

Meeting of:	Cabinet
Date of Meeting:	Thursday, 18 July 2024
Relevant Scrutiny Committee:	Corporate Performance and Resources
Report Title:	Corporate Asset Management Plan Annual Update
Purpose of Report:	To provide Cabinet with an update on performance against the Corporate Asset Management Plan (CAMP) 2023-2028 targets.
Report Owner:	Executive Leader and Cabinet Member for Performance and Resources
Responsible Officer:	Director of Corporate Resources
Elected Member and Officer Consultation:	Committee Reports – Legal Head of Finance/S151 officer OM Accountancy Principal Lawyer, Legal Services OM Leisure Services
Policy Framework:	This Report is a matter for Executive decision by Cabinet.
Executive Summary: <ul style="list-style-type: none"> • The report communicates the progress made throughout 2023/24 against the objectives and additional targets contained within the Corporate Asset Management Plan 2023-2028 (more specifically detailed in the table at Appendix A). • The report also provides Cabinet with an overview of the work that has been undertaken in relation to property assets and key strategic property projects, notably office accommodation changes. • New workstreams and projects have been established to respond to the specific requirements associated with the Reshaping Programme and the emerging budgetary position. 	

Recommendations

1. That Cabinet notes the progress made against the targets set by the 2023-2028 Corporate Asset Management Plan as described in this report and Appendix A.
2. That Cabinet refers this report to Corporate Performance and Resources Scrutiny Committee for their consideration with any views from the Committee referred back to Cabinet for their consideration.

Reasons for Recommendations

1. To update Cabinet as to progress made against the Corporate Asset Management Plan 2023-2028 targets.
2. To ensure the relevant Scrutiny Committee is aware of the progress of actions against the Corporate Asset Management Plan targets and has the opportunity to consider the same and share any comments with the Cabinet.

1. Background

- 1.1 The Corporate Asset Management Plan (CAMP) 2023-28 was produced in consultation with officers from across the Council's various departments. It sets out the strategy and methodology for managing the Council's land and property assets.
- 1.2 The CAMP 2023-28 reflects the need to ensure a co-ordinated approach to asset management together with greater collaboration and the efficient, effective, and sustainable use of land and buildings in line with the Council's obligations pursuant to the Wellbeing of Future Generations Act (Wales) 2015.
- 1.3 The way we manage our land and property assets has a direct impact on the services we provide, and the CAMP seeks to ensure that we achieve the optimum use of our property assets whilst supporting service delivery across the Council. It is not just about saving money; it is about ensuring that we achieve the maximum efficiency from our assets and have the right assets in the right place at the right time in order to appropriately support service provision. The CAMP therefore contributes to the ongoing change and improvement activity underway across the Council.

2. Key Issues for Consideration

- 2.1 The overall aim of the CAMP is to set out the strategic framework for realising the Council's property strategy. It sets out the methodology for managing the Council's land and property assets to ensure that they are suitable and sufficient to facilitate the delivery of Council services. The efficient, effective, and sustainable use of our land and buildings assets is imperative in this regard.

2.2 The 2023-28 CAMP includes a set of targets which reflect key areas for consideration over the course of the plan. This report provides an update on the targets set and also provides a useful position statement in respect of key property related projects which have been progressing since Cabinet considered the CAMP 2023-28 report in February 2023.

2.3 The CAMP sets out a series of objectives, with actions and targets associated with each. The objectives of the CAMP are:

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

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

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

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

2.4 Appendix A provides Cabinet with an update for the 2023/24 year in relation to each of the actions/targets associated with the four objectives of the CAMP. Cabinet will note that the progress is set out against each, including a description of the outcomes achieved and any remedial actions that are planned to be taken.

2.5 As Cabinet will be aware, the Strategic Insight Board was set up to assist with integrating Business/governance/planning practices to support the delivery of the Corporate Plan and secure continuous improvement across the organisation. This Board replaced a number of existing working Groups, including the Corporate Asset Management Group. Any recommendations or requests that would have required the approval and/or consideration of the Corporate Asset Management Group, are now considered by the Strategic Insight Board. The Board has been consulted on this report and the progress on actions referred to in Appendix A.

