

Caerphilly County Borough Council

Asset Management Plan 2004 - 2005

..... utilising property resources for the good of all

Caerphilly County Borough Council
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Foreword

The way the Council manages its property assets has a major impact both on the quality of services delivered to the public and the local environment. Best use needs to be made of these assets to support corporate and service objectives, to contribute to the work of external organisations, and act as a catalyst for local regeneration. Such matters cannot be dealt with parochially - officers and members must consider the interests of the Council as a whole and understand the strategic importance of property.

Caerphilly County Borough Council established a member Task Group during 2003 to review and challenge the Asset Management Plan as it developed. The Plan is seen as a tool to enable resources to be utilised better to improve services.

Managers involved in the preparation of the Plan across all directorates have recognised the opportunity afforded by a strategic approach to the management of property and the benefits of a collective appraisal of need informing decisions on resource allocation. Much good work had already been done, and the focus given by the Welsh Assembly Government supported by the Welsh Local Government Association and Consortium of Local Authorities in Wales has enabled individual efforts and best practice to be drawn together to corporate benefit.

Councillor Colin Mann
Deputy Leader and Cabinet Member for Resources
Caerphilly County Borough Council

Caerphilly County Borough Council

Asset Management Plan 2004 - 2005

1.0 Introduction and Context

1.1 The Council

1.1.1 Caerphilly County Borough Council covers an area of 28,000 hectares of south-east Wales, set to the north of the “M4 corridor”, and made up of three valleys (Rhymney, Sirhowy, and Ebbw). It is the 4th largest local authority in Wales employing around 9,000 people to deliver services to 169,500 people located in a variety of closely related towns and villages. [Ref: 1 & 2]

1.1.2 Day to day operation of the Council's business is undertaken by a Corporate Management Team led by the Chief Executive, his deputy, and three directors. The Council now operates a cabinet style of local government which speeds up decision-making and ensures attention is given to cross cutting issues such as Asset Management at the highest level. [Appendix 1]

1.2 Corporate Planning Framework

1.2.1 The Council is presently rationalising and structuring its policy, strategy, planning and operational documents into a policy framework under the annual Best Value Improvement Plan and the Community Plan. [Ref: 3] The policies and strategies formally adopted by the Council will be grouped with reference to the four key themes of the Council's Vision and Priorities:

- Regeneration
- Health, Social Care and Well-being
- The Living Environment
- Education for Life

1.2.2 These suites of documents will be complemented by crosscutting initiatives and operational directives. Underpinning the priorities are the principles of Sustainable Development and Equality - the former policy in particular encouraging partnership based planning and delivery of services. The Asset Management Plan will be a key document in this framework. Under the heading “Delivering the Strategies” the Improvement Plan sets out the corporate drive as well as detailing arrangements for review of performance. [Ref: 6 - page 51]

1.2.3 Although the Asset Management Plan is not a vehicle for Sustainability per se, there will be opportunity for sustainability issues to be promoted and feature highly in option appraisals and other actions arising from the plan – e.g. minimising energy use in buildings, encouragement of multi-purpose use, lifecycle costing, enhancing the quality of land holdings, protecting and improving buildings important to the community. The overarching principles of sustainability apply:

- Conserving Resources
- Safeguarding, and the diversity of, the local environment
- Encouraging local availability of services

- Ensuring the well being of the community
- Raising awareness, involving and empowering the community

1.2.4 The Council is working with partners in the public, private, voluntary and community sectors to develop local plans to improve social economic and environmental well-being. To ensure consistency and support, these plans are being developed within the context of Area Forums and countywide partnerships, but are also linked to sub regional planning and all Wales developments. A schedule of community partnerships has been prepared with a statement of respective land and property issues. To ensure a comprehensive and inclusive approach, this schedule has been used as a checklist against initiatives and issues identified by Service Directorates.

1.3 Corporate Goals and Objectives

1.3.1 The Council is committed to the vision of “working together for the good of all”, and has refined its priorities on the four key themes referred to previously. Two key priorities have been agreed in order to deliver the vision:

- Jobs and economic regeneration
- Better maintenance and care of community assets managed by the authority

1.3.2 These goals will be achieved by refocusing the Council’s limited resources on those areas which can contribute most to achieving the key priorities; ensuring that managers use existing resources to deliver services in line with agreed corporate objectives and priorities; and assisting in delivering genuine teamwork through agreed and common aims. [Ref: 6 - page 2]

1.4 Organisational Framework

1.4.1 As part of modernising local government in Wales, the council has embarked on a cabinet style of local government. Scrutiny Committees meet on a six weekly basis to monitor the performance of Cabinet decisions in line with Council plans and policies. They have responsibility for informing, influencing and advising the Cabinet, as well as scrutinising decisions taken.

1.4.2 The Corporate Management Team is led by the Chief Executive. He and his deputy are responsible for corporate services and resource functions, whilst three directors head the service areas of Education and Leisure, Social Services, and the Environment. [Appendix 1] For the purposes of leading the Asset Management Plan process, the Chief Property Officer, has been nominated as the “Corporate Property Officer” reporting for this purpose directly to the Chief Executive.

1.4.3 A Capital Strategy Group reports to Corporate Management Team. The group is comprised of Heads of Service and Chaired by the Deputy Chief Executive. The Deputy Leader/Cabinet Member for Resources also attends meetings of this group.

2.0 Corporate Asset Policy

2.1 Corporate Asset Objectives

2.1.1 The Council’s authority wide improvement programme “Unlock the Potential” seeks to bring together a diverse range of individual projects and initiatives and ensure that the different elements fit together as a single integrated scheme. Corporately, the need has been to spell out a clear vision and set of priorities that every service can identify

with. Management of the estate must reflect the Council's corporate policies, its cross-cutting themes, its visions, and promote consideration of sustainable development. Due regard must be paid to the key priorities of regeneration and the maintenance of community assets. [Ref: 5]

2.1.2 The improvement programme highlights the ongoing review of land and property assets through the Asset Management Plan. Integral to successful asset management planning is the recognition that it cannot be dealt with parochially. Officers and members must consider the interests of the council as a whole, be strategic rather than short term in thinking and critically appraise and review property holdings and performance

2.1.3 There is a stated corporate aim to manage the council's land and buildings effectively, efficiently and economically and provide a safe, sustainable and accessible living and working environment for all users. The Council has adopted recommendations made by the Corporate Property Officer and Cabinet for objectives based on key strategic asset management principles. [Appendix 2] The Council's stated property objectives are to:

1. Ensure the estate is of the optimum size and buildings are suitable for purpose and in good condition
2. Approach asset and property performance management in a consistent, objective, transparent and coordinated manner within the context of the Council's corporate policies and priorities
3. Manage property in a flexible and innovative way, including the active promotion of joint and shared use
4. Protect the value of the council's assets and manage buildings efficiently and economically
5. Utilise the skills and resources of external organisations to improve the estate, including partnership working
6. Ensure there is a clear and explicit rationale for holding non-operational property and that occupied by third parties

2.2 Performance Measures

2.2.1 Consideration has been given to the development and reporting of Performance Indicators. It is recognised that these must be relevant to the local portfolio, measurable, and allow meaningful comparison. The timescale for Asset Management Planning for local government in England has allowed models from those authorities to be considered. However beyond the national indicators there appears to be little consistency in, or adoption of, local performance measures. [Ref: 7]

2.2.2 Within Wales, considerable effort has been made by the Consortium of Local Authorities in Wales (CLAW), working with District Audit and other advisers, to develop performance measures within the Principality. These, together with the national indicators form the basis of the measures to be adopted by Caerphilly. [Appendix 3] To supplement these, a range of indicators has been or are proposed to be used:

- Portfolio data by head of population
- Statements of actual performance compared with statutory, national or specified standards as part of routine review by individual services
- Repair and maintenance expenditure against need, and backlog reduction

- Revenue running cost per occupant or user
- Utilisation compared with hours available for use
- In relation to capital programme performance, a range of measures including project time, cost and quality indicators, together with performance against capital receipt targets.

2.2.3 It is the intention to provide a regular structured presentation of data - simple, factual, easily understood information to assist members in decision making. Condition, suitability, and utilisation statistics will enable members to gain an appreciation of the issues and stimulate debate.

2.3 Stakeholder Views

2.3.1 The Council's Consultation Strategy sets the framework to enable services to consult within their own respective fields of work. The results of individual consultation exercises targeted at particular groups of service users are described in detail in the respective Service Improvement Plans. Amongst other participation exercises, the Council also operates a Viewpoint Panel eliciting opinions from over 600 members of the public. [page 59 of Ref: 6]

2.3.2 In developing the Asset Management Plan efforts have been concentrated on structuring the exercise and teasing out the principle areas of change and need. Whilst services will have taken regard of any specific consultation (e.g. Education in respect of school rationalisation proposals, Corporate Property seeking staff opinion of the office accommodation), further consultation with users and other stakeholders has yet to be structured. This will be of particular relevance to options appraisal, and service directorates have been tasked to undertake a systematic analysis of stakeholders in order to broaden input to asset management.

2.4 Government Policy and Statutory Responsibilities

2.4.1 From the analysis of statements provided by services, certain legislative requirements and developing central government policies have been identified as drivers for change. These include:

- Local Government Act 1999 & Welsh Programme for Improvement
- "The Learning Country" & Education Act 2002
- Healthy & Active Lifestyles in Wales: A Framework for Action 2003
- Welsh Public Library Standards 2001
- Welsh National Minimum Standards for Care Homes for Older People
- Children First Programme
- European Directive on Landfill & Waste Strategy 2000 (England and Wales)
- Disability Discrimination Act 1995 (hereunder referred to as "DDA")
- Workplace (Health & Safety & Welfare) Regulations 1992

2.5 The Resource Context

2.5.1 The Council, in managing its assets, needs to ensure that the capital investment programme is effective in terms of its contribution to the achievement of corporate and service objectives. To do this, a capital strategy that provides clear strategic guidance on capital objectives, priorities and spending plans, is needed. The strategy adopted must relate to proposed capital investment in all assets, including buildings, infrastructure, IT and vehicles and plant. The Asset Management Plan will underpin this Capital Strategy.

- 2.5.2 A capital appraisal and prioritisation system has been developed to ensure the capital programme is aligned to corporate and service priorities. The process is corporate, objective and transparent with appropriate elected member involvement. [Appendix 4]
- 2.5.3 The Council has made considerable efforts to prepare a framework for a medium term financial plan that will assist overall service planning/delivery and service improvement. This has been pursued by Corporate Management Team through officer discussions but has also been a key element of the base budget review undertaken by Cabinet. Formerly some £3.1M Capital and £3.95M Revenue was spent annually on building maintenance. [Ref: 8]
- 2.5.4 Whilst it has proven possible to identify the key issues in terms of expenditure, the ability to forecast revenue (and in particular the level of support from the National Assembly) remains a major difficulty. Progress on this has provided a more informed judgment as to the proposed revenue budget framework for 2004/5 and beyond. Service expectations have been subject to debate by Corporate Management Team and Cabinet in conjunction with the development of a medium term capital programme.
- 2.5.5 In order to prioritise schemes for a 3 year capital programme from 2004/05 a sub-group of the Capital Strategy Group was established to consider schemes identified as of strategic or other high priority. The group includes a Cabinet member, representatives of Corporate Finance, as well as the Policy Research Manager.

3.0 The Changing External Environment and Implications for Property

3.1 E-government

- 3.1.1 The Council is committed to grasping the opportunities presented through e-government as an integrated element of its agenda for the immediate future. The nature of rapidly developing facilities and new approaches to service delivery will necessitate continuous review and consultation including the impact on the suitability and sufficiency of premises. An IEG (Implementing Electronic Government) Statement has been prepared which includes a range of projects, not least the development of "Customer First" centres in town centre locations, enabling easy access by the public. Allied to the customer first approach is the possibility of a call centre, whilst consideration of new working practices may have implications for office accommodation needs. [Ref 6 - page 52, Ref: 9]

3.2 The Accommodation Market

- 3.2.1 Presently, external agencies do not contribute significantly to meeting the Council's accommodation needs. However, it is clear that an increasing emphasis on the "enabler" role and trend towards partnership working will bring a change and the Council may become less reliant on directly procuring or holding property.
- 3.2.2 Emerging examples of this change can be seen in the Waste Management Partnership, Social Services residential accommodation, and schools funded through the Private Finance Initiative.

3.3 Property Services

- 3.3.1 The Property Services to the authority are already provided though a "mixed economy" approach – through Private Finance, Partnering, Design and Build, as well as external consultancy.

3.3.2 The Guidance to the Wales Programme for Improvement states that in conducting a Service Review, there should be a full assessment of available service options, including the commissioning of services from other public bodies and private voluntary sectors. The Guidance also lists factors relevant to an option appraisal and these are taken into account in the competition analysis for the in-house service. The suitability of Property Division's services for competition/externalisation is analysed in the annual Service Improvement Plan although triggers for such action are not currently present. [Ref: 10]

3.4 Other Drivers

3.4.1 Various non-legislative drivers for change external to the Council have been cited including:

- Funders and Funding – Objective 1, School Building Improvement Grant, Large Scheme Fund, Welsh Development Agency Land Reclamation Grants, Sustainable Waste Management Grant, etc.
- National Playing Fields Association Standards
- ESTYN inspection – Youth/Community Education
- ESTYN School Inspection Reports
- The People's Network – Libraries
- Joint planning with health services
- Community Partnerships and public need
- Issues arising from member Task and Finish Groups, Scrutiny Committees, etc.

4.0 Service Delivery and Accommodation Needs

4.1 Overview

4.1.1 In order to tease out the accommodation and investment needs, a statement or "blueprint" has been prepared for each service area. These have been set out in a structured pro-forma to facilitate appraisal and information gap analysis. A further brief summary has been made as the basis for officer and member discussion of the high level issues of suitability, sufficiency, change and resource requirements. [Appendix 5 & 6]

4.1.2 Inevitably in developing a more strategic, corporate and proactive approach to asset management, detailed strategies will take time to emerge. Nevertheless, key themes have emerged from the service blueprints to give a high level picture of future accommodation need:

- Delivery of core functions and attainment of standards/fitness for purpose – Education, Libraries, Social Services, Parks, Waste Management
- Orientation of the portfolio to meet user expectations and convenience of access – Economic Development, Tourism, Social Services, Offices, Community Education, Leisure and Arts, Civic Amenity Services

4.1.3 Implicit in the above, and as expressed through improvement and business plans, is the pressing demand to meet the needs of the customer and community through strategic realignment of investment. Initial consideration of priorities for resource allocation suggests that, with the exception of schools, those that might be

considered “Cinderella” services (e.g. Parks, Community Education, Libraries, Public Conveniences, and Countryside) warrant a higher profile/more investment.

- 4.1.4 The Council is clearly not in a position to fund the full accommodation requirements through internal capital funding. Private Finance has already been adopted for Education and Highways projects. Inevitably the authority will need to look to external sources to sustain investment in the portfolio and, to compliment direct provision, seek alternative mechanisms to secure accommodation. Such initiatives are already being explored through sponsorship, lease back development, joint ventures, and a plethora of grant aid.

4.2 Council Services

- 4.2.1 The Council has embraced the principles of Best Value and the Wales Improvement Plan, and subjected its services to review – both internal and external. A Peer Review conducted by a team of senior officers and members of other local authorities during 2002 has lead to an authority wide improvement programme “Unlock the Potential”. [Ref: 5] This integrates a range of initiatives into one package and contains four elements:

- Better and improving services
- Better leadership and decision making
- Better use of resources
- Better people management

- 4.2.2 In terms of the implications for service delivery, the focus is very much on the customer and providing gateways (physical or electronic) to the full range of council services. The priorities for the coming year flow from the publication of the authority’s vision, in collaboration with its many partners, in the form of the Community Strategy. A new three year financial plan is in preparation that will allow services to plan over a longer period of time than at present. In addition to an overt commitment to Asset Management Plan within Unlock the Potential, there is a further commitment to rationalise the main council offices by 2008.

- 4.2.3 Potentially, if the council is to prioritise “big hits” to resolve corporate or community issues, the core services may well have to wait their turn for resources. There is a need to strike balance between design, condition and quality – providing premises that benefit the community.

4.3 New Working Practices

- 4.3.1 The social and technological environment within which the Council operates is experiencing a period of rapid change. Lifestyle expectations demand new approaches in both service delivery and employment arrangements. Increased emphasis towards customer orientation in this context will necessitate changes in working practices - local service centres, electronic communication and data presentation, ease of access for all, safe and sustainable environments.

- 4.3.2 Combined with changes in the way the Council interfaces with the community, it will have to address its internal service and employment practices. The Human Resources Strategy Group is considering the implications and potential for introducing new working practices. There are also commitments in the Council’s Travel Plan to, for instance, reduce car usage, consider the provision of facilities for cyclists and to investigate the provision of crèche facilities. Although the impact may

not be substantial, the floorspace used for filing could be reduced if alternative electronic document storage methods were adopted.

