highlighted in the access plan.

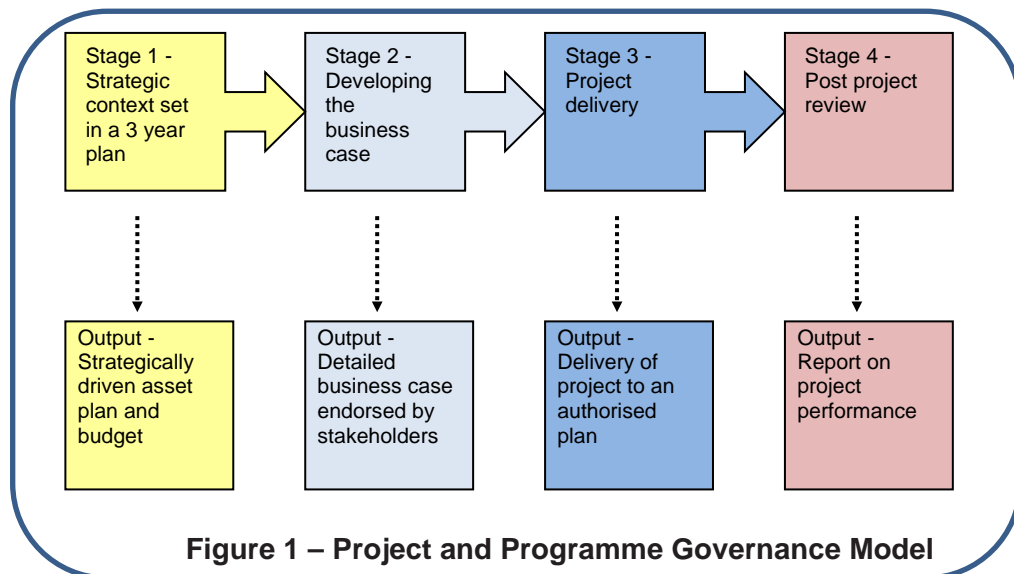
The four criteria are:

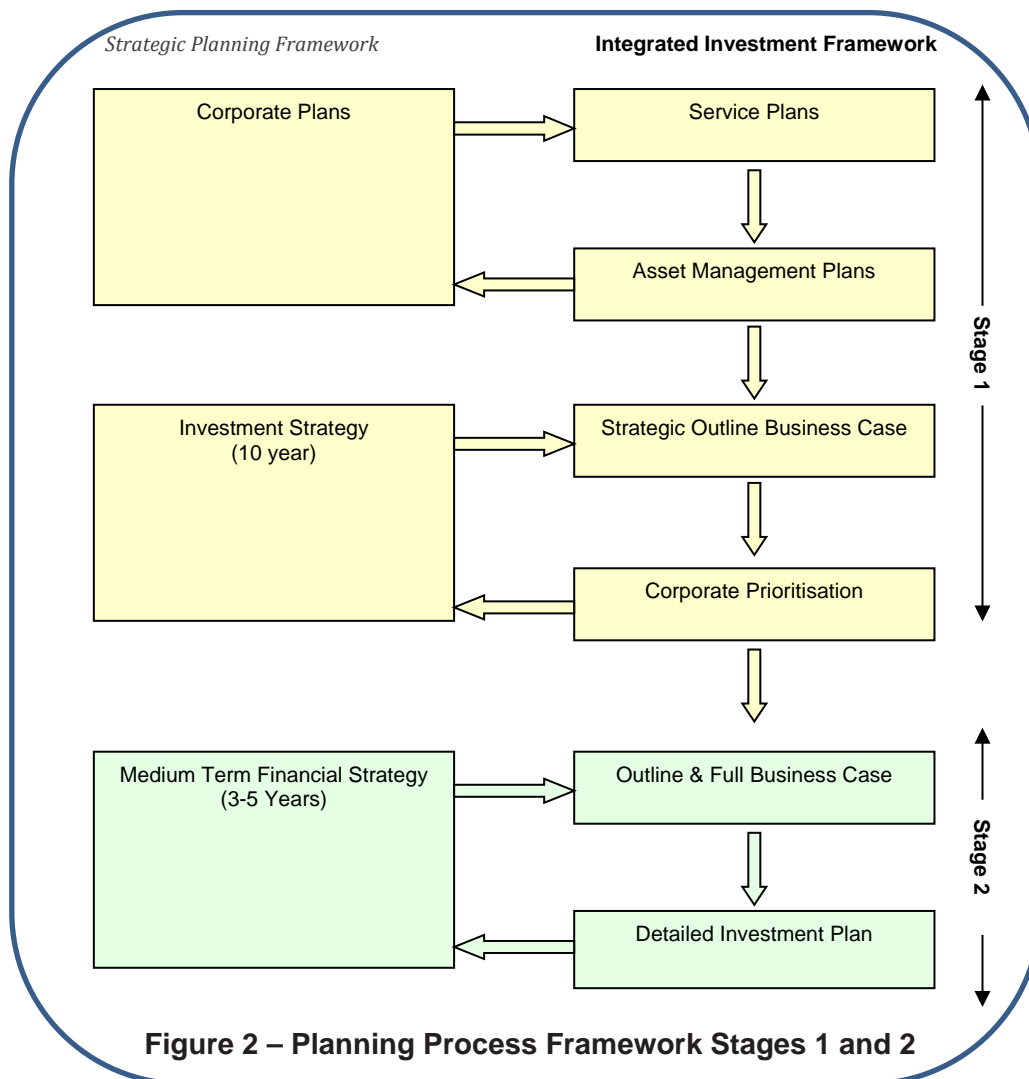
- **Parking** - clearly marked, designated, accessible bays with dropped kerbs, tactile paving and clear access routes,
- **Main Entrance** - level entrance and lobby doorways with accessible opening mechanisms
- **Reception** - clear access routes to the main reception area, with a low level counter and hearing loop system,
- **Accessible WC** - unobstructed route to an accessible WC near to the reception area or within a reasonable distance,