2.6 As set out in the recent report to Cabinet on 18th January titled "Reshaping - A Future Transformation Programme for the Council" work to transform individual services (or combinations) has been started as part of a transformational change programme. As a result of that programme of work new boards will be established to progress work associated with the economic resilience theme (Strategic Place Board) and Digital (Digital Strategy Board). Further tactical groups are proposed to be established or strengthened reporting to the Insight

Board to progress individual thematic aspects of the programme in relation to key issues (including assets).

- 2.7** The Operational Manager (Property) is a member of the Council's Strategic Insight Board and leads on the standing agenda item relating to Asset Management. Any tactical Boards set up in relation to Assets will also include the Operational Manager for Property as well as all other relevant membership.
- 2.8** The Council is currently developing the next phase of transformational change and considering the ways of working, including the way we use our assets. The way in which colleagues are accommodated and equipped to work in an agile way contributes to this range of Reshaping themes, in addition to linking with corporate challenges around climate change and Project Zero challenges. The corporate management of assets is a key aspect of the Target Operating Model theme of Reshaping and work is underway as part of the service transformation work in Corporate Resources to explore the potential to adopt a Corporate Landlord Model.
- 2.9** A key component of the Council's CAMP involves the strategic management of the office accommodation portfolio, and the following provides Cabinet with an update on the most recent and planned work in this regard.
- 2.10** Occupancy data results (pre pandemic) from the Docks and Civic Offices were considered and it was apparent that with a blended approach to home working and zoned office space being made available in Civic offices and other office locations, staff who were currently located in the Docks office and C1V, could be accommodated in Civic offices with some Social Services teams being relocated to Ty Jenner and potentially other buildings. The assumption being that only those staff with a critical business need for a permanent fixed desk would be allocated a permanent desk location. The remainder of desk spaces have been planned on the basis of agile workspaces managed by individual services.
- 2.11** A number of office moves have now occurred with the following teams relocated:
- Legal Services
 - Democratic Services
 - Property Services
 - Human resources (moved into temporary location in Civic Offices)
 - C1V (moved from the Contact Centre to 2nd Floor Civic offices)
- 2.12** Further moves are in the process of being planned which would see Social Services teams move to Ty Jenner, Civic offices and potentially other buildings. The initial assessment indicates that this would potentially require some teams to be separated when they are currently co-located at the Docks Office and that occupancy rates would be challenging. A further move is being planned for the Place Directorate to be relocated to the Civic offices.

Hen Goleg Day Service

- 2.13** The Council's internal day services currently operate from three buildings, Rondel House in Barry, Woodlands and New Horizons (operating from Hen Goleg, Barry) and Trysor O Le (operating from the Hub, Barry). Between 2014 and 2017 work to implement the joint Cardiff and Vale Day Opportunities Strategy brought about significant positive change in the way day opportunities are delivered. Individuals were supported to move to alternative opportunities within their communities in order to meet their personal outcomes and further promote independence, with internal day services focussing on meeting the personal outcomes for people with complex needs.
- 2.14** Woodlands (Hen Goleg) has been operational in excess of 40 years; previously known as Barry Adult Training Centre (ATC) the service was based at Woodlands Road before relocating to Hen Goleg in 2013. This brought together people who had previously attended 'Sorted' (a learning disability service that had been relocated to Hen Goleg in 2011) on the same site as day services provision for people with physical disabilities.
- 2.15** Following implementation of the Day Services Strategy, there has been considerable change at a number of Social Services property assets. The service has been focussing on providing care and support to people who experience difficulty in accessing the community and who require access to a building for an element of their care needs to be met. There are, however, limitations with this service from a building perspective.
- 2.16** The Hen Goleg accommodation is limited in its ability to meet the needs of people with complex and challenging requirements due to its layout and acoustics. Consideration has therefore been given to the way in which this service could be delivered in other locations and the way in which the physical environment supports or hinders service delivery. Given its age and layout, the building is also not particularly efficient. It has also required high levels of maintenance and repairs. The Director of Social Services with the Adult Services Management Team are currently considering options for the service and property needs accordingly. Further updates will be provided on this workstream in due course.

Docks Office

- 2.17** The Docks office is a Grade II* listed building which is understood to have been constructed between 1897 and 1900. The area immediately around the building is predominantly used as a staff car park however there are no restrictions to the general public who wish to utilise the car park. From the lower-level car park, a ramp provides both vehicle and pedestrian access to the upper-level station park and ride facility. Work has been completed on a Public Transport Interchange on part of the lower-level car park site.