4.4 Other Agencies & Joint Provision

- 4.4.1 The Council has been active in developing working relationships and a range of initiatives for joint provision/use of accommodation with external agencies and public sector organisations. This has included working closely with the Police and Health Board to facilitate community services as opportunities arise for the disposal of Council premises. Social Services are working with the Local Health Group on a number of issues involving joint planning and delivery.
- 4.4.2 Community partnerships have been working with Policy and Community Regeneration staff to identify land and property issues. The New Tredegar Communities Partnership project involves the development of a school with a community wing to promote lifelong learning and pupil support, and incorporates a police station, healthy living centre, library, cyber café, meeting rooms and social services functions. A community building is planned for Blackwood that will accommodate accessible multi-agency services in the town centre. Arrangements with neighbouring local authorities include countryside facilities, and accommodation for the Pan Gwent Emergency Duty Team.

5.0 Future Requirements

- 5.1.1 Asset management must reflect the Council's corporate visions and promote sustainable development. Fundamental in determining strategy is the Community Plan and the development of partnership working, whilst due regard must also be given to the key priorities of regeneration and the maintenance of community assets. External agencies do not presently contribute significantly to meeting the Council's accommodation needs, but increasing emphasis on the "enabler" role and trend towards partnership working will bring a change.
- 5.1.2 Service blueprints have provided a basis for officer and member consideration of the high level issues of suitability and sufficiency. Key themes have emerged in terms of delivery of core functions, attainment of standards/fitness for purpose, and orientation of the portfolio to meet user expectations. Such issues have been subject to debate at high level and medium term financial planning has provided a more informed judgment on revenue and capital budget frameworks. To meet the needs of the customer and community there must be strategic realignment of investment. However, the Council is not in a position to fund improvement through traditional means and the "mixed economy" approach will have to be extended.
- 5.1.3 The 2004/5 Capital Programme has been prepared within the context of the information available to date, and is a step towards the future realignment of investment. The timescale has only permitted an interim appraisal, and it is evident that further work must be done to ensure that in future the Asset Management Plan forms a robust overview to inform Capital Strategy and provide a basis for sound investment decisions. It is irresponsible to commit monies without considering the performance of, and long-term expectations for, the portfolio.
- 5.1.4 Figures for investment need relating to building condition and fitness for purpose total around £200m. Schools (£70m shortfall including DDA) and corporate offices (£25m) require the most funding, along with other DDA compliance requirements (£13m excluding Education). Taking into account the opportunity for external funding or other financial arrangements, it is evident that over £150m still needs to be found.

5.1.5 The 2004/5 Capital Programme, as developed by the Capital Strategy Group is set out at Appendix 12. In preparing the programme, project sponsors were required to complete the newly introduced Capital Project Prioritisation Forms [Appendix 4] and these informed the process. The following principles guided the process:

- Funding for committed schemes (either contractual commitments or those schemes already approved) to continue.
- Contribution to the achievement of the council's corporate aims and the delivery of core services (Education, Highways and Housing) be given a high priority.
- Funding should begin to be directed towards improving the council's existing buildings and highway infrastructure (subject to prior consideration of all options before allocation is made to a specific property).
- Funding will to be made available to continue to deal with Health and Safety and accessibility issues, with particular regard to DDA requirements and asbestos management.
- Resources will continue to be made available (mainly for match-funding) to improve the local urban and rural environment.

5.1.6 In preparation of the programme, a sum of £1m was set aside for allocation at the discretion of the Corporate Property Officer for works identified through the Asset Management Planning process. These works have been selected as being of particular benefit in improving the condition or suitability of the existing estate. Services will be required to demonstrate a clear strategy and to have undertaken a service property review/rationalisation exercise so that purposeful and prioritised allocation of earmarked monies can be made in future. As the stock improves there may well be a change in priorities in the allocation of monies within the Capital Programme.

5.1.7 For 2004/5 the Capital allocation can be summarised as:

	£m
Committed Schemes	5.20
Strategic Priorities (Education demographic change, improvement of library, leisure and community provision, asset management)	4.55
High Priorities (School security, economic development, housing renovation, e-government, highways)	4.00
Total	£13.75m

5.1.8 A pro-active and robust approach to identifying surplus property and the sale thereof is a key element of an effective capital strategy. The authority has a track record of disposal, and through previous property reviews many significant sites have been, or are in the process of being, sold. The expectation is that, subject to closer review of portfolio, capital receipts of around £1m per annum will be generated for the immediate future. Once further property utilisation data is gathered, a renewed focus can be given to opportunities, and the receipts target refined.

5.1.9 Corporate initiatives include “equalities” issues, and specifically a proposal to create a post of Access Officer. The post is necessary not only to provide advice to services but also to develop a DDA strategy so informing decisions on the allocation of capital funding. The Disability Discrimination Act has significant implications on the suitability of premises, and such considerations will inevitably feature in options appraisals and heavily influence future asset management decisions. Similarly, asset management data can be used to identify priorities for capital allocation and programmes of work for health and safety (including asbestos removal).

6.0 The Existing Property Portfolio and Performance

6.1 The Portfolio

6.1.1 Much of the property held by service directorates was allocated by virtue of transfer of responsibilities upon Local Government Reorganisation in 1996. It does not all necessarily relate to current operational requirements, and in some cases is held through the circumstances of acquisition or perceived purpose rather than any actual use that is made of the property. The principles of Asset Management Planning, supported by the recommendations of the National Assembly for Wales, the Council’s Peer Review, Social Services Joint Review, ESTYN reports, etc., have been accepted and procedures agreed for the holding, appropriation and management of property. There is now a presumption that property held by service directorates will be for operational purposes only. Once a property is determined as non-operational, service directorates will seek to transfer that property to Property Division. [Appendix 7]

6.1.2 Properties are held by the service areas as follows [Full schedule at Appendix 8]:

Service Area	DIRECT SERVICE PROVISION		OFFICES	
	Sites	Buildings	Sites	Buildings
Economic Development & Tourism	6	9		
Education – Schools	98	352		
Arts and Leisure Centres	12	13		
Community Centres	44	45		
Parks, Pavilions & Changing Rooms	65	81		
Community Education / Youth Centres	22	29		
Libraries	20	21		
Public Services / Conveniences	21	21		
Bereavement / Cemetery Buildings	10	21		
Social Services	29	36	11	12
Depots / Workshops	10	23		
Countryside / Planning	5	7		
Corporate & Principal Offices			8	29
Housing & Cash Offices			10	16
M.O.W. Kitchens / Catering	16	19		
Miscellaneous Operational	4	8		

	INDIRECT SERVICE & NON-OPERATIONAL PROPERTY	
	Leased Out	Surplus
Industrial Estates and Business Parks	12 Sites	-
Other Service Held and Non Operational	29 Buildings	28 Buildings

6.1.3 Data has been collected for 799 buildings (422 establishments) and analysed to provide a statement of condition and suitability [Full schedule at Appendix 9] within the following categorisation:

Condition

- A – Good
- B – Satisfactory
- C – Poor, exhibiting major defects and/or not operating as intended
- D – Bad, life expired and/or serious risk of imminent failure

Suitability

Suitability is concerned with how well premises meet the needs of service users and contribute to the improvement of the service, or simply “is a property fit for purpose”

- A - Suitable
- B - Not completely suitable, can be improved
- C - Not completely suitable, cannot be improved
- D - Unsuitable

Condition Category	Number of Buildings
A	158
B	414
C	92
D	6
Not Surveyed	129

Suitability Rating	Number of Buildings
A	118
B	365
C	145
D	41
Not Returned	130

Condition Category	Operational	
	Direct	Offices
A	142	15
B	389	17
C	66	23
D	5	0

Suitability Rating	Operational	
	Direct	Offices
A	92	23
B	347	17
C	132	13
D	38	0

6.1.4 Through interrogation of the Council’s corporate accounting system “OLAS”, an overview of running costs has been obtained. The sums are at present indicative only in that the system does not pick up all delegated expenditure, and the coding of

payments may not be entirely accurate. Building by building analysis, particularly of utility costs, will be critical to thorough property review and options appraisal.

Service Area	Property Related Revenue Spend 2002/3 £
Economic Development & Tourism	560,491
Corporate Finance/IT/Procurement	223,588
Schools	5,743,481
Community Education	388,139
Leisure	641,837
Parks	102,996
Libraries	191,150
Other Education & Leisure	2,193,936
Environment – Planning, Property, Env. Health, etc.	950,137
Social Services	2,736,110
Other Corporate and Multiple User	1,281,960
Total Property Related Revenue Spend	£15,013,825

6.1.5 Property capital assets presently stand at some £281.4m. In addition the Council has housing and infrastructure assets totaling £185.5m and £112.5m.

Property Type	Asset Value as at 31/03/03 £
<u>Operational</u>	
Schools	139,508,618
Community and Youth Centres	10,108,425
Libraries	2,834,268
Sports Centres, Pools & Leisure	29,677,930
Tourism	6,435,972
Depots/Workshops	3,914,842
Offices/Administrative Buildings	6,732,946
Social Services Homes	8,521,716
Social Services Day Centres	4,794,138
Other Operational	30,712,650
Total Asset Value - Operational	243,241,505
Industrial Units	13,500,813
Non-Operational Property	24,683,789
Total Asset Value	281,426,107

6.1.6 Data collected in respect of condition, running and utility costs has been entered on two proprietary database systems “Evolution” and “TEAM”. The information received has been subject to scrutiny and validated through challenge. Suspect survey

information has been re-checked and, where appropriate, corrected. From the survey reports it has been possible to update Terrier information to include changed management arrangements, demolitions, temporary structures and new buildings previously unrecorded. Some survey data has been held back and is to be revisited during 2004/5 when surveying resources are available for verification purposes.

- 6.1.7 A gap analysis has been undertaken in respect of utility meter reading returns, and through Corporate Management Team's intervention property managers have been pressed to provide missing information. Site by site gap analysis of asset management information has been possible, but at a detailed level it will not be possible to identify data missing from individual fields until the software suppliers provide an update to the system.
- 6.1.8 A fresh approach to project review has been agreed by Corporate Management Team with a high level group acting to provide "expert advice" to the Council and its client officers in construction procurement. The Director of the Environment, as the Council's "Rethinking Construction" champion, will chair the group that will work closely with others responsible for capital strategy and best value. The chairman of the group has the authority to "call in" for review at any stage projects over a contract value of £1 million.

6.2 Asset Management Function

- 6.2.1 Responsibility for delivering the Asset Management Plan rests with the Chief Property Officer (who for the purpose has been nominated the Councils "Corporate Property Officer"). To provide the necessary authority and resources to fulfill his responsibilities the Chief Property Officer in respect of asset management reports to, and is directly accountable to, the Chief Executive. The specific responsibilities of the Corporate Property Officer are defined as:
- To facilitate the development of a more corporate approach to property management.
 - To assess, consider and apply the corporate drivers for future change.
 - To strategically manage the asset management planning process, including space utilisation, assessing future actions and developing programmes.
 - To ensure whole life costings are reflected in capital and revenue property decisions.
 - To put in place performance indicators.
 - To ensure that basic information on assets held, and their condition, is available.
- 6.2.2 An officer Asset Management Group led by the Chief Property Officer is comprised of senior members of staff from central and service departments - Property, Finance, Planning, Policy, Education & Leisure, Social Services, Economic Development, and Housing. They ensure an insight into individual council services, an understanding of corporate goals and objectives and a good working knowledge of property and its attendant issues. Terms of Reference are to:
- Review of corporate and service roles and responsibilities
 - Facilitate the preparation of the Corporate Asset Management Plan
 - Develop and introduce property performance measures/indicators across the Council's portfolio
 - Collate associated property data and introduce information management systems

- 6.2.3 At Cabinet, Asset Management falls within the responsibility of the Deputy Leader with the portfolio for “Resources”. A member task and finish group of Policy and Resources Scrutiny Committee was established during 2003 to consider the draft Asset Management Plan and has reviewed:
- The expected future property needs, and identify any potential gaps, surpluses, adaptations or other corporate needs.
 - The proposed asset strategy, property objectives and delivery mechanisms.
 - Roles and responsibilities in relation to the property portfolio.
 - The decision making process in relation to the asset management plan.
- 6.2.4 The Capital Strategy Group works in close collaboration with the Corporate Property Officer and Asset Management Group. A formal capital project appraisal and prioritisation system has been put in place that ensures alignment of expenditure to corporate and service priorities. The mechanism is corporate, explicit, transparent and able to be applied across the authority to all assets. Details of the bid process, assessment against agreed criteria, recommendation of the capital programme to Corporate Management Team and members (through the scrutiny committees before being referred to Cabinet and Council) is appended. [Appendix 4]
- 6.2.5 Standing Orders place a requirement on Property Division to manage the Council's land and buildings other than land and buildings in operational use by the Council's services. Further there is a specific requirement to undertake property reviews in conjunction with service directorates and identify surplus property for disposal. The Council's Constitution states that the Chief Property Officer shall have overall responsibility for the *strategic* management of the Council's estate. [Ref: 11]
- 6.2.6 In respect of property management roles across the authority, Corporate Management Team agreed in September 2002 the respective responsibilities of the Chief Property Officer and service directorates. A protocol was issued to Heads of Service setting out the role of Property Division, responsibility for the Management of Property, and the procedure for transfer of non-operational land & buildings. [Appendix 10] This summarised the strategic responsibilities of the Chief Property Officer as:
- To ensure that information on the condition, sufficiency, suitability and utilisation of assets held is available.
 - To manage the Asset Management Planning process and ensure that major property issues are considered corporately before decisions are taken.
 - To advise on capital and revenue property investment levels.
 - To put in place property [*building*] performance indicators.
 - To ensure that service operational management is consistent with corporate property aims and objectives, efficient and economic.
 - To manage and oversee the capital receipt process.
- 6.2.7 Within Property Division a small team of dedicated staff has been created to support the development of the authority's Asset Management Plan, review property holdings, and provide strategic property advice. Utilising funding made available by the Welsh Assembly Government, asset management software has been procured in order to hold and interrogate property data, and a programme of property condition surveys has been undertaken. Data input by staff in a number of directorates is being coordinated by Property Division, and further supported by the software supplier.

6.2.8 To ensure consistency and support, the Plan has being developed within the context of Area Forums and community partnerships. A statement of respective community land and property issues has been prepared and used as a checklist against initiatives and issues identified by Service Directorates in order to ensure a comprehensive and inclusive approach. Service blueprints prepared during 2002 have been revisited by Property Division during 2003 to ensure currency, and compared with capital bids to ensure that all projects and changes identified have been included in the documents supporting the Asset Management Plan. Where necessary the team preparing the Plan within Property Division challenge responses and query data where anomalies are apparent or incomplete.

7.0 Review and Challenge

7.1 Gap Analysis

7.1.1 The condition and suitability of the Council's building stock has been assessed and categorised. The main conclusions reached from the exercise so far are:

- Significant investment is required in the estate to bring it up to an acceptable condition, make it more fit for purpose and able to support current service development proposals. The total investment need is around £200m. The net requirement, excluding potential external and identified internal funding, is around £150m. [Appendix 11]
- The council's schools (£70m shortfall including DDA) and corporate offices (£25m) require the most funding along with estate DDA compliance requirements (£13m excluding Education).
- The poorest parts of the estate in terms of condition and fitness for purpose are the schools, youth and community centres, libraries, pavilions and public toilets.

7.1.2 At the time of preparing this plan, the full financial implications on the Council following the introduction of the Prudential Financial Code for local authority financial management next year has not been fully assessed. The initial indications are that there will be a maximum sum of £13m capital funding available per annum over the next five years, assuming capital receipts of £1m p.a. being generated. However, the £13m funding is not only required to address the £150m investment need on property, but is needed to fund the non-public housing capital programme, improve the highway and environmental infrastructure, IT development (including e-government) and other capital needs. This being the case, it is evident that other funding sources will need to be considered if meaningful progress is to be made in addressing the "investment gap".

7.1.3 Recent accounting changes to reflect the commutation adjustment have the effect of increasing the Council's balances by £20m. This is not cash backed, and loans would need to be raised if the money were to be used. Cabinet has agreed that a separate strategy is to be developed in respect of this based on the majority of the money being applied towards supplementing the capital programme.

7.1.4 Notwithstanding the availability of the one-off funding referred to above, it is evident that with an estimated "funding gap" of around £150m, the estate cannot be brought up to an acceptable standard to "...provide a safe, sustainable and accessible living and working environment for all users" [Corporate Asset Policy – Appendix 2] through the utilisation of internal funding alone.

- 7.1.5 This being the case, it is imperative that strategic high-level appraisals of service delivery options and accommodation requirements, covering the whole of the Council's estate, are undertaken. In carrying out these appraisals, estate rationalisation will almost certainly be a major issue if the Council is to work towards achieving its asset management objective of having an optimum-sized estate.
- 7.1.6 This exercise will underpin the development of a corporate medium and long-term asset management and investment strategy, which the Council intends to put in place during the 2004/5 financial year. This being the case, it is acknowledged that the Council's 3 year capital programme will need to be fundamentally reviewed during 2004/5 to ensure it is consistent with and supports the corporate investment strategy.
- 7.1.7 Property utilisation, running cost and valuation information will need to be collected and made available to support this key decision-making process.
- 7.1.8 Specific issues identified by members for consideration include:
- The potential for Leisure Centres to provide accommodation for more general community use subject to condition to being addressed.
 - Strengthening arrangements between governing bodies and community based organisations in order that School grounds and premises can be used for local sport and community functions.
 - Issues in relation to public access to school fields for informal leisure purposes.