4.3 These criteria may or may not provide full access to the service or facility from which the premises operates, as individual services may have more specific requirements e.g. access to a library's first floor. It is however a reference/base point to set up a program of works, which can be monitored and measured year on year. In the meantime, consideration needs to be given to how the service can be provided in an alternative way e.g. staff to obtain requested books from library's first floor for the individual.

Appendix C: Investment Decisions (Strategic Outline Business Case)

1. There must be 3-year rolling asset management plans for each directorate setting out the property requirements over the period of the plan and identifying the associated budgets for recurring revenue, non-recurring revenue and capital expenditure. Reactive maintenance, by its very nature, is difficult to plan, but the intention is to maintain a programme of planned maintenance. There will, nonetheless be a requirement for a budget heading for reactive maintenance within the 3-year programme.
2. An integrated investment framework will be established. The framework will provide the link between individual and corporate asset management plans and the investment strategy enabling capital/revenue allocations that are supported by corporate prioritisation and an option appraisal. Fig 1, below, sets out the recommended governance model from a strategic context to post project review. Fig 2, overleaf, further defines the planning process of stages 1 and 2.
3. This longer term integrated approach to corporate prioritisation and asset management will ensure that investment is clearly linked to effective and sustainable management of the authority's extensive asset portfolio. The key objectives are to ensure the deployment of fit for purpose assets that support service provision and to target investment to where the benefits are maximised





4. A Strategic Outline Business Case (SOBC) will be prepared for each proposed investment (excluding annual recurring revenue expenditure). The SOBC will provide high-level information for each investment in order that informed decisions can be taken during the planning and prioritisation process. It will also set the base on which to build a full business case, if appropriate.
5. The SOBC must place the proposal in a strategic context setting out the following key information:-
 - The needs and purpose of the project
 - Who the interested parties are
 - The project scope and definition
 - Its benefits profile (and aims and objectives)
 - The links to strategic and corporate programmes and plans
 - The links to business and service improvement and change plans.
 - Budget cost estimates

Corporate Prioritisation

6. The SOBC's must:-

- ↳ Give an indication of the total financing requirement.
- ↳ Identify core statutory, compliance and lifecycle investment.
- ↳ Prioritise the investment against pre-determined criteria
- ↳ Authorise projects in principle and allocate any funds required to move the project forward to the full business case stage
- ↳ Measure the impact on the property condition status

Outline and Full Business Case

7. This will enable informed decisions to be taken for the inclusion of investments in a detailed 3-5 year capital programme and to progress individual projects to completion. The Outline and Full Business Cases build on the SOBC and will contain more detail, as a result of a project being authorised and funded to proceed in principle during the corporate prioritisation process. The business case should set out the following key data:-

- ↳ The benefits profile (and aims and objectives);
- ↳ Links to strategic and corporate programmes and plans
- ↳ Links to business and service improvement and change plans
- ↳ Operational costs and efficiency savings
- ↳ Sign off from all key stakeholders and contributors.
- ↳ The risks involved – and how they can be managed
- ↳ Detailed costs, and criteria for evaluation and prioritisation
- ↳ Support from the financial model
- ↳ An implementation project plan and timetable
- ↳ Plans for procurement strategy development