- 2.18** Given its age and layout, the Docks office building is not particularly efficient. It is also a listed building as mentioned above, which means that its maintenance and repair has challenges and often requires more costly investment solutions. A team of cross directorate officers has been looking at options for the Docks office to ensure the building is retained in beneficial use for future generations.
- 2.19** The Director of Place updated Cabinet on 25th January, 2024 in respect of “Levelling up and Long-Term Plans for the Town”. Members were updated in that report in relation to the Levelling Up Fund Round 3. In late November of 2023 the Council was advised that its previous bid had been successful in securing funding under Round 3 of the LUF process and that £19.6 million had been allocated to the project in accordance with the round 2 bid.
- 2.20** The Council is currently considering the need to rationalise its portfolio and consider long term options for the future of buildings such at the Docks Office, given the now well-established principle of hybrid working and the consequent reduced requirements for office accommodation. Amongst other aspects of the project, the Director of Place updated on recommendations to remove the proposal to develop a new 30,000sq ft incubator unit on the Mole and instead refit the existing Dock Office to deliver an important employment and community space. Work is currently underway to identify the likely costs associated with the refurbishment of the Docks Office. It is hoped that this work will also secure the long-term future of the historic Dock building while reflecting the heritage and history of Barry docks and reducing the carbon footprint of the scheme by utilising an existing historic building. The other benefits include the location of the building close to public transport, including the Docks station and its close links through to the town centre via the existing under pass and Subway Road.

C1V

- 2.21** Contact OneVale provides a wide range of customer services for residents of the Vale of Glamorgan including Waste Management, Housing Repairs, homelessness, Adult Services and Blue Car Badge processing as well as handling Shared Regulatory Services enquiries for residents in Cardiff and Bridgend. The team moved into their previous contact centre environment in 2007, with staff numbers subsequently doubling as Adult Social Care, Telecare and Health services (including District Nurse and palliative Care) relocating to the contact centre. While the open plan nature of the previous environment facilitated collaborative services, the working environment was extremely warm in the summer months and the lack of air circulating created a stuffy and uncomfortable working environment. This view was supported by various assessments by Property and Health and Safety colleagues. In addition, the service operated with a single fibre link from the Civic Offices which carried the risk of significant service impact should there be a technical outage. Cabinet previously approved a capital scheme to upgrade the ventilation at the site, however, subsequently approved the repurposing of this funding to fund the

cost of relocation as a more sustainable long-term solution. The service required a suitable working environment to support staff wellbeing, and which supports the continued development of shared services. As outlined in para 2.10 above, the C1V move to Civic offices was proposed and has now taken place and the team have settled into their new accommodation well. Opportunities are now being explored for the vacated premises at the former C1V leisure centre site.

- 2.22** In line with previous approved reshaping projects, a number of Assets have been approved for asset transfer to the community. Examples of those that have been approved for transfer are included in the Action Tracker which also updates on a range of other targets set by the CAMP 2023-28.
- 2.23** Officers continue to review our asset portfolio to determine opportunities to make the property portfolio more efficient. Whilst our portfolio is extremely lean, there are always opportunities to consider further efficiencies, especially in the light of new ways of working and as our workforce moves to a more agile way of working.
- 2.24** As property/accommodation review continues, further opportunities will arise to make better use of the Council's remaining property portfolio. This may result in disposal opportunities (subject to Cabinet approval) and further movement of office-based staff within buildings. It may also provide opportunities to share accommodation with other public sector organisations providing potential savings for the Council. By further adopting a more commercial approach to asset management, opportunities for income generation will also develop further.

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

- 3.1** Assets and built property have an impact upon each of the Council's Wellbeing Objectives through the use of accommodation to support and enable service delivery. The Public Services Board's Wellbeing Plan and the Council's Corporate Plans emphasise the importance of our assets and these are key strategic documents for the Vale of Glamorgan Council, setting the direction of travel and informing the Council's asset strategy accordingly. The CAMP 2023-2028 sets out a summary of how assets are used to support the Council's Well-being Objectives in the longer term and one of the priority actions for the new CAMP 2023-28 is to consider opportunities for rationalisation of the Council's property portfolio and to move forward the proposals under the Eich Lle project. We have made good progress in moving forward this rationalisation programme.
- 3.2** There are a number of examples where the Council's work and use of assets have considered the implications of our partners' objectives and taken decisions which enable both the Council and partners to progress these. The Eich Lle proposals aim to consider opportunities for sharing space in our property assets with public sector partners wherever possible. The Council has taken the lead on