7.2 Review of Strategy, Objectives and Delivery Mechanisms

- 7.2.1 In recent years attention has focused on the funding of initiatives through the Council. However, sources such as Objective 1 are selective and do not assist services such as Housing, Education or Highways. The Council must develop the use of partnership and the voluntary sector to draw in funding. There must be a corporate overview with investment decisions driven by community needs not competing services.
- 7.2.2. The move towards delegated budgets, and in particular locally managed school funds, runs the risk of substantial reserves being held. Following recommendations from the Audit Commission, the authority will be looking at earmarked balances, committee underspends and seeking a more rigorous reporting process on balances. The use of resources by schools is being considered by the Procurement Best Value Review. [Ref: 8]
- 7.2.3 Needs may vary from community to community and it is essential that utilisation of premises should be considered in depth. This may result in maximisation of use of particular premises and a preference for capital allocation to improve existing rather than build new. Taking resource implications further, it will be of little benefit to achieve buildings that are fit for purpose unless they are properly fitted out and equipped for the activities that are to take place therein.
- 7.2.4 In many instances the operation of community buildings has been transferred to management committees. This has not always proved effective in that it is highly dependent upon the skills and motivation of the individuals on the committee. It may be that other agencies such as Community Councils would prove more effective in increasing usage of premises. Accessible, multi purpose environments, in good condition and serving a wide range of interests in the community are the ideal model.

7.2.5 The prudential funding regime provides Councils with greater flexibility in delivering programmes by allowing unexpended capital to be carried forward into future years. This will allow more time for planning programmes of works, which, in turn should lead to more effective and efficient investment in the estate. To start this process, services responsible for delivering projects under the general allocations are to provide the Capital Strategy Group with sufficient information to clearly demonstrate how their proposals will impact on service effectiveness and/or efficiency.

7.3 Review of Roles and Responsibilities

7.3.1 The Council's Corporate Property Officer and Property Division have taken the lead in collating data and developing this initial Asset Management Plan. Service directorates have been fully involved and consulted. However, success in the implementation of the Plan beyond corporate endorsement very much depends on the commitment of individual directorates and service managers. The authority, through its Policy and Resources Scrutiny Committee and Best Value Service Reviews, will need to review the progress and determine any future shift of emphasis or remit necessary to deliver the desired strategic outcomes.

7.3.2. Members are minded to adopt a proactive scrutiny function in relation to Asset Management Planning. They recognise the risk of adopting a short-term view and short-term fixes. In some respects the Plan may be aspirational, but necessary in order to take advantage of opportunist implementation. It is expected to be forward looking and highlights issues that will remain and have to be tackled irrespective of member changes or political lead. Awareness of the Asset Management process and Plan should be included in any briefing of new councilors.

7.4 Review of Decision Making Process

7.4.1 As already highlighted previously, Service Directorates must develop a **systematic analysis of stakeholders** and ensure their input to the asset management process to allow fully informed decision making. The ability to draw on Area Forums and Community Partnerships is beneficial, but it would be desirable to develop a broader discussion of opportunities and aspirations in relation to accommodation at forum meetings.

7.4.2 Members have expressed the view that **consultation** needs to be based on specific issues or proposals. [Ref: 12] The view is that for the community to make a meaningful contribution there needs to be a document (this Plan) in place. Consultation and review can then proceed on the basis of themes, areas of service, and use of buildings. Consultation is appropriate across all wards and demographic classes, and the Council's Viewpoint Panel may provide the necessary mechanism.

7.4.3 The authority and its decision making has in the past been budget driven. The ethos and corporate planning of the Council has moved to **community lead priorities**. Officers and members must address the implications of the Council's role in such planning, revisit the decision-making mechanisms and determine the qualitative expectations for future developments. Members have again identified the need to debate minimum criteria for building standards and the potential for use of techniques such as whole life costing.

7.4.4 There is much work to do in developing **performance indicators**. Portfolio data is of general interest only in setting the scene, and does not facilitate meaningful comparison with other authorities. Services should be able to provide indicators of actual performance compared with statutory, national or specified standards as part of normal performance review, and this needs to be centrally collated for

presentation. Repair and Maintenance progress indicators could not be used in the first year since there was no basis for comparison, but in future year on year change in condition and suitability must be overtly demonstrated.

- 7.4.5 **Utilisation data** will be essential in considering community needs and area property review. This is of interest to members and is closely aligned to the Community Plan and emerging Community Strategy. It has been noted that service directorates considered that they would need additional resources to develop performance indicators beyond any presently available data.

8.0 The Strategy and Options Appraisal

8.1 The Emerging Strategy

- 8.1.1 The vision is for a property portfolio comprised of premises fit for purpose, in a satisfactory condition and providing a safe environment for those resident therein, working, or visiting. The Asset Management Plan for 2004/5 represents the first step towards this, and it may well be 10 years before the vision becomes anything approaching a reality. Such is the divergence between the present reality and goal, that the need for alternative mechanisms for service delivery, funding and procurement cannot be over-emphasised.

8.2 Options Appraisal

- 8.2.1 In developing current programmes of work, officers of the authority have undertaken options appraisals in respect of a number of initiatives, e.g., Depot Rationalisation, Corporate Office Strategy, Sports Pavilions, and Library provision.
- 8.2.2 The project appraisal and prioritisation system [Appendix 4] provides a corporate review mechanism, ensures that there is an explicit approach to options appraisals, and provides an audit trail. Officers believe that this framework presents a rigorous basis for assessment without being overly complex. Completion of the pro-forma will demonstrate a project's contribution to stated objectives, the capital and revenue implications, risks and the options considered including, where appropriate the "do nothing" option.

8.3 Strategy Development

- 8.3.1 The 2004/5 proposals are therefore a step towards, and indication of, the future realignment of investment and development of a "mixed economy" approach. The Prudential Code raises an expectation that the authority will plan ahead. Whilst there has been a wealth of data collected and much debate, particularly around the capital strategy, the timescale has only permitted an interim appraisal. Immediate areas for investment are evident, but it would be irresponsible to commit monies to certain service areas without considering the performance of, and long-term expectations for, the portfolio. The allocation of capital resources in such areas will therefore be conditional upon property review and development of a clear service delivery strategy.
- 8.3.2 The Asset Management Plan itself is fluid and must be seen as a tool for developing strategy. A fully developed long-term accommodation strategy will only emerge following a comprehensive property review. Having regard to Member priorities, and in the context of sustainability, the review exercise will consider:
- Property utilisation

- Suitability
- Condition
- Running costs – in particular utility costs and energy efficiency

8.3.3 There is an apparent duplication of debate within the Asset management Group and Capital Strategy Group with the latter carrying more weight in terms of decision making. This overlap needs to be addressed. The cycle of annual determination of capital allocation tends to overshadow the revenue implications. Whilst revenue implications are considered in the process, these need to be addressed in a more robust manner.

8.3.4 Action for 2004/5 will be driven by Property Division. The presentation and interpretation of data must underpin appraisal of performance, building by building. Progress in the collection of missing information, broader consideration of suitability, and the development of indicators is essential. All this will require resourcing to enable further condition survey work to proceed and data input to facilitate electronic interrogation and presentation.

9.0 Asset Management Programme

9.1 Capital Programme/Capital Financing

9.1.1 Until now, the capital programme has effectively been determined by the level of credit approvals provided by the Welsh Assembly Government. The Authority can now borrow as much as it believes it can afford. However, as yet, there is no experience on which to base judgements. Consideration of the capital requirements indicates that a borrowing level of £8.9m (the Welsh Assembly Government has indicated the level of so-called “supported borrowing” it has included within the RSG Settlement) would not support the current level of capital programme – which is inadequate to maintain current assets. It has been concluded that a more realistic level of borrowing to sustain the capital programme is £10m. When coupled with projected capital receipts and grants this should enable a core non-public housing capital programme of around £13.7m.

9.1.2 It must be acknowledged that the investment needs of the authority are huge, and that even the increased level of expenditure hardly scratches the surface. The proposals for 2004/5 include a contribution from balances. In addition to the formal allocation, there are other potential calls on balances including property maintenance contracts; asbestos; and a possible allocation to support a Carbon Trust proposal for an energy saving fund. A separate strategy is to be developed in respect of balances based on the majority of the money being applied towards supplementing the capital programme.

9.1.3 The capital programme for 2004/5 together with provisional proposals for the following two years is set out at Appendix 12. It is already evident that the proposals may create difficulties for some services that have found their historical allocations cut. In order to help address this, the Council has agreed that an additional buffer of £500,000 be made available by way of a revenue contribution to capital and this will help smooth the transition.

9.2 Overall Programme

9.2.1 The Action Plan below recognises that there are milestones during any financial year that determine the priority and timescale given to individual tasks. Not the least of these is the need to dovetail into formal revenue and capital budget setting cycles.

Necessary debate at member level will be constrained by the local elections in June 2004, and the need for individual services to allocate resources to take forward data collection, analysis, and review portfolios in more depth. The aim is to achieve a better informed, refined and robust Asset Management Plan on its annual revision in 2005.

9.3 Action Plan

9.3.1 The following Action Plan is proposed:

Action	Lead	Completion Timescale	Paragraph Ref.
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Property Objective 1 : Ensure the estate is of the optimum size and buildings are suitable for purpose and in good condition

1. Develop Performance Measures and Indicators	Services supported by Property	Summer 2004	2.2.2
2. Review and Update Condition Surveys	Property	Ongoing	6.1.6
3. Reduce Data Gaps. Prepare Template of Data for Each Property.	Property	Ongoing / Summer 2004	8.3.4
4. Collate Performance Data and Present to Members	Property	December 2004	2.2.3

Property Objective 2 : Approach asset and property performance management in a consistent, objective, transparent and coordinated manner within the context of the Council's corporate policies and priorities

5. Systematic Analysis of Stakeholders	Services	Summer 2004	2.3.2 7.4.1
6. Develop Member Awareness / Briefing of New Members	Member Services & Property	Autumn 2004	7.3.2
7. Development of Plan Consultation	Property & Policy	Autumn 2004	7.4.2
8. Member Debate on Corporate Planning Ethos, Criteria and Techniques.	Property / Chair of P&R Scrutiny	Autumn 2004	7.4.3
9. Service Portfolio Reviews and Strategy Development	Services supported by Property	Autumn 2004	7.1.6 8.3.2

Property Objective 3 : Manage property in a flexible and innovative way, including the active promotion of joint and shared use

10.	Establish Utilisation Data Requirements and Resources for Collection	Services	Spring 2004	7.1.7 7.4.5
11.	Review Potential Community Use of Property	Services	Autumn 2004	7.1.8 7.2.3

Property Objective 4 : Protect the value of the council's assets and manage buildings efficiently and economically

12.	Review Roles and Interaction of Capital Strategy and Asset Management Groups	Group Chairs/ CMT	Summer 2004	8.3.3
13.	Project Planning and Demonstration of Impact of Proposals on Service Effectiveness / Efficiency	Services & Capital Strategy Group	Ongoing to September 2004	7.2.5
14.	Review Capital Programme	Capital Strategy Group	From October 2004	7.1.6
15.	Approval of Updated Asset Management Plan for 2005/6	Property	March 2005	-

References

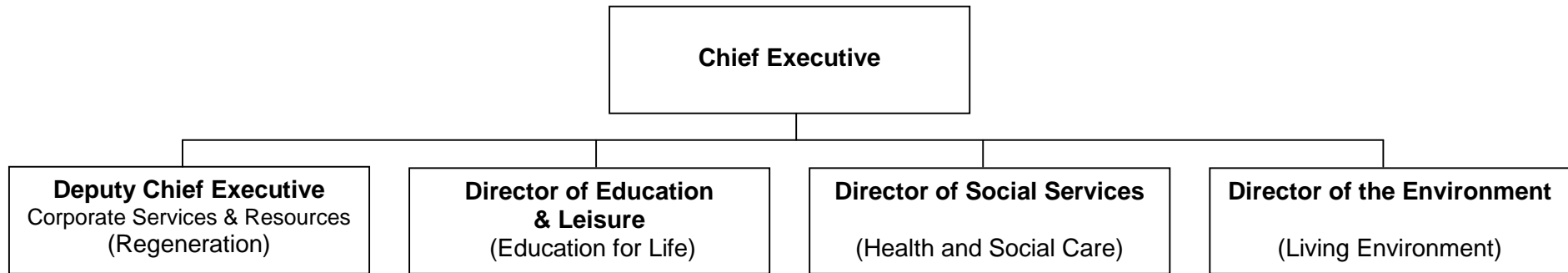
1. Your Council - Caerphilly County Borough Council Website
2. Caerphilly County Borough Council in Figures 2003 [2001 Census data]
3. Policy Document Framework - Caerphilly County Borough Council Intranet
4. Caerphilly County Borough Council Peer Review 2002
5. Unlock the Potential - Caerphilly County Borough Council Intranet
6. Caerphilly County Borough Council Best Value Improvement Plan 2003 - 2004
7. Library of Local Performance Indicators - IPF website [www.ipf.co.uk - *IPF is the commercial arm of the Chartered Institute of Public Finance and Accountancy*]
8. Building Maintenance Service Review 2003 report as considered by Corporate Management Team on 27th November 2003
9. Caerphilly County Borough Council Implementing Electronic Government Statement 2002/3
10. Caerphilly County Borough Council Property Division Improvement Plan 2003 - 2004
11. The Constitution of Caerphilly County Borough Council (as amended May 2003) Part 4, Section 12.00 – Property/Estates
12. Policy & Resource Scrutiny Committee Task and Finish Group 28th November 2003

Schedule of Appendices

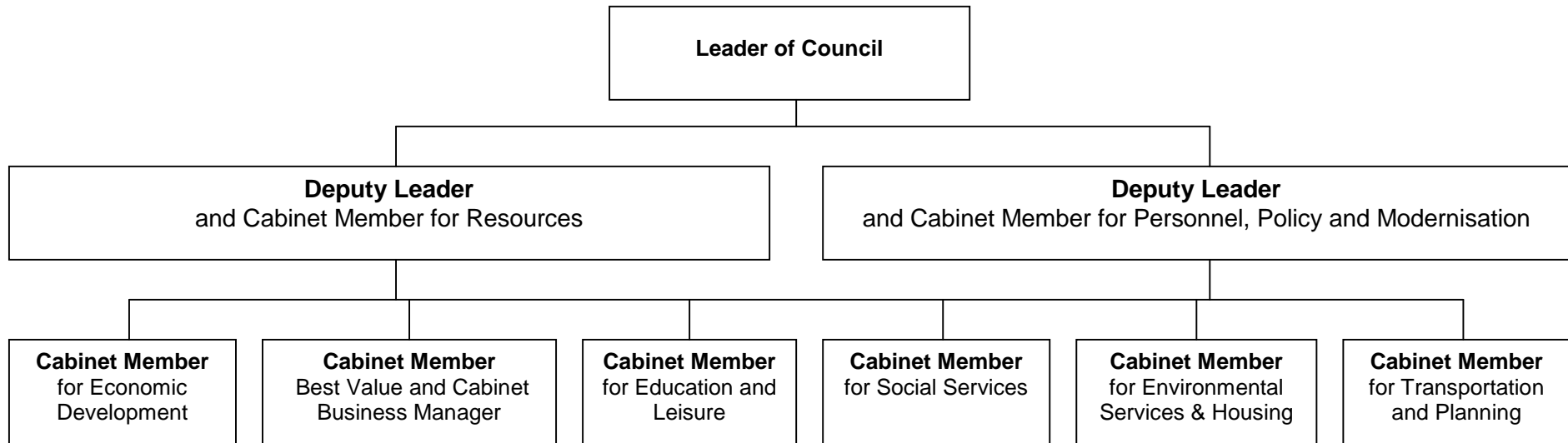
- Appendix 1 Organisational Framework and Management Structure
- Appendix 2 Corporate Asset Objectives
- Appendix 3 Performance Measures
- Appendix 4 Capital Appraisal and Prioritisation System
Investment Strategy diagram
Project Prioritisation Pro-forma
- Appendix 5 Service Statement Pro-forma
- Appendix 6 Summary Statement of Issues and Resource Requirements
- Appendix 7 Appropriation and Management of Property
- Appendix 8 List of Premises
- Appendix 9 Schedule of Property Condition and Suitability
- Appendix 10 The Role of Property Division, Management of Property, and the Transfer of
Non Operational Land & Buildings
- Appendix 11 Financial Needs
- Appendix 12 Capital Programme 2004/5 – 2006/7

Appendix 1 Organisational Framework and Management Structure

Corporate Management Team & Responsibility for Key Themes:



Cabinet Structure:



Appendix 2 Corporate Asset Objectives

Report to Policy & Resources Scrutiny Committee, subsequently presented to Cabinet of 8th July 2003, and approved by Council 31st July 2003.