re-enforcing links with our partners on the Public Service Board from an Asset Management and Climate Emergency perspective and re-established the PSB Asset Management and Climate Emergency Group. This Group has been meeting regularly since 2019, membership of which (Chaired by the Councils Operational Manager for Property with support from Natural Resources Wales colleagues to deputise when required) includes representatives from NHS/UHB, South Wales Fire and Rescue, Welsh Government, Natural Resources Wales, Glamorgan Voluntary Service, South Wales Police and others.

3.3 The Council recently (November 2023) held an in-person workshop chaired by the Operational Manager Property where a number of partners from the PSB Asset Management and Climate Emergency Group and other key stakeholders attended and considered the following key commitments of our Climate Emergency Challenge plan in the context of Shared Updates/learning, Collaboration opportunities and Training/Guidance development opportunities:

- i. Promote positive behaviour changes and enable a greater understanding of our impact on the environment across our organisations and communities with a focus on energy, the circular economy, food, biodiversity, and travel.
- ii. Deliver the Commitments in the Climate Emergency Charter including decarbonising our assets, procurement processes and services.
- iii. Demonstrate leadership and take action to reduce our communities' exposure to environmental risk e.g., the impact of extreme weather and pollution.
- iv. Improve the health of our ecosystems and recognise the importance of biodiversity and the need to raise awareness and understanding about the nature emergency.
- v. Participate in a more integrated approach to the public sector estate (buildings and land holdings) to improve service delivery and understanding about the nature emergency.

3.4 This event was well received and further added to the success of this Groups work and aspirations to ensure our activity is engaging all key stakeholders.

3.5 The CAMP 2023-2028 sets out how property decisions will contribute to the successful delivery of the Council's well-being objectives and this update aims to provide an update on that important work.

4. Climate Change and Nature Implications

- 4.1** The rationalisation of our office accommodation estate will have an overall positive impact on our carbon emissions and assist with the decarbonisation of our estate.
- 4.2** The Wellbeing of Future Generations Act places a duty on public bodies to act in accordance with sustainable development principles (ensuring the needs of the present are met without compromising the ability of future generations to meet their own needs). The Eich Lle Project proposals demonstrates the Council is considering this principle by consolidating its office accommodation and reducing its carbon emissions wherever possible.
- 4.3** The Council’s Project Zero Challenge Plan requires us to manage and use our land, buildings, and other assets to support work to tackle climate change, rationalising what we need and improving sustainability and energy efficiency.

5. Resources and Legal Considerations

Financial

- 5.1** The Council has identified a number of savings targets related to Property Assets as part of recent tranches of savings required to balance the 2023/24 and 2024/25 budgets as set out in the table below. The most recent budget and Medium-Term Financial Plan was reported to Cabinet on 29th February, 2024 and Full Council on 6th March, 2024. This approach in part reflects the hybrid approach to working which necessitates a reduced office accommodation footprint and the need to reduce the operating costs of the Council to manage emerging pressures in Education and Social Services as well as inflationary costs such as pay and exposure to energy price rises and illustrates the important role that asset management is playing in ensuring sustainable Council finances.

		2023/24	2024/25	2025/26	2026/27	Total
Directorate	Saving Description	£'000s	£'000s	£'000s	£'000s	£'000s
Resources	Review C1V Office Accommodation	50				50
Resources	Review Docks Office Site	200	100			300
Resources	Court Road Depot Residual Budget		206			206
Resources	Civic Offices NNDR Revaluation		25			25
Resources	Corporate Office Accommodation Facilities Management		95			95
Resources	Town Hall Income		8			8

Resources	Reduction in Repairs and Maintenance Budget for Corporate Facilities		50			50
Social Services	Hen Goleg		50			50
Neighbourhood	Colcot Sports Centre			70		70
Neighbourhood	New Model for Community Centres to include full maintain of buildings		20	50	50	120
Neighbourhood	Jenner Park alternative model		65			65
Neighbourhood	Holm View		55			55
Neighbourhood	Rationalisation of Public Conveniences		100			100
Place	Review of facilities contracts	10				10
Place	Facilities admin role		15			15
	Total	260	789	120	50	1,219

5.2 The Council invests in its assets primarily through the 5-year Capital Programme which was reported to Cabinet on 29th February and approved by Council on 6th March, 2024.

5.3 There are several factors that will influence the Council's priority areas of spend and its future capital investment. The Capital Strategy outlines the various Council strategies which identify the priority areas for capital investment and the external factors that result in the need to incur capital expenditure.

5.4 Condition surveys that were completed in early 2022 have previously indicated that capital investment of circa £25M to £30M is required over the next 5 years to Schools in order to finance improvement work. In the near future condition surveys are planned to be carried out on the Council's other buildings (excluding HRA). An initial assessment has been undertaken to identify the possible requirements for capital investment over the next 5 years across the remainder of the Councils non HRA assets and it is estimated further investment of at least £30M to £40M may be required. Any reduction in resources in the future will restrict the number and size of capital schemes that the Council is able to fund. It can be seen that there is significant requirement for capital investment which will not be possible to fund. This includes the backlog of school, highway, and buildings repairs which in time could expand beyond issues associated with repairs and maintenance to those of 'fit for purpose' considerations. This risk will have to be managed and funding identified as a priority for service critical works.

5.5 It is difficult to predict capital resources over a long-term period as the level of general capital funding provided by Welsh Government is usually advised on a

year-by-year basis and their priority areas of spend, which they influence by the provision of specific grants, will change over a period of time.

- 5.6** Capital expenditure is also financed through receipts resulting from the sale of Council assets. In order to support the generation of capital receipts, the Council has a Disposal Protocol which sets out the key determinants for identifying an asset as surplus which are:
- Evidence that a higher value for an alternative use can be achieved.
 - The asset no longer contributes to service delivery; and
 - The asset has no potential for a regeneration use.
- 5.7** It is a challenging time to dispose of surplus assets and predicting future capital receipts remains a difficult and uncertain process, especially with the current economic uncertainty. This is particularly the case with higher value development sites which require property expertise to exploit the potential a site may offer and ensure we achieve best consideration in line with our statutory and fiduciary duties. The Council has rationalised its property portfolio over a number of years which has resulted in us having a lean estate. As a result, opportunities for significant asset disposal are limited and as such no major Council Fund or ring-fenced Social Services capital receipts have been anticipated going forward. However, consideration will still be given to opportunities to dispose of surplus assets when they become available.
- 5.8** The Welsh Government provides the Council with specific grants for priority areas. These grants are allocated to the Council either as a result of submission of specific bids or via a formula allocation. It is estimated that over the next five years the Council will receive grant funding from Welsh Government and other bodies for Sustainable Communities for Learning Programme, Community Focused Schools, Flood Defence work, Local Places for Nature, Restore the Thaw and Shared Prosperity Fund grant. Some of these schemes may require a match funding contribution to be made by the Council which is built into the capital programme. It is not possible to predict and plan for any other grants beyond this period.
- 5.9** Capital expenditure can also be funded by revenue contributions or the utilisation of existing reserves. Reserves are sums of money that have been set aside by the Council for a specific purpose. The Council has recently undertaken a review of its reserves, this has resulted in fewer reserves but a greater alignment to key risks of the Council. A number of reserves are used to fund the Capital Programme, it is anticipated that over the next five years (2024/25-2028/29) reserves of circa £11.712M (excluding HRA reserves) will be used to fund capital expenditure.
- 5.10** Unsupported borrowing could be an option to bridge any funding gap however a full financial appraisal will need to be undertaken to ensure that the financial consequences are affordable and sustainable.

Employment

5.11 There are no direct Employment implications as a result of this report.

Legal (Including Equalities)

5.12 There are no legal considerations as a direct result of this update report. Any decisions relating to individual asset decisions be made in line with current statutory and fiduciary obligations.

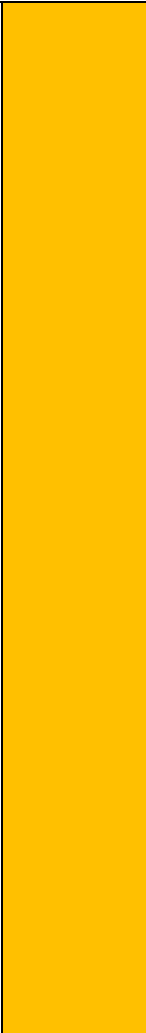
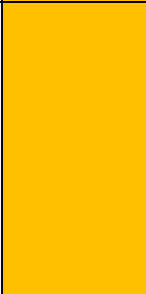
6. Background Papers

None.