POLICY AND RESOURCES SCRUTINY COMMITTEE

SUBJECT: CORPORATE ASSET POLICY

REPORT BY: DIRECTOR OF ENVIRONMENT

1. PURPOSE OF REPORT

- 1.1 To consider the proposed Corporate Asset Policy prior to submission to Cabinet/Council.

2. LINKS TO STRATEGY

- 3.1 The recommendations in this report would assist in the achievement of the Council's aim to carry out all services effectively and ensure value for money in service provision.
- 3.2 Specifically, the Authority is to have an Asset Management Plan in place by April 2004 which should include clear corporate objectives for holding property.

4. THE REPORT

- 4.1 The Welsh Assembly Government is expecting Welsh local authorities to prepare their first Asset Management Plans for all property (excluding housing and infrastructure) by April 2004. The Consortium of Local Authorities in Wales, in conjunction with the Welsh Local Government Association, has issued guidance to enable Council's to prepare plans in a meaningful and consistent format.
- 4.2 Asset Management Planning is a business process with the underlying purpose of achieving better use of public assets and minimising the cost of resources tied up in land and buildings.
- 4.3 Guidance stipulates that the Plan should include a clear statement of explicit authority-wide objectives for holding property related to the Council's core aims and objectives. This should encompass all categories of property held by the authority, and set out the Council's fundamental rationale for holding property.
- 4.4 The officer Asset Management Group has therefore prepared the statement set out at Appendix 1.

5. FINANCIAL IMPLICATIONS

- 5.1 There are no immediate financial implications. The adoption of an Asset Management Plan will assist the authority to achieve better value for money in the management of capital assets – land and buildings.

6. PERSONNEL IMPLICATIONS

- 6.1 There are none.

7. RECOMMENDATIONS

7.1 Members views are sought prior to the report being submitted to Cabinet/Council.

8. REASONS FOR THE RECOMMENDATIONS

8.1 That the objectives for holding property are recognised and endorsed corporately.

Author: Roland Lamble, Corporate Property Manager

Consultees: Corporate Management Team
Chris Burns, Head of Policy and Central Services
Cris Davies, Chief Housing Officer
Steve Lawrence, Divisional Manager, Education Forward Planning
Phil Davy, Head of Economic Development and Tourism
Satya Schofield, Service Manager, Resourcing & Performance, Social Services
Pat Mears, Chief Planning Officer
Peter Gomer, Head of Lifelong Learning
Tim Peppin, Policy Research Manager
Roger Webb, Director of the Environment
Councillor C. Mann

Background Papers:

None

Appendices:

Appendix 1 Corporate Asset Policy

Links to other Documents:

Minutes None
Agenda None

CORPORATE ASSET POLICY

APRIL 2003

Corporate Aim:

To manage the council's land and buildings effectively, efficiently and economically and provide a safe, sustainable and accessible living and working environment for all users.

The way the Council manages its property assets has a major impact on the quality of services delivered and the local living and working environment. Best use needs to be made of these assets to support corporate and service priorities and objectives. They can also make a significant contribution to the work of external organisations for the community and act as a catalyst for local regeneration.

The Council's portfolio includes:

- land and buildings to deliver services to the public – such as schools, homes, day centres, leisure centres, and parks.
- property which supports front line service delivery – e.g. offices and depots.
- property provided for third parties – premises such as industrial estates and community centres
- non-operational property – investment and surplus property and that held for future use

Property is a “resource hungry” asset with large sums of money being needed to run buildings – heating, cleaning, maintenance, security etc and strategic management is needed to ensure that:

- money and other resources are not wasted on premises not required or those which are inefficient and costly to run
- premises are suitable for use and in good condition
- best use is made of properties and opportunities are taken to improve or rationalise the portfolio

Integral to successful asset management planning is the recognition that it cannot be dealt with parochially. Officers and members must consider the interests of the council as a whole, be strategic rather than short term in thinking and critically appraise and review property holdings and performance.

Management of the estate must reflect the Council's corporate policies, it's cross-cutting themes, it's visions, and promote consideration of sustainable development. Due regard must be paid to the priority given to regeneration and the maintenance of community assets.

The following key principles should support the Council's strategic asset management:

- an integrated departmental and corporate approach
- explicit responsibility for the function and corporate leadership

- a balance between central and devolved responsibility for land and buildings and a clear recognition of responsibilities
- clear authority-wide objectives
- planned, co-ordinated and corporately prioritised change
- simple and robust performance management which relates directly to agreed objectives
- effective data systems
- robust option appraisal techniques to underpin investment, rationalisation and other decisions requiring a balance between service benefits and financial returns

Council property objectives:

- 1. Ensure the estate is of the optimum size and buildings are suitable for purpose and in good condition**
- 2. Approach asset and property performance management in a consistent, objective, transparent and co-ordinated manner within the context of the Council's corporate policies and priorities**
- 3. Manage property in a flexible and innovative way, including the active promotion of joint and shared use**
- 4. Protect the value of the council's assets and manage buildings efficiently and economically**
- 5. Utilise the skills and resources of external organisations to improve the estate, including partnership working**
- 6. Ensure there is a clear and explicit rationale for holding non-operational property and that occupied by third parties**

Appendix 3 Performance Measures

Condition & Fitness for Purpose:

Suitability

Buildings open to the public/accessible to disabled (Number & %)

Sufficiency

Actuals compared with statutory/national/specified service standards

Condition

% of gross internal floorspace in condition categories A – D

Backlog of maintenance by cost expressed as a % in priority levels and by value

Management Performance:

Portfolio

Number of assets per 1000 head of population

Gross floor area per 1000 head of population (m²)

Area of land held per 1000 head of population (Hectares)

Management & Utilisation

Annual management cost per m².

Repair & Maintenance

Outturn expenditure compared with assessed need

Backlog reduction rate

Sales & Receipts

Capital Receipts achieved against target

Property Efficiency & Sustainability:

Energy

Level of CO² emissions (tonnes/m²)

Running Costs

Revenue Running Costs / m².

Revenue Running Costs / occupant (or no. of users as applicable)

Utilisation

Utilisation against published or recommended standards

Net usable area per person/workplace

Hours used as a % of hours available for use

Hours of use of each workplace

Capital Programme – construction & maintenance performance

Time & Cost Predictability (DTLR indicators)

Variations – Number of variations instructed during the contract period

Number of defects recorded at handover and at end of defect liability

Final certificates issued within 18 months of Practical Completion (%)

Appendix 4 Capital Appraisal and Prioritisation System

DISCUSSION PAPER TO CAPITAL STRATEGY GROUP.

CAPITAL STRATEGY AND PROJECT PRIORITISATION.

The council, in managing its assets, needs to ensure that the capital investment programme is effective in terms of its contribution to the achievement of corporate and service objectives. To do this, a capital strategy (CS), which provides clear strategic guidance on capital objectives, priorities and spending plans, is needed. The strategy should relate to proposed capital investment in all assets, including buildings, infrastructure, IT and vehicles and plant.

The CS will be underpinned by the council's Asset Management Plan (some councils have combined the documents), which will identify current and anticipated corporate and service property needs for the non-housing estate and set out options and strategic actions to satisfy those needs, including capital investment.

The ODPM has stated that a CS should:

- Relate to council wide cross-cutting activity and initiatives.
- Describe the framework that the authority has put in place to ensure that it is a corporate document.
- Identify key aspects of capital expenditure within the authority and those areas where the authority is able to influence others through the use of its capital resources.
- Explain how capital project proposals are prioritised.
- Explain how the revenue implications of capital investment are taken into account.
- Be informed by the outcomes of best value and other reviews and improvement plans.
- Identify how stakeholders and partners views are sought and inform the working and development of the strategy.
- Inform bidding for capital resources.
- Set out the council's approach to obtaining capital funding.
- Show how performance is measured, monitored and acted upon.

A key component in implementing the CS is the development of a capital appraisal and prioritisation system which ensures that the capital programme has been aligned to corporate and service priorities. Any system should ensure that the project prioritisation process is corporate, explicit, clearly understood, transparent and able to be applied across the authority to all assets. Some councils have developed weighted scoring systems and whilst these have varying degrees of complexity, the assessment criteria adopted, some of which are listed below, are usually pretty similar:

- Contribution to corporate, community and political priorities.
- Contribution to service priorities and objectives.
- Contribution to cross-cutting and authority wide working.
- Statutory and legal requirements.

- Impact on national KPIs.
- Involvement be partners / external organisations.
- Best Value Service Review recommendations.
- Capital cost / revenue savings.
- Level of external funding geared in.
- Asset preservation / improvement.
- Project urgency.

If the principle of setting up a formal prioritisation system is approved, arrangements must be put in place to ensure that the process is corporate, objective and transparent and members are appropriately involved. Arrangements along the lines set out below could be introduced:

1. All bids from services will be submitted in accordance with an agreed timetable and:

- be prioritised before submission
- be in a consistent format
- provide sufficient supporting information including evidence that an option appraisal has been undertaken and
- be endorsed by the relevant Cabinet member.

2. This group, possibly through a sub-group reporting to it, assesses the bids against agreed criteria and makes recommendations on the programme to CMT.

3. After CMT approval, the programme is considered by scrutiny committees before being referred to Cabinet and Council.

Author: Chief Property Officer.

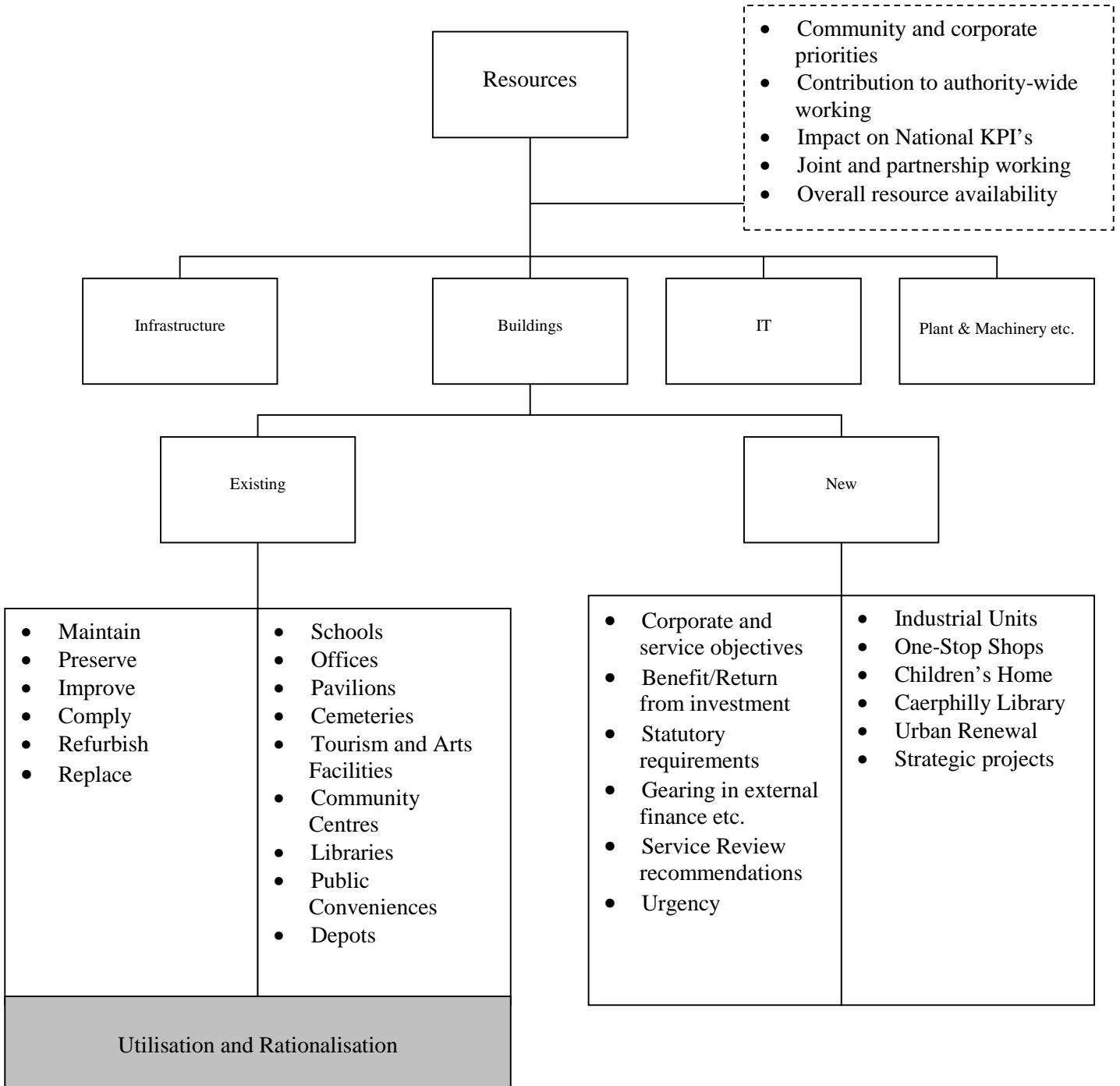
Date: August 2003.

ASSET MANAGEMENT – INVESTMENT STRATEGY

Resources

- BCA
- Capital Receipts
- Revenue (Prudential Code)
- Grant/External Funding
- Private Finance

STRATEGIC OPTIONS APPRAISAL



CAERPHILLY COUNTY BOROUGH COUNCIL

CAPITAL EXPENDITURE PROJECT BID

Project Title		Directorate(s) & Project Sponsor				
Project description and aim(s)						
Assessment Criteria (Non-Financial)	Notes/Comments	Scoring Guide	Score	Weight	Weighted Score	
1. Contribution to Community Plan/ corporate strategies and priorities <ul style="list-style-type: none"> - Economic Regeneration - Education for Life - Health, Social Care and Well-being - Environment/Sustainability - Corporate Priorities (as agreed) 		0 – Does not contribute to any corporate strategy 1 – 2 – 3 – Makes a <u>major</u> contribution to one strategy or contributes to more than one.				
2. Contribution to political and/or public priorities.		0 – None 1 – 2 – 3 – High				
3. Contribution to whole-authority and partnership working.		0 – Does not involve any inter-departmental co-operation. 1 – 2 – 3 – A number of services involved in defining and delivering the project.				
4. Contribution to achievement of Corporate Asset Objectives.		0 – No direct contribution to any corporate asset objectives. 1 – 2 – 3 – Contributes to at least two objectives.				
5. Contribution to achievement of Service Improvement Plan objectives.		0 – Does not meet criterion, 1 – 2 – 3 – meets one key objective completely or a substantial proportion of at least 2 objectives.				
6. Contribution to Achievement of Best Value Service Review action plan.		0 – Does not meet criterion 1 – 2 – 3 – Actions a major part or recommendation of a Best Value Improvement Plan				

Assessment Criteria (Non-Financial)		Notes/Comments	Scoring Guide	Score	Weight	Weighted Score
7.	Support Council's duty in meeting specific statutory obligations or legal requirements.		0 – Does not support any statutory obligation or legal duty 1 – 2 – 3 – Supports one obligation/duty completely or a substantial proportion of at least two.			
8.	Anticipated impact on National KPI's.		0 – Will not impact on any national KPI 1 – 2 – 3 – Will improve performance in relation to at least two national KPI's.			
9.	Risk factor in achieving project aim.		0 – High Risk – new type of project. 1 – 2 – 3 – Low risk – repeat project with guaranteed demand.			
10.	Urgency: EITHER (a) needs to be completed due to unforeseen circumstances e.g. severe damage to an essential building OR (b) immediate initiation will result in long term financial benefits e.g. substantial discounts available now OR (c) time limited funding		0 – No urgency 1 – 2 – 3 – Extreme urgency.			
			TOTAL			

FINANCIAL ANALYSIS	Apr. 04 to June 04	July 04 to Sep. 04	Oct. 04 to Dec. 04	Jan. 05 to March 05	Apr. 05 to June 05	July 05 to March 06	2006/07	2007/08	TOTAL
Design Fees Ground Investigations Planning/Building regulations Stats Land/Building acquisition Main works Supervision/ Project Review fees	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
TOTAL PROJECT COSTS									
External Capital Funding Capital receipt generated									
Net Capital Cost									
Operating Revenue Costs Revenue Income External Revenue Funding									
Net Increase (Decrease) in Revenue Cost									

OPTION APPRAISAL

Summary of appraisal of other options to achieve objective including implications of project not proceeding.

Ref:

SERVICE STATEMENT

Directorate:
 Service:

Narrative	Information/Key Issues
Portfolio (Summary):	
Condition of Premises:	
Suitability of Premises:	
Sufficiency of Premises:	
Service Direction/Need:	
Identified Change:	
Resource Issues:	
Summary/Comment:	

Appendix 6 Summary Statement of Property Issues and Needs

From completed service statements and discussions with service directorates, the following property issues and needs have been identified:

1.1 Chief Executive - Industrial Portfolio

Suitability & Sufficiency:	Diversification to include higher specification units desirable. Strategic increase in stock in key locations constrained by funding and land availability.
Key Issues/Changes:	A primary requirement is the immediate availability of modern premises – an increase of stock in key locations is required to meet need. General strategy to diversify and attract more of the knowledge industries. 100 units on 3 estates recently sold with those retained upgraded and enhanced to provide a quality environment.