CORPORATE ASSET MANAGEMENT PLAN – ACTION TRACKER ANNUAL UPDATE 2024

Objective 1: To ensure an efficient, effective, and sustainable use of land and buildings to deliver fit for purpose property to support the Council's service delivery.			
Action:	Target:	Update:	RAG status:
1. To Carry out an annual review of the Asset Management plan action plan	The latest iteration of the Corporate Asset Management Plan was adopted by Cabinet in February 2023. The annual update is required after Feb 2024.	Complete – the update is reported in this template.	
2. Asset Review by Service/Geographical area	Identify opportunities to generate efficiency savings and rationalise our portfolio throughout the Corporate Asset Management Plan period.	Assets have continued to be reviewed to identify further opportunities for rationalisation, disposal, collaboration, or revenue/capital generation. Work continues in respect of the Eich Lle work stream referenced below and a number of Leisure assets have been transferred or are in the process of being transferred to the Community/sports groups. In addition, a number of small parcels of land which have no operational use to the Council have been reported to Insight Board over the last 12 months and subsequently reported to Cabinet as and when	

		<p>required in order to progress the disposals. This work will continue with the aim of identifying further opportunities to rationalise the Estate or seek out income generating opportunities. A number of established and new concessions have been advertised in the last 12 months with successful income producing pitches being put in place. Insight Board considered an option to dispose of the Freehold interest in our Broad Street Offices to our Tenants (Citizen Advice Bureau). Insight Board approved the disposal of the Freehold interest to the Tenant. This was subsequently approved by Cabinet in January 2024.</p>	
<p>3. Progress Eich Lle “Your Space” workstream</p>	<p>Ensure that corporate office accommodation is fit for purpose and identify rationalisation opportunities</p>	<p>Work has continued to analyse service needs across the corporate office portfolio to identify physical, technical, cultural improvements to ensure our office accommodation meets the requirements of a modern workforce. The first phase of relocations within Civic Offices has been completed (Part of Legal Services team, Democratic Services, Property Services, HR and Payroll (in temporary decant location)) which has provided the space for the relocation of C1V from the Contact Centre into the former ICT office on the second floor of Civic offices earlier this year. Discussions are ongoing in respect of options for the vacant contact centre space. The next phase of the Eich Lle project continues to be progressed with ongoing engagement and consultation with Social Services, Education and Place Directorates. The next phase of the project will be subject to consideration of a business case which will be developed over the coming weeks.</p>	

<p>4. Decrease carbon emissions associated with the corporate estate</p>	<p>Reduce Carbon Emissions as low as possible (Net Zero Target Date 2030)</p>	<p>Energy efficient additions to Leisure and Community Centres have been completed or are in the process of being completed. A number of schemes include the provision of PV panels, new energy efficient boiler and LED lighting. Works have continued to retrofit LED lighting at various school sites, and the Alps garage workshops. PV panels are being installed and feasibility for numerous sites have been carried out for 2024/25 delivery. A biomass boiler has been brought back online to reduce a primary schools LPG gas usage. A pilot gas boiler replacement with air source heat pump is underway at Ysgol Bro Morgannwg. Three community centres have benefited from an Assets Collaboration Programme Wales Phase 3 (ACPW3) grant, providing LED lighting, PV array and battery and energy efficiency measures. One site also had new heating pipework and radiators installed (future proofed for heat pumps when boiler reaches end of life). Whilst there has been considerable work undertaken to help with the decarbonisation of our building assets, there is still significant investment required in order to completely decarbonise our buildings stock fully and hence this action is set as Amber despite the excellent work done to date. This requirement will be set out in the new iteration of our Carbon Management Plan which will be reported to Cabinet for adoption imminently.</p>	
<p>5. Investigate the adoption of a Corporate Landlord Model for all land and property.</p>	<p>Centralise all property related work and budgets to realise efficiencies. CIPFA report and recommendations to be completed by Feb 2023</p>	<p>Centralised budgets and decision making will create efficiencies and allow services to “focus on the day job” whilst suitably qualified property professionals will drive recommendations through a governance structure to be determined. Following receipt of CIPFA’s report and recommendations relating to the introduction of a Corporate Landlord Model in the Vale, a cross service</p>	