1.2 Chief Executive - Tourism

Suitability & Sufficiency:	The tourism facilities are based on a combination of buildings that have intrinsic interest and value. Purpose designed facilities have been progressively extended and adapted as business needs have changed. The main suitability issues are about managing access, meeting Health and Safety and providing heating and lighting, etc., in a way that does not destroy the asset.
Key Issues/Changes:	A radical review is necessary to address product, visitor expectations, market positioning, investment, etc., and may result in some rationalisation of the property portfolio. Continual upgrading required in order to keep pace with customer expectations and competitor activity.

1.3 Chief Executive - New Deal Unit

Suitability & Sufficiency:	Refurbished internally and provides suitable accommodation for the needs of the New Deal Unit
Key Issues/Changes:	Currently meets all requirements. Accommodation rental and maintenance funded from income but planned maintenance programme desirable. New greenhouse proposed but not yet costed and subject to securing contracts.

1.4 Chief Executive - Customer First Centres and Other Outstations

Suitability & Sufficiency:	No issues have been identified for Deputy Chief Executive's existing services or premises (IT accommodation included under Corporate Offices). Space and parking issues at a number of Area Housing Offices.
Key Issues/Changes:	Pilot scheme for creation of a "Customer First Centre" at Blackwood followed by a possible programme of similar facilities with high quality customer service environments, possibly combined with a call centre. Plans to rationalise Area Housing Office provision.

2.1 Director of Education & Leisure - Offices

Suitability & Sufficiency:	Alterations at the Education Office have improved the facilities. No further major expenditure is anticipated at Ystrad Mynach except for the provision of an IT Suite and a lift. Newbridge is conveniently located but condition and access/DDA requirements are a particular issues.
Key Issues/Changes:	To accommodate the whole Directorate at a single accessible site central to the county. Short term, moving smaller groups of staff between premises in an effort to bring operational coherence. See 5.4 re Corporate Offices.

2.2 Director of Education & Leisure - Schools

Suitability & Sufficiency:	<p>The National Assembly's expectation is that all schools will be up to standard by 2010. This will require the Council to give consideration to making school buildings fit for purpose (both in terms of suitability and sufficiency) specifically designed to meet ongoing service requirements.</p> <p>The management of school places needs to have regard to an assessment of realistic accommodation needs to effectively deliver a modern curriculum. To raise educational standards within a finite budget, rationalisation will be a necessary integral part of the planning process.</p>
Key Issues/Changes:	<p>The Education Service's share of the Council's annual capital programme, combined with the Assembly's annual School Buildings Improvement Grant allocation and the Large Scheme Fund will be targeted towards fulfilling the above needs in the medium term.</p> <p>In spite of heavy investment in the stock, the condition continues to deteriorate. Even if the Council were to commit resources to achieve the maintenance identified through the condition surveys it would only have the effect of bringing existing schools up to a basic standard and they would not necessarily be fit for purpose.</p> <p>With some exceptions Early Years change can be managed within the existing building stock. Council has resolved to close Bedwellty Comprehensive. St. Iwan's Comprehensive, previously identified as potential candidate for closure, is seeking Foundation status.</p> <p>It is the responsibility of the LEA to seek replacement schools where necessary especially where school buildings are in very poor condition, but capital costs are likely to be significant. Realistically alternative sources of funding such as P.F.I. may be the only option.</p> <p>W.A.G. has rejected proposals for Welsh Medium Schools, and members need to consider the way forward.</p>

2.3 Director of Education & Leisure - Leisure Centres/Joint Facilities

Suitability & Sufficiency:	Planned preventative maintenance, DDA requirements, service needs and physical conditions all need to be addressed, and the premises/activities rationalised to meet the needs of users.
Key Issues/Changes:	The general objective is to provide a balanced provision utilising external funding to enhance the present stock, focused on the health/fitness agenda. The need will be for (re)investment and expansion of centres in 6 strategic locations.

2.4 Director of Education & Leisure - Parks & Grounds

Suitability & Sufficiency:	<p>Former Rhymney Valley pavilions require major renewal and refurbishment if mass closure is to be avoided on grounds of health and safety. Many of the small pavilions are not large enough for current usage, and there is a lack of public toilets. Some are too distant from pitches. Present arrangements are not cost effective with individual metering of small premises, each with its own attendant. Ideally, a programme of rationalization/ replacement would be desirable to provide larger multi function, multi sport, facilities serving a range of pitches. There is some scope for provision of new facilities in partnership.</p> <p>UDP calls for an overall increase of 19 pitches, a ward by ward analysis against NPFA standards will be required.</p>
Key Issues/Changes:	<p>A programme of new playing pitches, some funded through use of Section 106 agreements, and with land acquisition at Fochriw. Revenue implications for pitch maintenance.</p> <p>Centrally funded repair and improvement of existing parks/informal leisure land is anticipated, but an unquantified number of "Pocket Parks" costing £5 -£6k each will require external funding.</p> <p>Allotment provision and land holdings are being reviewed systematically.</p> <p>Sponsorship and external funding will be required to take initiatives forward. New facilities will be procured through partnering and specialist contractors.</p>

2.5 Director of Education & Leisure - Community Education & Youth

Suitability & Sufficiency:	<p>An ESTYN inspection has highlighted the basic facilities, poor sanitation, and health and safety issues. Expenditure has barely held the condition of premises. Security and safety are paramount issues.</p> <p>The service has, in some areas, too many buildings, and revenue expenditure does not represent value for money. There are issues of space, activity, and dedicated areas. Refurbishment is needed together with additional facilities to supplement the existing. Diversification of use of existing centres rather than additional provision.</p>
Key Issues/Changes:	<p>Rationalisation and planning of new provision is needed. This can only be done by detailed consideration of the needs and opportunities community by community. Community development should not be building lead, but people lead. However, in relation to Community Centres there are issues in respect of the capability of management committees to take on responsibility for the buildings.</p>

2.6 Director of Education & Leisure - Music & Arts

Suitability & Sufficiency:	<p>General refurbishment of Blackwood Miners Institute required including improved backstage facilities. The separate lesser hall is in very poor condition. Refurbishment at Bedwas is being considered in order to provide for the arts. Improvement required to the hall of Ysgol y Castell.</p>
Key Issues/Changes:	<p>Strategic focus on Blackwood and Bedwas. Identified need for corporate/business and private functions in Blackwood area which Institute could meet if adequate resources were directed into improving building. Development of local facilities in community centres and schools encouraged. Access improvements at Y Castell. Long term, gallery space and craft workshops at Newbridge.</p>

2.7 Director of Education & Leisure - Libraries

Suitability & Sufficiency:	Generally in poor condition and require an investment in maintenance. Responding to change in terms of ICT alongside traditional library services is proving difficult due to the size and quality of existing buildings. The WAG has introduced minimum sizes for public libraries as part of a 3 year plan. There is pressure to deliver corporate objectives such as e-government, social inclusion, etc., from the premises that will require additional space. There is the potential to provide "Customer First" Council services from libraries.
Key Issues/Changes:	Caerphilly Library is the major priority in terms of replacement. The Library Service has recently submitted a three year Library Standards Plan to the WAG. This identifies standards that the Authority needs to achieve many of which apply to the location, quality, and size of the buildings. Action Plan for improvement at 5 locations.

3.1 Director of the Environment - Public Services

Suitability & Sufficiency:	Many Conveniences in poor condition and there is a persistent vandalism problem with the unmanned premises. Facilities will need modifications under DDA and some cannot be converted to comply. Additional upgraded manned provision is required at Rhymney, Newbridge and Risca.
Key Issues/Changes:	Alternative service provision could be offered within local business premises with grant as an incentive. If this innovative approach were adopted then the Authority could consider wider rationalization/disposal of the existing provision.

3.2 Director of the Environment - Bereavement Services

Suitability & Sufficiency:	Workplace Health and Safety is an issue in cemeteries with deteriorating and dangerous memorials. Over the next 5 years additional burial space will be required at a number of cemeteries and a range of alternative services.
Key Issues/Changes:	Arrangements are in hand to acquire/appropriate/develop land at Bedwellty, Gelligaer, Danygraig, and Abercarn Cemeteries. Drainage improvements are being designed for land required for burials adjoining Rhymney Cemetery. Infrastructure improvements required generally.

3.3 Director of the Environment - Waste Management

Suitability & Sufficiency:	The Civic Amenity site at Tir-y-berth requires relocation as it is not large enough to cope with current demand and service provision. A second CA site, currently located on Trehir landfill site, may need relocation when the landfill site closes in February 2005. Possible requirement for an additional CA site to serve the Bargoed/Aberbargoed area.
Key Issues/Changes:	CCBC are currently in the process of procuring a private sector partner for delivery of waste management services (excluding collection) over the next 20 years. Until partner is selected the land requirements for infrastructure development will not be known. Development of Takihiron is an option subject to waste management partner's proposals - £0.5M reserved. Maintenance/ improvement of CA sites. Relocation of 2 Civic Amenity Sites (Penallta considered with Depot Rationalisation at 5.1)

	<p>Closed landfills remain constant until the Council takes over responsibility for Trehir (the present joint venture contract runs to 2005). The authority will acquire the freehold reversion and will need to identify the necessary funding for aftercare provision.</p> <p>Ongoing liabilities in respect of 18 closed landfill sites - investment requirements if these sites are to be properly maintained, converted or developed for beneficial use.</p>
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4.1 Director of Social Services - Commissioning Services

Suitability & Sufficiency:	Bargoed is particularly cramped due to recent increases in staff. Further accommodation has been identified but would need to be leased in.
Key Issues/Changes:	<p>Various proposals are being considered for reorganisation and improvement of outstations, but if pursued need to be considered in the context of other initiatives including Customer Service Centres and Area Housing Offices.</p> <p>The Directorate will be working to repair and maintain all of the buildings for which it is responsible.</p>

4.2 Director of Social Services - Residential Accommodation

Suitability & Sufficiency:	All the buildings have been audited in relation to their condition, and this Condition Survey informs the maintenance programme. Failure to respond to the statutory framework for standards of accommodation will result in establishments being de-registered. Standards in terms of size are achieved at present, but décor and staffing levels will need to be addressed. It is likely that more “very sheltered” / high dependency accommodation will be required in future.
Key Issues/Changes:	<p>For adults with a learning disability the aim is to place people within their own communities both for accommodation and daily activities and will lead to an increase in the requirement for small residential.</p> <p>In certain cases where children are in the care of the Council, responsibility now continues until the age of 25. Suitable accommodation will be required for such young people involving closer working with the Housing Directorate. There may also be a requirement to increase the number of residential places we have available within the County, and this will probably be a new-build project.</p> <p>Tair Erw home for adults with learning disabilities is to close.</p>

4.3 Director of Social Services - Provider Services

Suitability & Sufficiency:	<p>The current buildings do not lend themselves to providing for the more complex, high dependency needs that are becoming evident with the service users. Cabinet has approved the conversion of standard residential accommodation to enhance care for older people with a mental infirmity.</p> <p>The centres are generally fully utilized throughout the working day, and opportunities for out of hours use are currently being explored. The number of users is not declining and demographic information suggests an increased demand over the coming years for already well utilised day services.</p>
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Key Issues/Changes:	<p>Developments in day service requirements are focusing on more community based provision and are moving away from the traditional, institutional type day centers. People who receive services should be offered a choice of delivery, based on their needs, not on whether or not there is a building that can provide a service in their locality, or a bus available to transport them across the Borough.</p> <p>The Directorate is outward looking in terms of national initiatives, working with the Local Health Group on a number of issues including joint planning and delivery.</p>
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5.1 Director of the Environment - Engineering Offices & Depots

Suitability & Sufficiency:	Cost of refurbishment of Abercarn is prohibitive. Penmaen offices contravene H&S legislation and require upgrading. Yard requires resurfacing.
Key Issues/Changes:	To support service improvement, Refuse and Cleansing to centralise with Vehicle Maintenance at Tir-y-berth. This will necessitate relocation of Civic Amenity Site. Abercarn facilities to relocate to Tir-y-berth following Grounds Maintenance relocation. Relocation of Hafodyrynys facilities will release site but require construction of new salt barn at Penmaen. Funding from ring fenced receipts, Sustainable Waste Management Grant, DLO, and capital programme.

5.2 Director of the Environment - Land Reclamation

Suitability & Sufficiency:	
Key Issues/Changes:	There are at least 120 former and current land reclamation sites of varying size and complexity. Where no afteruse is identified, Countryside Section has generally managed the land in conjunction with the Land Reclamation team. There are concerns regarding the erosion of grass cover on sites as the vegetation acts to bind together the surface material and its loss could result in instability. Land acquisition and works are generally 100% funded from WDA monies. Inception and client costs are met from existing CCBC budgets.

5.3 Director of the Environment - Countryside

Suitability & Sufficiency:	Refurbishment/new facilities proposed at Parc Cwm Darren and Penyfan Pond. Desilting of main lake at Parc Cwm Darren required, and Engineers report on Penyfan Pond Reservoir awaited. Inadequate space and sanitary facilities at Full Moon. Facilities at Gwaun-y-bara are also poor and require upgrading but to be considered as part of potential rationalization, particularly as Tongwynlais is to be vacated.
Key Issues/Changes:	<p>Land management issues and infrastructure liabilities arising from Countryside Rights of Way Act. Management and maintenance issues in relation to reclaimed sites together with problems from illicit use. Infrastructure liabilities, maintenance and improvement issues at a number of sites.</p> <p>Projects at Parc Cwm Darren and Penyfan Pond. Markham Colliery & Tredomen Tip reclamations.</p> <p>Possible disposal of 2 joint ownership properties at Tongwynlais and</p>

	<p>Gwaunybara if receipts can be ring-fenced towards a new Visitor Centre on Caerphilly Mountain.</p> <p>Possible lease of 200 acres of Caerphilly Mountain.</p>
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5.4 Director of the Environment - Urban Renewal

Suitability & Sufficiency:	N/A - Service holds property transitionally or develops proposals for property held by others.
Key Issues/Changes:	<p>Programme of urban/environmental improvement schemes with external funding, including major new attraction in Caerphilly – “Foodium”.</p> <p>Issues in relation to environment aftercare, enhancement and artwork maintenance costs.</p>

5.5 Corporate Offices & Strategy

Suitability & Sufficiency:	<p>The main aim of the strategy will be to significantly reduce the amount of corporate office accommodation held whilst improving its suitability and quality for future service delivery.</p> <p>There is a need to alleviate deficiencies identified in the working environment and staff facilities - the latter being difficult to provide to any extent with dispersed accommodation. There is a shortage of meeting rooms at certain sites and a need to improve reception and interview facilities. Attention is also required to directorate and corporate arrangements for archiving.</p>
Key Issues/Changes:	<p>The long-term strategy cannot be satisfactorily defined until the Council’s service delivery proposals for Customer First Centres are developed and the implications of new working practices considered. In parallel with reducing the number of corporate offices and improving the quality, the objective should be to bring together complete directorates. Currently consideration is being given to centralizing headquarter office accommodation on two sites.</p> <p>With expansion of ICT, space requirements for IT staff and server equipment will increase considerably. Allied to the “Customer First” approach is the possibility of a “Call Centre” with significant space requirements.</p>

5.6 Non-operational & surplus

Key Issues / Disposals:	<p>Its is expected that property held by service directorates should be for operational purposes only. When an existing use of property has ended, the Chief Property Officer leads the corporate process to determine its future. There is a presumption that where no internal interest is expressed for retention of a property, Property Division will seek disposal, however many smaller parcels have no disposal potential and will be require continuing maintenance if only for public safety. At present Property Division manages a holding account to the limit of £150,000 p.a., but with increasing liabilities an increase in this sum (which is recharged to service directorates) may be necessary.</p> <p>A review of potential disposals has been undertaken. Whilst current capital receipts are favourable, in future the scope for sales will be limited. Potential capital receipts could diminish.</p>
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6.1 Disability Discrimination Act

<p>Key Issues:</p>	<p>A programme of surveys of some 500 premises and structures has been initiated. These are being prioritised to pick up premises with high public and/or disabled use – education, leisure, tourism, and social services - but not neglecting facilities such as public conveniences and war memorials. Whilst compliance is required by 2004, it will be impractical to achieve such extensive alterations in the timescale. In some instances because of practical constraints and “reasonableness” issues 100% compliance will not be achieved. The scope of works necessary will be a significant consideration in asset management options appraisals.</p> <p>A loose estimate of total need for the general property portfolio is in the order of £13m and this will be refined as surveys progress. A further £11.5m is needed for schools All future capital and revenue alterations and improvements should include improvement of access – but such investment will largely be a hidden cost. Inevitably there will be additional maintenance costs in respect of lifts, lighting, etc.</p>
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7.1 Community Plan

<p>Suitability & Sufficiency:</p>	<p>The Council is working with partners in the public, private, voluntary and community sectors to develop local plans to improve social economic and environmental well-being. To ensure consistency and support, these plans are being developed within the context of Area Forums and county wide partnerships, but also linked to sub regional planning and all Wales developments.</p> <p>Local assessments of need have been undertaken taking account of availability land and property. Maps showing the extent of Council land were exhibited at each of the seven area forums in the Autumn of 2002.</p>
<p>Key Issues/Changes:</p>	<p>A schedule of community partnerships has been prepared with a statement of respective land and property issues, and used as a checklist against initiatives and issues identified by Service Directorates.</p>

REPORT TO CORPORATE MANAGEMENT TEAM

SUBJECT: APPROPRIATION AND MANAGEMENT OF PROPERTY
REPORT BY: CORPORATE PROPERTY OFFICER

1.0 PURPOSE

1.1 To make recommendation regarding procedures for the holding, appropriation and management of property.

2.0 LINK TO STRATEGY

2.1 The recommendations in this report will assist in the Council's aim to carry out all services effectively and ensure value for money in service provision. The principles of Asset Management Planning are supported by the recommendations of the National Assembly for Wales, the Peer Review, Social Services Joint Review, Estyn reports, etc.

3.0 INFORMATION:

3.1 On the 3rd October, 2000, Cabinet received a report regarding project management. One of the issues raised in this report was the need for consideration to be given to aftercare/maintenance budgeting prior to the implementation of projects. This is of particular concern where environmental or land reclamation works are undertaken with no clear ongoing service requirement or responsibility.

3.2 The problem stems from a lack of clear procedures for dealing with:

- the allocation of property holdings to service directorates
- appropriation of property from one directorate to another for alternative use
- transfer of non-operational land to Property Division for management
- budgetary arrangements for management of land of retained for future use
- budgetary arrangements for management of non-operational land

3.3 The development of the Asset Management Plan will inevitably give rise to review of property holdings and the identification of opportunities for change. In order to foster a climate supportive of change, it is crucial to have the "ground rules" established in advance. Service directorates will wish to know the financial implications of decisions and the liabilities that will arise or be removed upon any change in the holding of property. In addition, some incentive is desirable if directors are to be encouraged to declare non-operational property as surplus to their requirements.

3.4 The Council has a clear policy, determined by Cabinet during January 2001, on action to be taken once property has been declared surplus. This includes consultation by Property Division to establish whether there is any other potential Council use for the property and the views of Ward members. However, it does not deal in detail with the holding of property or the processes that may lead to a property being declared surplus.

Holding of Property

3.5 Standing Orders place a requirement on Property Division to manage the Council's land and buildings other than land and buildings in operational use by the Council's services. Further there is a specific requirement to undertake property reviews in conjunction with service directorates and identify surplus property for disposal. The new Financial Regulations state that the Chief Property Officer shall have overall responsibility for the strategic management of the Council's estate.

- 3.6 Much of the property held by service directorates was allocated by virtue of transfer of responsibilities upon Local Government Reorganisation in 1996. It does not all necessarily relate to operational requirements, and in some cases is held through the circumstances of acquisition or perceived purpose rather than any actual use that is made of the land.
- 3.7 Any new property transactions are advised to Property Division, and the Terrier updated accordingly. However, issues frequently arise when:
1. A service directorate's operational purposes only relate to a portion of the parcel of land, and the remainder is unused and a maintenance liability.
 2. Where an environmental improvement scheme has been implemented, but has no subsequent service benefit, and "ownership" for ongoing maintenance purposes has not been accepted by any service directorate.
 3. Land reclamation has resulted in large tracts of land with no immediate Council use, but with potential management and maintenance implications.
 4. Land is held by a service directorate with an aspiration for future use, but with no clear strategy or business case made.
 5. Property held is clearly non-operational, but there is no incentive for the service directorate to agree to release it for alternative use or disposal.
- 3.8 Often it is assumed that it is for Property Division to determine the appropriate service directorate and simply allocate the property accordingly. However, (unless there is a patent error in the Terrier record) Property Division has no such remit, and it is unacceptable to allocate a liability to a service directorate without consideration of the budgetary implications. Fruitless discussions and frustration arise – a mechanism is therefore needed in order to resolve such matters in an expedient way.
- 3.9 The following principles are proposed:
- a) There will be a presumption that property held by service directorates will be for operational purposes only. Once a property is determined as non-operational, service directorates will seek to transfer that property to Property Division to hold (following consultation on service needs with their Cabinet member and Ward Members as necessary) subject to the caveats below.
 - b) Service directorates will be expected to present a business case for the retention of non-operational property or appropriation of such for future service purposes from the portfolio held by Property Division. There is a presumption that where no internal interest is expressed for retention of a property, Property Division will seek disposal.
 - c) Where a property is held for an identified future service use management arrangements (e.g. temporary grazing licences) may be made with Property Division, but any other maintenance costs will be the liability of the holding directorate.
 - d) A service directorate undertaking property improvements, environmental improvement or land reclamation will be responsible for seeking subsequent holding arrangements and aftercare budgets before implementation of the scheme. Property Division are to be advised of agreements obtained and the Terrier/GIS annotated accordingly. In the event that no holding service(s) are identified, the service directorate implementing the scheme will remain the holders and be liable for the management and aftercare costs.
 - e) Non-operational land or premises where there is no maintenance regularly undertaken and no major liability, will be transferred to Property Division. The Terrier/GIS will be annotated to indicate that the Division is holding the property pending disposal and the Senior Accountant (Capital) notified for the amendment of the Asset Register.

f) Where land or buildings are subject to repair or grounds maintenance contracts (except where prompt disposal may be anticipated), Property Division will accept responsibility for the property subject to transfer of budgetary provision, or recharge of an agreed annual sum until such time as disposal is achieved.

g) Where there is a pre-existing liability – e.g. contamination, geotechnical or structural risk – the service directorate will retain responsibility for the site unless a budget (or external funding) for remediation has been secured.

h) A business case for the appropriation of property by a service directorate will be considered, accepted or rejected by the Chief Property Officer in accordance with the principles set out in this report.

i) Any appeal against the decision of Chief Property Officer may be referred to Corporate Management Team by a service directorate, together with a written submission from Chief Property Officer explaining the reason for the refusal.

j) Appropriation will be formalised by amendment of the Terrier/GIS. No member decision will be necessary.

3.10 The need to encompass consultation and community planning is recognised. However, a balance needs to be maintained so that Council initiatives or property disposal are not obstructed through unattainable local aspirations or unfounded objection. Disposal procedures should not be applied too rigorously such as to preclude community use of surplus property. It is expected that service directorates should be aware of, and comment on, potential community use when consulted by Property Division on the future use or disposal of non-operational property.

3.11 There are instances where the disposal of property will result in the payment of grant, funding clawback, reimbursement of trust funds, etc. In such situations the Chief Property Officer will liaise with the service directorate and Head of Corporate Finance as appropriate.

4.0 FINANCIAL IMPLICATIONS:

4.1 Property Division holds a “budget” of £100,000 per annum for the management and maintenance of the non-operational property presently held by the Division. This is effectively a holding account and expenditure is recharged to service directorates quarterly on a predetermined apportionment. This sum leaves little scope for the management of additional holdings. Many smaller parcels of non-operational land are not saleable, and will present a residual liability.

4.2 The implication of the Asset Management exercise is that all non-operational property will be identified and transferred to Property Division to manage. Unless any existing budgetary provision is transferred (and it is unlikely that service directorates specifically provide finance for such liabilities), then increased recharges are inevitable. The Chief Property Officer will review the financial situation regularly and in the first instance report any implications to the Asset Management Group and the Internal Trading Group.

4.3 Some authorities have sought to encourage the disposal of property by allowing the service to retain all or part of the subsequent capital receipt. Caerphilly has, on occasion, allowed a directorate to use their property portfolio as a business asset with receipts reinvested in the service to deliver key objectives. However, earmarking potential receipts in this way (other than for accounting requirements in respect of Housing Revenue Account disposals) militates against proper appraisal of need and allocation of financial resources. It is not an approach favoured by the Asset Management Group. Decisions on investment should be made corporately. Ring fencing of receipts should therefore be the exception, and then only when supported by a very strong case.

5.0 PERSONNEL IMPLICATIONS:

5.1 There are no immediate implications although in due course staff resources for the management of non-operational property may need to be reviewed.

6.0 RECOMMENDATIONS:

6.1 That Corporate Management Team approve the principles for property holding and appropriation as set out at paragraph 3.9.

7.0 REASONS FOR THE RECOMMENDATIONS:

7.1 To establish a clear basis for action and decision making in relation to Asset Management, the holding and disposal of property.

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Peter Gomer, Head of Lifelong Learning
Steve Lawrence, Divisional Manager, Education Forward Planning
Pat Mears, Chief Planning Officer
Uta Roberts, Chief Accountant
Satya Schofield, Service Manager, Social Services
Cris Davies, Chief Housing Officer
Ian Medicott, Monitoring Officer
Adrian Isaacs, Head of Corporate Finance
Roger Webb, Director of Technical Services

Background Papers:

Cabinet - 3rd October 2000, Agenda Item 3(9) "Appointment of Project Managers"
Cabinet – 16th January 2001, Agenda Item 3(4) " Disposal of Property"

For inspection contact: Gary George, Committee Services Manager, 01443 864420

Appendix 8 List of Premises

PRIMARY SCHOOLS

Aberbargoed Primary School
Abercarn Primary (2nd building not in use)
Abertysswg Primary School
Argoed Primary School
Bargoed Park Primary School
Blackwood Primary School
Cefn Fforest Primary School
Coed-y-brain Primary School
Crumlin High Level Primary School
Cwm Ifor Primary School
Cwmcarn Primary School
Cwmfelinfach Primary School
Cwmsyfiog Primary School
Cwrt Rawlin Primary School
Deri Primary School
Derwendeg Primary School
Elliotstown Primary School
Fleur-de-lys Primary School
Fochriw Primary School
Gilfach Fargoed Primary School
Glyngaer Primary School
Graig-y-rhacca Primary School
Greenhill Primary School
Hendredenny Park Primary School
Hengoed Primary School
Libanus Primary School
Lower Rhymney Primary School
Machen Primary School
Maesycwmmwr Primary School
Markham Primary School
Nant-y-parc Primary School
Pantside Primary School
Pengam Primary School
Penllwyn Primary School
Pentwynmawr Primary School
Phillipstown Primary School
Pontllanfraith Primary School
Pontllanfraith The Bryn Primary School
Pontlottyn Primary School
Rhydri Primary School
Risca Primary School
St. Helens RC Primary School
Tirphil Primary School
Tir-y-berth Primary School
Trinant Primary School
Trinity Fields Special School
Twyn Primary School
Tynyweydd Primary School
Tyn-y-wern Primary School
Ty-sign Primary School
Upper Rhymney Primary School (1 classroom building not in use)
Waunfawr Primary School
Ynysddu Primary School

JUNIOR SCHOOLS

Bedwas Junior School
Cwmaber Junior School
Hendre Junior School
Lansbury Park Junior School
Llancaeath Junior School
Plas-y-felin Junior School
Rhiw-syr-dafydd Junior School
St. Gwladys Mixed Junior School
Ystrad Mynach Juniors School

INFANTS SCHOOLS

Bargoed Infants School
Bedwas Infants School
Cwm Glas Infants School
Cwmaber Infants School
Hendre Infants School
Lansbury Park Infants School
Llanfabon Infants School
Oakdale Infants School
Plas-y-felin Infants School
Ty Isaf Infants School
Ystrad Mynach Infants School

WELSH PRIMARY SCHOOL

YG Cwm Gwyddon, Abercarn
YG Trelyn Primary
YGG Bargoed
YGG Caerfilli
YGG Y-Castell
YGG Ystrad Mynach
Ysgol Ifor Bach Infants/Juniors
Ysgol-y-Lawnt

COMPREHENSIVE SCHOOLS

Bedwas High School
Bedwellty Comprehensive School
Blackwood Comprehensive School
Cwmcarn High School (Foundation Sch.)
Heolddu Comprehensive School
Lewis Girls Comprehensive School
Newbridge Comprehensive School
Oakdale Comprehensive School
Pontllanfraith Comprehensive School
Rhymney Comprehensive School
Risca Comprehensive School
St. Cenydd Comprehensive School
St. Ilan Comprehensive School
St. Martin's Comprehensive School
+
Lewis School (PFI)
YG Cwm Rhymney (PFI)

LIBRARIES

Aberbargoed Library
Abercarn Library
Abertridwr Library
Bargoed Library
Bedwas Library
Blackwood Library
Caerphilly Library
Cefn Fforest Toy Library (inside Primary School)
Deri Library
Llanbradach Library
Machen Library
Nelson Library
New Tredegar Library
Newbridge Library
Oakdale Library
Pengam Library
Pontlottyn Library
Rhymney Library
Risca Library
Ystrad Mynach Library
Woodfieldside - Schools Library
Headquarters

YOUTH CENTRES

Blackwood Youth Centre
Bedwas Youth Centre
Fochriw Youth Centre
Heollddu Youth Centre (inside Heollddu Comp.)
Maesycwmmmer Youth Centre
Markham Youth Centre
Pontllanfraith Youth Centre
Rhymney Youth Centre
Risca Youth Centre
St. Ilan Youth Centre
Trinant Youth Centre
Ynysddu Youth Centre

LEISURE CENTRES & ARTS

Aberbargoed Hanger 81 Leisure Centre
Bedwas Leisure Centre - swimming pool
Bedwas Workman's Hall
Blackwood Miner's Institute
Caerphilly Leisure Centre
Cefn Fforest Leisure Centre
Heollddu Leisure Centre
Islwyn Indoor Bowls Centre
New Tredegar Leisure Centre
Newbridge Leisure Centre
Pontllanfraith Leisure Centre
Risca Leisure Centre
Ystrad Mynach Leisure Centre

COMMUNITY CENTRES / HALLS

Abertridwr Community Centre
Abertyswg Community Centre
(leased out)
Ael-yr-bryn Community Centre
Argoed Community Centre
Bargoed Community Centre
Britannia Community Centre
Brithdir Community Centre
Butetown Community Centre
Cascade Community Centre
Cefn Fforest Community Centre
Cefn Hengoed Community Centre
Channel View Community Centre
Crumlin Community Centre
Cwmfelinfach Community Centre
Deri Institute
Fleur-de-lys Community Centre
Fochriw Community Centre
Gilfach OAP Hall
Gelligaer Community Centre
Glan-y-nant Community Centre
Graig-y-rhacca Community Centre
Hengoed Community Centre
Llanbradach Community Centre
Lower Rhymney Community Centre
Machen Village Hall
Maesycwmmmer Community Centre
Maesycwmmmer Village Hall
Markham Leisure Centre
Nelson Community Centre
New Tredegar Community Centre
Oakdale Community Centre
Pentwynmawr Community Centre
Penybryn Village Hall
Penyrheol Community Centre
Phillipstown Community Centre
Plasmawr Community Centre
Pontlottyn Community Centre
Rhymney Day Centre
Rhymney Community Centre
Rudry Village Hall
Senghenydd Community Centre
Tirphil Community Centre
Tir-y-berth Community Centre
Trecenydd Community Centre
Twyn Community Centre
Van Community Centre

OTHER EDUCATION & LEISURE

Oxford House, Risca
Ynys Hywel Centre
Advisory Centre for visually impaired,
Newbridge

PAVILIONS / CHANGING ROOMS

Aberbargoed Recreation Pavilion
Aberbargoed Welfare Pavilion (not in use)
Abercarn Bowls Pavilion
Abercarn Welfare Pavilion
Abertridwr Welfare Park Pavilion
Abertysswg Welfare Changing Rooms
Aneurin Park Pavilion
Bargoed Bowls Pavilion
Bargoed Park Rugby Changing Rooms
Bedwas, Bryn Park Bowls Pavilion
Blackwood Showfield Changing Rooms
Blackwood Showfield Bowls Pavilion
Brithdir Welfare Pavilion
Cefn Fforest, Coed Tyn-y-pwll Changing Rooms
Cefn Fforest, Twyn-y-ffald Road Pavilion
Croespenmaen Football Pavilion
Cwmcarn Playing Fields Changing Rooms
Deri, Glyn Deri Recreation Pavilion
Deri, Glyn Deri Changing Rooms
Fernlea, Risca Pavilion
Fleur-de-lys, St. Davids Pavilion
Fochriw Playing Fields Pavilion
Gelligaer, Claerwen Pavilion (not in use)
Gelligaer Bowls Pavilion
Gelliwen, Cwmsyfiog Pavilion
Gilfach Welfare Bowls Pavilion
Gilfach Welfare Tennis Courts portacabin
Graig-y-rhacca Changing Rooms
Hafodyrynys RFC Pavilion
Hollybush Recreation Pavilion
Kay Field, Crumlin Pavilion
Libanus Recreation Changing Rooms
Llanbradach Football Pavilion
Llanfabon, Trethomas Pavilion
Machen Playing Fields Changing Rooms
Maesycwmmmer Playing Fields Pavilion
Markham, King George's Pavilion
Morgan Jones Bowls Pavilion
Morgan Jones Park Changing Rooms (x2)
Nelson, Wern Recreation Pavilion
New Tredegar Rugby Pavilion
New Tredegar Bowls Pavilion
Newbridge Bowls Pavilion
Newbridge Welfare Pavilion
Newbridge Fields Park Changing Rooms
Oakdale, Maesygarth Road Pavilion
Oakdale Miner's Welfare Pavilion
Pandy Park, Crosskeys Pavilion
Pantside Playing Fields Changing Rooms
Pengam, Ynys Field Pavilion
Pentwynmawr Recreation Changing Rooms