	with implementation by 2025	project team has been formed, chaired by the Director of Corporate Resources. This project team have been progressing with data collection and service engagement/consultation required to inform an Outline Business Case and Target Operating Model (TOM) for the Corporate Landlord Model. This work continues with the next key milestone stage of presentation of the business case and TOM to Cabinet during 2024/5. All recommendations in this regard will be presented to Cabinet for formal approval and adoption prior to implementation of any new model and working arrangements. Staff and union consultation will be a key part of the engagement process prior to reporting and throughout the project's delivery. Early engagement has taken place with trade unions to raise awareness.	
Objective: 2 To identify and pursue opportunities to generate capital receipts and income opportunities from the disposal or lease surplus property			
Action:	Target:	Update:	RAG status:
1. Identify underperforming / inefficient assets which, following an options assessment could be made surplus	Identify land and buildings for disposal/transfer during CAM plan period.	The team have marketed a number of assets which either have been or are scheduled for disposal in the medium term. Those assets declared surplus to requirements during 2023 include land at Atlantic Trading Estate and various small parcels of non-operational land across the Vale where the Council has no operational or other requirements for the land. The former Llancafarn school site was declared surplus to the Council's Learning & Skills Directorate and subsequently has been marketed and the same completed.	

<p>2. Look for opportunities to create new and enhance current income generation from surplus assets</p>	<p>Identify revenue generating opportunities across the plan period.</p>	<p>Several underutilised or surplus assets have been considered, and revenue generation opportunities have identified. The Estates team actively review all rent reviews due and consider any uplifts in rental that are appropriate and achievable in line with the legislative framework for Business Tenancies. There have been a number of new concessions let during 2023. These include Romilly Park Café and Y Cwt, Porthkerry Country Park. Opportunities are actively discussed between the estates team and service areas responsible for land and building assets.</p>	
<p>3. Look for opportunities to dispose of surplus property.</p>	<p>Identify opportunities across the plan period.</p>	<p>Surplus property is disposed of for best consideration or to enhance Social, Economic and Environmental wellbeing of the area. During 2023, we have completed the disposal of 9 assets with a combined capital receipt of £668,750. In addition, a number of other assets are under discussion for transfer such as single use sports grounds. Negotiations are ongoing with a number of Community Groups and Town and Community Councils in respect of Leisure and other assets. This work continues to seek out opportunities for asset transfer where prudent and appropriate.</p>	
<p>Objective 3: To ensure that Premises Managers / Duty Holders manage Council assets so that they comply with appropriate statutory, regulatory, and corporate standards, and are maintained to an appropriate level.</p>			
<p>Action:</p>	<p>Target:</p>	<p>Update:</p>	<p>RAG status:</p>
<p>1. Maintain Assetmanger.net to support compliance and condition data managed by the corporate compliance team</p>	<p>Assetmanager.net becomes an easily accessible and comprehensive record of the estate</p>	<p>The Corporate Compliance team have continued to update and maintain the compliance data for each site supported by the Estates team who ensure that Assetmanager.Net is accessible for data entry by the</p>	

		<p>compliance team. The Corporate Landlord Model work is considering how data can be consolidated and compiled by a central team. Until such time as a Corporate Landlord Model is adopted, data collection and input will remain the responsibility of the Corporate Compliance team. Updates are provided by the Compliance team on a regular basis to the Schools Investment Operational Board (SIOB) and any risks/gaps are flagged during that reporting process. Proposals for enhancing the process for premises manager reminders regarding compliance have been agreed by SLT.</p>	
<p>2. Condition surveys are completed for the estate</p>	<p>All buildings within the council's ownership have a condition survey which is not more than 5 years old. Programme of resurvey to be developed over a 5 year rolling programme</p>	<p>The Property team have arranged for condition surveys to be completed for the school's estate (excluding new build and secondary schools (secondary schools will be picked up during the next round of surveys during the life of this plan). The schools condition data has been uploaded onto Assetmanager.net and the data used to inform investment/asset renewal/capital programmes for schools. A capital bid was submitted during the Autumn of 2023 to seek funding to enable the next tranche of condition surveys (prioritising Social Services buildings, Corporate office Accommodation, Leisure Centres, shops and libraries) to be completed during 2024/25. The capital bid was successful so this work will be taken forward at the earliest opportunity. All new survey information will be uploaded to Assetmanager.net when received.</p>	
<p>3. Performance measures</p>	<p>Develop a suite of performance measures to include condition data and</p>	<p>Whilst consideration of KPIs has been ongoing within the team, a final suite of measures has yet to be finalised due primarily to other priority areas being progressed and other timebound work areas (such as</p>	