Phillipstown Playing Fields Changing Rooms
Pontllanfraith, Islwyn Park Bowls Pavilion
Pontllanfraith, Islwyn Park Changing Rooms
Pontllanfraith, Islwyn Park Bowls/Cricket Pavilion
Pontllanfraith, The Bryn Pavilion
Pontlottyn Recreations Pavilion (x2)
Pontlottyn Welfare Pavilion
Pontymister, Fields Road Pavilion
Rhymney Eisteddfod Field Pavilion
Rhymney Memorial Park Bowls Pavilion
Rhymney Memorial Park Rugby Pavilion
Risca, Longbridge Field Changing Rooms
Senghenydd Welfare Bowls Pavilion
Tan-y-bryn, Risca Pavilion
Tiy-y-berth Playing Fields Pavilion
Trelyn Park, Fleur-de-lys Pavilion
Trinant Recreation Pavilion
Ty Isaf Bowls Pavilion
Ty Isaf Recreation Sports Pavilion
Virginia Park Pavilions, Caerphilly (x2)
Wattsville Recreation Pavilion
Waunfawr Park Bowls Pavilion
Waunfawr Park Recreation Pavilion
Ynysddu, Nine Mile Point Recreation Pavilion
Ystrad Fawr Pavilion
Ystrad Mynach Bowls Pavilion

PLANNING / COUNTRYSIDE

Babell Chapel, Cwmfelinfach
Caerphilly Mountain Service
Gwaun y Barra Farmhouse, Rudry
Full Moon Cottage, Wattsville
Penyfan Pond, Oakdale
Parc Cwm Darran, Deri

CEMETERY PROPERTIES

Bedwas Cemetery
Bedwellty Cemetery
Dan-y-graig Cemetery
Gelligaer Cemetery
Gwaelod-y-brithdir Cemetery
Llanfach Cemetery, Abercarn
Llanfabon Cemetery (no buildings on site)
Penyrheol Cemetery
Rhymney Cemetery
Risca Old Cemetery

ECONOMIC DEVELOPMENT & TOURISM

Caerphilly T.I.C
Cwmcarn Forest Drive
Drenwydd Museum
Elliotstown Winding House
Llancaiach Fawr Manor House
New Deal Unit

SOCIAL SERVICES - RESIDENTIAL

Beatrice Webb HFE
Brodawel HFE
Brynheulog HFE
Castle View HFE
Hengoed Group Home - 14 Graig Road
Heol Aneurin Community Home for
children
Montclair Avenue Residential Home
Risca Ty Darren HFE
Rhymney Min-y-mynydd HFE
Tair Erw Residential Home
Ty Clyd HFE
Ty Iscoed HFE
Ty Gwilym Residential Home

SOCIAL SERVICES - DAY CENTRES

Cwm Ifor Family Centre
Brondeg Day Centre
Bryntirion Day Centre
Caerphilly Day Centre
Caerphilly Independant Living - 22 The
Crescent
Caerphilly Retirement Project
(leasehold)
Fochriw Family Centre (inside
Community Centre)
Hafod Deg Day Centre
Markham Resource Unit
Oakdale Resource Centre
Oaklands Day Centre
Pentrebane Drop-in Centre - 18
Pentrebane St.
Risca Adult Day Centre
Risca Family Centre
Twyncarn Day Centre
Ystrad Mynach Day Care Centre - 9
Fferm-y-bryn
Ystrad Mynach Day Centre for Adults
Ystrad Mynach Community Home

MEALS ON WHEELS

Caerphilly MOW Kitchen
Rhymney MOW Kitchen
Tir-y-berth MOW Kitchen

MISCELLANEOUS

Bargoed CAB
Blackwood Bus Station
Nelson Handball Court
Tir Trosnant Farmhouse

PUBLIC CONVENIENCES

Abertridwr PC, r/o The Panteg
Bargoed Bus Station PC
Blackwood Bus Station PC
Blackwood High Street PC
Caerphilly, Station Road PC
Crosskeys, Gladstone Street PC
Caerphilly, The Twyn PC
Cwmcarn, Newport Road PC (Disused)
Fleur-de-lys High Street PC
Maesycwmmmer PC
Morgan Jones Park PC (x2)
Nelson Bus Station PC
Newbridge Hotel PC
Oakdale, Aberconway Gardens PC
Penyrheol PC
Pontllanfraith, Bryn Road PC
Risca, Commercial Street PC
Risca, Tredegar Grounds PC
Ty Sign PC
Ystrad Mynach PC

SURPLUS PROPERTIES

Aberbargoed Youth Club
Abercarn Housing Depot
Blackwood Depot
Chapel of Ease CC
Cherry Grove Special School
Hafodyrynys Highways Depot
Maesglas, Former Pupil Referral Unit
New Tredegar Youth Centre
TIC (former) Park Lane, Caerphilly
Trinant Infants School
YG Cwm Rhymni, Bargoed
Ystrad Mynach Community Home, 41
Penycae

PROPERTIES LEASED OUT

Abertyswg Community Centre - former
15 Woodbine Road, Blackwood
Bryntirion Day Centre - 29-31 Lilian Road
Bargoed Institute
Crumlin Institute
Fochriw Nursery School - former
Foundry Hill Depot, former
Gelligroes Mill candle workshop
Gilfach Fargoed Nursery School - former
Llanfach Cemetery Lodge
Mynyddislwyn Offices and Caretaker's
House
Nelson Miner's Welfare Institute
Pengam Depot - former
Pontlottyn Nursery School - former
Pontymister Workmen's Hall
Scout Hut, Waunborfa Road, Cefn Fforest
Ty Clyd bungalow

MAIN OFFICES

Blackwood Customer First Centre
Caerphilly Business Park, Education
Inclusion Services
Civic Centre Offices
Hawtin Park Offices
Tredomen Offices
Woodfieldside Business Park Offices
Ystrad Fawr Offices
Ystrad Mynach Education Offices

HOUSING & CASH OFFICES

Bargoed Cash Office
Blackwood Area Housing Office
Gilfach Neighbourhood Housing Office
Caerphilly Area Housing Office
Graig-y-Rhacca Neighbourhood Housing
Office
Lansbury Park Neighbourhood Housing
Office
Newbridge Cash Office
Pontlottyn Area Housing Office & Cash
Office
Risca Area Housing Office
Risca Cash Office

SOCIAL SERVICES OFFICES

Avenue House, 1/2 King Edward Avenue
Bargoed, William Street Offices
Blackwood SS Office
Caerphilly, Cwm Ifor SS Office
Caerphilly, Mill Road SS Office
Caerphilly, Piccadilly SS Office
Pontllanfraith, Lansing Linde SS Office
Rhymney, Ramsden Street SS Office
Rhymney, Trigfan SS Office
Risca, Brooklands Bungalow
Ty Mynyddislwyn

DEPOTS

Abercarn Grounds Maintenance Depot
Blackwood Showfield Grounds
Maintenance Store
Bedwas MUE Sub-depot
Former Pengam Depot
(leased out)
Islwyn Borough Transport Depot
Penmaen Highways Depot
Pontllanfraith Grounds Maintenance
Depot
Pontllanfraith Islwyn Park GM Store
(x2)
Rhymney North Housing Depot
Tiryberth Depot
Waunfawr Park Grounds Maintenance
Depot

PUBLIC SERVICES

Takiron Site (for Waste Management, etc)

INDUSTRIAL ESTATES & BUSINESS PARKS

Caerphilly Business Park
Duffryn Industrial Estate
Lawns Industrial Estate
Newtown Industrial Estate
Oakdale Business Park
Penmaen Industrial Estate
Penmaen Small Business Park
St. Davids Industrial Estate
Station Workshops, Risca
Tram Road Industrial Estate
Tredomen Business Park & Tredomen
Industrial Units
Woodfieldside Business Park

Appendix 9 Schedule of Property Condition and Suitability

Property Type - YOUTH CENTRES

Total No. of buildings - 17

No. of Condition A	- 0	No. of Suitability A	- 3
No. of Condition B	- 10	No. of Suitability B	- 10
No. of Condition C	- 6	No. of Suitability C	- 2
No. of Condition D	- 0	No. of Suitability D	- 2
Not received	- 1		

Property Type - CEMETERY BUILDINGS

Total No. of buildings - 21

No. of Condition A	- 0	No. of Suitability A	- 4
No. of Condition B	- 11	No. of Suitability B	- 9
No. of Condition C	- 0	No. of Suitability C	- 1
No. of Condition D	- 2	No. of Suitability D	- 6
Not yet received	- 8	Not yet received	- 1

Property Type - PAVILIONS/CHANGING ROOMS

Total No. of buildings - 81

No. of Condition A	- 9	No. of Suitability A	- 12
No. of Condition B	- 46	No. of Suitability B	- 28
No. of Condition C	- 8	No. of Suitability C	- 19
No. of Condition D	- 1	No. of Suitability D	- 10
Not yet received	- 17	Not yet received	- 12

Property Type - PUBLIC TOILETS/PUBLIC SERVICES

Total No. of buildings - 21

No. of Condition A	- 4	No. of Suitability A	- 5
No. of Condition B	- 8	No. of Suitability B	- 4
No. of Condition C	- 3	No. of Suitability C	- 9
No. of Condition D	- 2	No. of Suitability D	- 1
Not yet received	- 4	Not received	- 2

Property Type - LEISURE CENTRES

Total No. of buildings - 13

No. of Condition A	- 6	No. of Suitability A	- 0
No. of Condition B	- 6	No. of Suitability B	- 5
No. of Condition C	- 0	No. of Suitability C	- 1
No. of Condition D	- 0	No. of Suitability D	- 0
Not yet received	- 1	Not yet received	- 7

Property Type - LIBRARIES

Total No. of buildings - 21

No. of Condition A	- 6	No. of Suitability A	- 2
No. of Condition B	- 12	No. of Suitability B	- 9
No. of Condition C	- 3	No. of Suitability C	- 3
No. of Condition D	- 0	No. of Suitability D	- 7
3 located in other buildings			

Property Type - COMMUNITY CENTRES/HALLS

Total No. of buildings - 45

No. of Condition A	- 20	No. of Suitability A	- 33
No. of Condition B	- 19	No. of Suitability B	- 2
No. of Condition C	- 5	No. of Suitability C	- 10
No. of Condition D	- 0	No. of Suitability D	- 0
Not yet received	- 1		

Property Type - CORPORATE OFFICES

Total No. of buildings - 29

No. of Condition A	- 3	No. of Suitability A	- 15
No. of Condition B	- 4	No. of Suitability B	- 6
No. of Condition C	- 22	No. of Suitability C	- 8
No. of Condition D	- 0	No. of Suitability D	- 0

Property Type - COMPREHENSIVE SCHOOLS

Total No. of buildings - 132

No. of Condition A	- 33	No. of Suitability A	- 2
No. of Condition B	- 80	No. of Suitability B	- 100
No. of Condition C	- 11	No. of Suitability C	- 30
No. of Condition D	- 0	No. of Suitability D	- 0
Not yet received	- 8		

Property Type - WELSH PRIMARY SCHOOLS

Total No. of buildings - 34

No. of Condition A	- 2	No. of Suitability A	- 0
No. of Condition B	- 22	No. of Suitability B	- 23
No. of Condition C	- 7	No. of Suitability C	- 8
No. of Condition D	- 0	No. of Suitability D	- 2
Not yet received	- 3	Not yet received	- 1

Property Type - JUNIOR SCHOOLS

Total No. of buildings - 17

No. of Condition A	- 3	No. of Suitability A	- 0
No. of Condition B	- 13	No. of Suitability B	- 7
No. of Condition C	- 0	No. of Suitability C	- 7
No. of Condition D	- 0	No. of Suitability D	- 3
Not yet received	- 1		

Property Type - INFANTS SCHOOLS

Total No. of buildings - 16

No. of Condition A	- 4	No. of Suitability A	- 0
No. of Condition B	- 11	No. of Suitability B	- 11
No. of Condition C	- 0	No. of Suitability C	- 4
No. of Condition D	- 0	No. of Suitability D	- 0
Not yet received	- 1	Not yet received	- 1

Property Type - PRIMARY SCHOOLS

Total No. of buildings - 153

No. of Condition A	- 43	No. of Suitability A	- 5
No. of Condition B	- 83	No. of Suitability B	- 106
No. of Condition C	- 11	No. of Suitability C	- 36
No. of Condition D	- 0	No. of Suitability D	- 6
Not yet received	- 16		

Property Type - EDUCATION BUILDINGS (Exc. Schools)

Total No. of buildings - 12

No. of Condition A	- 0	No. of Suitability A	- 0
No. of Condition B	- 7	No. of Suitability B	- 10
No. of Condition C	- 1	No. of Suitability C	- 0
No. of Condition D	- 0	No. of Suitability D	- 0
Not yet received	- 4	Not yet received	- 2

Property Type - RESOURCES/CASH OFFICES (Not part of H.O.)

Total No. of buildings - 2

No. of Condition A	- 0	No. of Suitability A	- 2
No. of Condition B	- 2	No. of Suitability B	- 0
No. of Condition C	- 0	No. of Suitability C	- 0
No. of Condition D	- 0	No. of Suitability D	- 0

Property Type - HOUSING OFFICES

Total No. of buildings - 14

No. of Condition A	- 8	No. of Suitability A*	- 3
No. of Condition B	- 5	No. of Suitability B*	- 5
No. of Condition C	- 1	No. of Suitability C*	- 4
No. of Condition D	- 0	No. of Suitability D*	- 0
		Not yet received*	- 2

*Additional suitability ratings are included for cash offices within Housing Offices.

Property Type - SOCIAL SERVICES OFFICES

Total No. of buildings - 10 (+ 1 within Housing residential complex)

No. of Condition A	- 4	No. of Suitability A	- 3
No. of Condition B	- 6	No. of Suitability B	- 6
No. of Condition C	- 0	No. of Suitability C	- 1
No. of Condition D	- 0	No. of Suitability D	- 0

Property Type - SOCIAL SERVICES (RESIDENTIAL ACCOMMODATION)

Total No. of buildings - 17

No. of Condition A	- 1	No. of Suitability A	- 6
No. of Condition B	- 11	No. of Suitability B	- 10
No. of Condition C	- 5	No. of Suitability C	- 0
No. of Condition D	- 0	No. of Suitability D	- 1

Property Type - SOCIAL SERVICES (DAY/FAMILY CENTRES)

Total No. of buildings - 20

No. of Condition A	- 3	No. of Suitability A	- 7
No. of Condition B	- 9	No. of Suitability B	- 10
No. of Condition C	- 2	No. of Suitability C	- 1
No. of Condition D	- 0	No. of Suitability D	- 0
Not yet received	- 6	Not yet received	- 2

Property Type - MEALS ON WHEELS/SCHOOL CANTEENS*

Total No. of buildings - 19

No. of Condition A	- 3	No. of Suitability A	- 6
No. of Condition B	- 15	No. of Suitability B	- 0
No. of Condition C	- 0	No. of Suitability C	- 0
No. of Condition D	- 0	No. of Suitability D	- 0
Not yet received	- 1	Not yet received	- 13

*Figures include school canteen buildings not included within school buildings.

Property Type - TOURISM BUILDINGS

Total No. of buildings - 9

No. of Condition A	- 1	No. of Suitability A	- 1
No. of Condition B	- 7	No. of Suitability B	- 0
No. of Condition C	- 0	No. of Suitability C	- 0
No. of Condition D	- 0	No. of Suitability D	- 0
Not yet received	- 1	Not yet received	- 8

Property Type - PLANNING/COUNTRYSIDE BUILDINGS

Total No. of buildings - 7

No. of Condition A	- 2	No. of Suitability A	- 0
No. of Condition B	- 2	No. of Suitability B	- 0
No. of Condition C	- 0	No. of Suitability C	- 0
No. of Condition D	- 0	No. of Suitability D	- 0
Not yet received	- 3	Not yet received	- 7

Property Type - DEPOTS

Total No. of buildings - 23

No. of Condition A	- 2	No. of Suitability A	- 6
No. of Condition B	- 16	No. of Suitability B	- 3
No. of Condition C	- 2	No. of Suitability C	- 1
No. of Condition D	- 0	No. of Suitability D	- 0
Not yet received	- 3	Not yet received	- 13

Property Type - MISCELLANEOUS BUILDINGS

Total No. of buildings - 8

No. of Condition A	- 0	No. of Suitability A	- 0
No. of Condition B	- 1	No. of Suitability B	- 0
No. of Condition C	- 2	No. of Suitability C	- 0
No. of Condition D	- 0	No. of Suitability D	- 0
Not yet received	- 5	Not yet received	- 8

Property Type - BUILDINGS LEASED OUT

Total No. of buildings - 29

No. of Condition A	- 1	No. of Suitability A	- 3
No. of Condition B	- 7	No. of Suitability B	- 0
No. of Condition C	- 0	No. of Suitability C	- 0
No. of Condition D	- 1	No. of Suitability D	- 0
Not yet received	- 20	Not yet received	- 26

Property Type - SURPLUS BUILDINGS

Total No. of buildings - 28

No. of Condition A	- 0	No. of Suitability A	- 0
No. of Condition B	- 1	No. of Suitability B	- 1
No. of Condition C	- 3	No. of Suitability C	- 0
No. of Condition D	- 0	No. of Suitability D	- 3
Not yet received	- 24	Not yet received	- 24

Appendix 10 The Role of Property Division, Management of Property, and the Transfer of Non Operational Land & Buildings

Note to All Heads of Service and Divisional Managers

The Role of Property Division, Management of Property, and the Transfer of Non Operational Land & Buildings

Purpose

To clarify the respective roles and responsibilities of Property Division and service directorates in relation to the strategic and operational management of the Council's property.