	other key within the next 12 months.	RAAC surveys). This will be one of our focus areas for the next 12 months.	
Objective 4: To work in partnership and collaborate with other public sector bodies within the Vale of Glamorgan to achieve efficiencies and enhance service delivery.			
Action:	Target:	Update:	RAG status:
1. To seek collaboration opportunities with local public sector organisations/community groups		<p>The Operational Manager continues to represent the Council on the Ystadau Cymru Board as Vice Chair and also Chairs the PSB Asset Management and Climate Change Group.</p> <p>Opportunities for co-locating and collaboration on key asset projects are discussed at both these forums regularly.</p> <p>More recently the Operational Manager for Property has been asked to be the LA representative on the “Community Ownership Commission: Task and Finish Group” which was set up in response to one of the recommendations made by the Senedd’s recent Community Asset inquiry.</p> <p>We organised and delivered a workshop in November 2023 (for our Asset Management and Climate Change PSB partners) in respect of our engagement activity relating to the joint commitments around our Climate and Nature Emergency. The workshop concentrated on the five key steps in the 2023 – 2028 Well-being plan on how we effectively partners were responding to the climate and nature emergency. The key steps considered in the workshop were:</p>	

		<ol style="list-style-type: none">1. Promote positive behaviour changes and enable a greater understanding of our impact on the environment across our organisations and communities with a focus on energy, the circular economy, food, biodiversity and travel.2. Deliver the commitments in the Climate Emergency Charter including decarbonising our assets, procurement processes and services.3. Demonstrate leadership and take action to reduce our communities' exposure to environmental risks e.g., the impact of extreme weather and pollution.4. Improve the health of our eco systems and recognise the importance of biodiversity and the need to raise awareness and understanding about the nature emergency.5. Participate in a more integrated approach to the public sector estate (buildings and land holdings) to improve service delivery and our work on climate change and nature. The learning from this workshop has been shared with the Asset management and climate change PSB representatives. The Council continues to let part of its corporate office accommodation to public sector partners i.e. shared adoption service, UHB contact centre staff (shortly to be relocated to Civic offices as part of C1V Eich Lle Proposals) and the Integrated Family service (IFRS) located at the Alps. The Western Gateway project continues to progress with Heads of Terms now being agreed for the regeneration project with C&V UHB. The project	
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		<p>is a collaborative regeneration project involving a Council owned site adjacent to Gladstone Road Bridge and the UHB Clinic Site opposite. The Council has been working on key partnership opportunities such as the Penarth Older Persons accommodation on a Council owned site in partnership with W&W Housing Association (at the time of drafting the update the transfer of this land was due to complete imminently). Further opportunities will be developed if appropriate and as they arise.</p>	
<p>6. To continue with the transfers of sports facilities to suitable clubs.</p>	<p>To transfer well used assets to sports clubs who will create revenue efficiencies by undertaking maintenance and support of the assets. Action – across the life of the Plan.</p>	<p>The transfer of sports grounds and associated infrastructure to suitable clubs and organisations who will enhance the offer to their members and surrounding residents and in a way that maximises grant streams, continues to be a priority for the Council. A number of such transfers have been agreed and are progressing such as Barry Rugby Club, Stradling park, Llantwit Major and Seel Park, Dinas Powys, Old Pens etc. Negotiations are also ongoing in relation to opportunities in Penarth, Wick, St Brides Major, Corntown and others. This work involves a significant amount of cross service officer time to work up and as such opportunities will be progressed as quickly as possible with current resources available. However, significant progress has been made on a number of these transfer opportunities over the last 12 months. Additional opportunities are being considered in other service areas such as Highways. Updates via Insight Board and Cabinet will be provided at the appropriate time in relation to these opportunities. This forms a part of the newly developed Reshaping programme.</p>	