On the 25th July and 12th September, 2002, Corporate Management Team endorsed the following arrangements:

Strategic Responsibilities (Chief Property Officer)

- To ensure that information on the condition, sufficiency, suitability and utilisation of assets held is available.
- To manage the Asset Management Planning process and ensure that major property issues are considered corporately before decisions are taken.
- To advise on capital and revenue property investment levels.
- To put in place property [*building*] performance indicators.
- To ensure that service operational management is consistent with corporate property aims and objectives, efficient and economic.
- To manage and oversee the capital receipt process.

Central Offices and Non-Operational Estate (Chief Property Officer)

- Property Division provides operational and strategic management of the Tredomen, Pontllanfraith and Ystrad Fawr offices. Property Division will, in consultation with occupying services, be responsible for developing the long-term management strategy for all the central offices, and provide an independent overview of service accommodation proposals.
- Property Division is to provide only strategic management of the expanded central office portfolio which includes Hawtin Park, Education Office, Maesglas and Woodfieldside. Service directorates have day-to-day budgetary and operational responsibility for this accommodation, although Property Division must be involved in the preparation of any reports seeking decisions on the future use, occupation and investment in the offices.
- Property Division manages non-operational property – **see the provisions set out below.**

Operational Responsibilities (Service Directorates)

- To develop and implement service property strategies (subject to above).
- To manage allocated property budgets.
- Day-to-day management of property, including running costs, maintenance and space utilisation.
- To gather and make available agreed property data to enable service and corporate performance indicators to be developed.
- To support and participate in the preparation of the corporate Asset Management Plan and contribute to property reviews as required.

Transfer of Non Operational Land

There will be a presumption that property held by service directorates will be for operational purposes only. When an existing use of property has ended, its future (retention/sale/transfer) will be decided corporately. If the original holding service wishes to use a property for another purpose, a business case must be made which can be considered along with other retention/disposals options. The Chief Property Officer will lead this process and report to members if there are options for the future use of a particular property.

Property retained for future service use will be managed by the holding service. The case for the retention of these properties will be reviewed by Chief Property Officer /members at intervals of no more than three years. Management arrangements (e.g. temporary grazing licences) may be made with Property Division, but any other maintenance costs will be the liability of the holding directorate.

There is a presumption that where no internal interest is expressed for retention of a property, Property Division will seek disposal. Service directorates will be expected to present a business case for future service need if they wish to appropriate non-operational property from the portfolio held by Property Division.

Business cases for the holding/appropriation of property by a service directorate will be considered, accepted or rejected by the Chief Property Officer. Any appeal against the decision of Chief Property Officer may be referred to Corporate Management Team together with a written submission from Chief Property Officer explaining the reason for his decision. Appropriation will be formalised by amendment of the Terrier/GIS - no member decision is necessary.

Once a property is determined as non-operational, service directorates will seek to transfer that property to Property Division to hold (following consultation on service needs with their Cabinet member and Ward Members as necessary), subject to the caveats below.

- A service directorate undertaking property improvements, environmental improvement or land reclamation will be responsible for seeking subsequent holding arrangements and aftercare budgets before implementation of the scheme. Property Division are to be advised of agreements obtained and the Terrier/GIS annotated accordingly. In the event that no holding service(s) are identified, the service directorate implementing the scheme will remain the holders and be liable for the management and aftercare costs.
- Non-operational land or premises where there is no maintenance regularly undertaken and no major liability, will be transferred to Property Division. The Terrier/GIS will be annotated to indicate that the Division is holding the property pending disposal and the Senior Accountant (Capital) notified for the amendment of the Asset Register.
- Where land or buildings are subject to repair or grounds maintenance contracts (except where prompt disposal may be anticipated), Property Division will accept responsibility for the property subject to transfer of budgetary provision, or recharge of an agreed annual sum until such time as disposal is achieved.
- Where there is a pre-existing liability – e.g. contamination, geotechnical or structural risk – the service directorate will retain responsibility for the site unless a budget (or external funding) for remediation has been secured.

Stuart Bates
Chief Property Officer
25th October 2002

Appendix 11 Financial Needs

5 Year Financial Need

<u>Service</u>	<u>Issues, Suitability & Needs</u>	<u>Revenue</u>	<u>Projects</u>	<u>Cost</u>	<u>Available/ External Funding</u>	<u>Net 5 Year Project & Investment Need</u>
Economic Development	Diversification of provision, and attract more of the knowledge industries. Higher specification units in strategic locations.	N/A – FRI Leases	Phase 3 Tredomen Cherry Tree Innovation Cr. Oakdale Plateau 4 Offices Oakdale Ph. 3 Industrial Woodfieldside Extension New Tredegar Incubators 51/52 High Street, Rhymney Caerphilly Town Centre Regeneration Scheme	£2,750,000 £1,000,000 £2,750,000 £1,750,000 £1,750,000 £1,800,000 £280,000 £500,000	£2,750,000 £1,000,000 £2,750,000 £1,750,000 £1,750,000 £1,800,000 £120,000 Mainly Objective 1 & L.R.F.	£160,000 £500,000
			SUB TOTAL	£12,580,000	£11,920,000	£660,000
Tourism	To address product, visitor expectations, and market positioning. Some rationalisation of the portfolio plus continual upgrading.	£50,000	Elliotstown Extension Cwmcarn - outdoor pursuits Llancaiach Fawr – additions Improvements to maintain competitive position £350,000 p.a.	£750,000 £1,000,000 £2,000,000 £1,750,000	£500,000 £500,000	£250,000 £500,000 £2,000,000 £1,750,000
			SUB TOTAL	£5,500,000	£1,000,000	£4,500,000
CEO/ Outstations	Provision of high quality local customer service environments. Provision of CFC's with possibility of rationalisation of other outstations.	Included elsewhere	5 Customer First Centres @ £100 to £200k each plus provisional £100k for premises acquisition per location. Possible rationalisation of other outstations.	provisional £1,500,000		£1,500,000
			SUB TOTAL	£1,500,000	£ 0	£1,500,000

Schools	<ul style="list-style-type: none"> Achievement of school standards by 2010 – fitness for purpose. Accommodation needs to deliver modern curriculum. Management of school places. Proposals for Welsh Medium schools. Investment to arrest decline in condition and achieve fitness for purpose. DDA & Asbestos. Rationalisation and replacement schools. <p>30% of Primary, Infant & Junior Schools in suitability category C or D.</p> <p>23% Secondary Schools in suitability category C.</p>	Condition survey work included within projects.	Fitness for purpose works (including Health & Safety and Security)	£25,000,000		£25,000,000		
			Condition survey works	£25,000,000	£10,083,000 School Buildings Improvement Grant (04/05 – 08/09)	£14,917,000		
			DDA works	£11,500,000		£11,500,000		
			Rhymney Comp Extension Ysgol Ifor Bach replacement Lower Rhymney Primary replacement Oakdale Infants extension	} } } } }	£9,000,000	£ 9,000,000 Welsh Assembly Government Large Scheme Fund		
			Argoed/Markham Primaries replacement Ynysddu/Cwmfelinfach Primaries replacement Bedwas Primary replacement (English & Welsh) New Risca Welsh Primary New Blackwood Welsh Primary	} } } } }	£ 18,000,000		£18,000,000	
			Aberbargoed Welsh Primary		£ 700,000	£ 700,000 School Buildings Improvement Grant		
			New Penallta Bilingual Primary		£ 2,000,000	£1,250,000 S106 Agreement	£ 750,000	
			New Tredegar Community School – completion		£1,250,000	£1,250,000 (already committed)		
					SUB TOTAL	£92,450,000	£22,283,000	£70,167,000

Leisure Centres	To provide a balanced provision and enhancement of the present stock. Investment in and expansion of centres in 6 strategic locations.	£450,000	Pontllanfraith – health and fitness suite	£490,000		£490,000
			Refurbishment/Evolution Gyms £100k per annum	£500,000		£500,000
			Match Funding £200k p. a.	£1,000,000		£1,000,000
			SUB TOTAL	£1,990,000	£ 0	£1,990,000
Parks and Grounds	Condition, Health & Safety. Sufficiency and location. UDP / NPFA standards. Programme of new provision. 42% Pavilions in suitability category C/D.	£380,000	Match funding for pitches (20% – 50%)	£500,000		£500,000
			Llwyn On Allotments (+other provision 100% Sports Council and S106 funded)	£30,000	£30,000 S106	
			SUB TOTAL	£530,000	£30,000	£500,000
Community Education & Youth	Condition of premises, security and safety. Too many buildings. Suitability issues. Rationalisation, but primarily refurbishment together with additional facilities. People lead development. 38% Youth Centres in condition category C. 25% Youth Centres & 22% Community Centres in suitability category C/D.	£935,000	Extension Argoed CC	£10,000	£10,000 Lottery	
			Extension Plas Mawr	£25,000	£25,000 Lottery	
			Refurbishment Senghenydd	£600,000		£600,000
			Extension Cefn Fforest	£350,000		£350,000
			Replacement Lower Rhymney	£350,000		£350,000
			HL Centre Pontllotyn	£53,000	£53,000 NOF Grant	
			SUB TOTAL	£1,388,000	£88,000	£1,300,000

Music & Arts	Strategic focus on Blackwood and Bedwas. General refurbishment. Development of local facilities.	£50,000	Safety Work BMI	£37,000		£37,000
			Development BMI	>£2,000,000	>£1,500,000	>£500,000
			Bedwas Workmans Hall	£2,000,000	£1,500,000	£500,000
			Access requirements Ysgol y Castell	£500,000		£500,000
			Newbridge Partnership Scheme - gallery space & craft workshops	£2,000,000	£1,500,000	£500,000
			SUB TOTAL	£6,537,000	£4,500,000	£2,037,000
Libraries	Responding to change & meeting Library Standards. Major priority new library at Caerphilly. Investment in maintenance. Improvement at 5 locations. 57% Libraries in suitability category C or D.	£190,000	Caerphilly – new library	£1,200,000	Possibility of ring-fenced capital receipt	£1,200,000
			Newbridge	£70,000		£70,000
			Bedwas – campus development	£70,000		£70,000
			Risca – relocation within Customer First Centre	£100,000		£100,000
			Lower Islwyn (utilising existing asset)	£50,000		£50,000
			£250k annual Investment to achieve library standards, etc.	£1,250,000		£1,250,000
			SUB TOTAL	£2,740,000	£ 0	£2,740,000
Public Conveniences	Poor condition and vandalism. Improvements. Additional provision at 3 locatons. 29% in condition category C. 53% in suitability category C/D.	£169,000	3 manned conveniences	£400,000		£400,000
			Grants to 10 – 20 participating private premises for use as PCs.	£20,000		£20,000
			SUB TOTAL	£420,000	£ 0	£420,000

Bereavement Services	Additional burial space. Workplace Health and Safety.	£30,000 (buildings)	Land adj. Bedwellty	£150,000	£80,000 (reserved from 03/04 capital programme)	£70,000	
	Acquisitions. Infrastructure improvements		Land at Danygraig	£120,000		£120,000	
	35% buildings in suitability category C and D.		Development Bedwellty	£400,000		£400,000	
			Development Danygraig	£400,000		£400,000	
			Abercarn for woodland burials	£60,000		£60,000	
		SUB TOTAL	£1,130,000	£80,000	£1,050,000		
Waste Management	Developments subject to waste management partner's proposals.	Waste Management Partner + Landfill £500,000	Takihiron Dev. Costs	£500,000	£500,000 already reserved from capital programme	£350,000	
	Maintenance/ improvement of CA sites. Ongoing liabilities in respect of 18 closed landfill sites.		Replacement for Trehir CA site acquisition	£350,000			May be included within Waste Partner contract
			(CAS Penallta with Depot Rationalisation)	(Waste Management Grant)			
		SUB TOTAL	£850,000	£500,000	£350,000		
Social Services - Commissioning	Reviewing offices – suitability and sufficiency.	£237,000***	Enhancement of current office accommodation	£250,000		£250,000	
	Reorganisation, repair and maintenance.		Brooklands Bungalow extension	£111,000		£111,000	
			Lansing Linde improvements	£188,000		£188,000	
			Bargoed office improvements	£250,000		£250,000	
			Cwm lfor office improvements	£50,000		£50,000	
			Bargoed surgery – conversion to offices	£25,000		£25,000	
	SUB TOTAL	£874,000	£ 0	£874,000			
Social Services - Residential	Statutory framework for standards of accommodation.	£1,017,000***	Brynheulog RHOP	£56,000	Possible funding	£56,000	
	Provision of		Extra Care Sheltered Housing	£1,000,000		£1,000,000	
			Ty Clyd RHOP – respite provision	£78,000		£78,000	

	residential accommodation for young people. More "very sheltered" / high dependency accommodation will be required in future.					
			SUB TOTAL	£1,134,000	£ 0	£1,134,000
Social Services - Provider	Move to needs (rather than location) based service and joint planning and delivery. To hold condition pending changes be identified.	£473,000***	Brooklands and Ystrad Mynach Day Centre Family Centres Ty Iscoed RHOP – day services provision Brynheulog RHOP – day services provision Ty Darren RHOP – day services provision Tair Erw - Special Needs Centre Brondeg Day Centre – Traffic Improvements	£180,000 £150,000 £39,200 £72,800 £72,800 £500,000 £25,000	Possible funding Possible joint project with Health Authority	£180,000 £150,000 £39,200 £72,800 £72,800 £500,000 £25,000
			SUB TOTAL	£1,039,800	£ 0	£1,039,800
Depots	Suitability, Health & Safety, and condition. Reorganisation.	£42,000	Building DLO from Abercarn R & C from Penmaen Upgrade Vehicle Maintenance Kwik Save/Car Parking Additional Parking Civic Amenity/GM to Penallta NCS Upgrade Street Lighting transfer (+Salt Barn transfer £150k already funded)	£70,000 £50,000 £275,000 £25,000 £135,000 £550,000 £150,000 £220,000	£1,225,000 Waste Management Grant, ring fenced capital receipts, DLO contributions, reserved funding	£250,000
			SUB TOTAL	£1,475,000	£1,225,000	£250,000

Countryside	Land management issues and infrastructure liabilities. Suitability & sufficiency of visitor centres. Refurbishment/new facilities.	£10,000	Visitor Centre Penylan	£1,480,000	£740,000	£740,000
			Refurb. Parc Cwm Darren	£1,000,000	£1,000,000	
			Reclamation/Derelict sites	£645,000	£206,000	£439,000
			Habitats	£510,000	£510,000	
			Upper Sirhowy Regeneration	£990,000	£780,000	£210,000
			Country Parks	£472,000	£80,000	£392,000
			Penallta Phase 3	£2,660,000	£1,330,000	£1,330,000
			Access to countryside	£560,000	£280,000	£280,000
			Countryside management Environment Programme	£270,000	£12,000	£258,000
			SUB TOTAL	£9,712,000	£5,878,000	£3,834,000
Urban Renewal	Environment aftercare, enhancement and maintenance costs. Urban/environmental improvement schemes. Artwork maintenance.	N/A	Town Centre Enhancement: Blackwood Bargoed	£6,000,000	£4,000,000	£2,000,000
			Villages Enhancement: Rhymney Llanbradach Nelson Other villages to be determined	£2,800,000	£640,000	£ 2,160,000
			Design & small projects: Improvement works Grant aid to Groundwork Trust Feasibility studies	£ 760,000	£ 520,000	£ 240,000
			Conservation e.g.: Rhymney Townscape Heritage Initiative	£ 1,290,000	£1,050,000	£ 240,000
			SUB TOTAL	£10,850,000	£6,210,000	£4,640,000

Corporate Offices	Condition. Deficiencies identified in the working environment and staff facilities. Expansion of ICT. Maintenance and improvement. Centralization of headquarters office accommodation on two sites.	<£1,900,000**	Tredomen & Civic Centre range dependant on proposed scope, location and associated infrastructure/parking	>£25,000,000 (range £15,000,000 to £25,000,000)	Possible ring-fenced capital receipts/funding/ leaseback	>£25,000,000
			SUB TOTAL	£25,000,000	£ 0	£25,000,000
Asbestos	Essential removal/ replacement subject to surveys. Remainder dealt with as and when buildings repaired/improved. Contingency for essential work on general portfolio only.	Contingency figure only: <£1,000,000				
			SUB TOTAL	-	-	-
Disability Discrimination Act	The scope of works necessary in short timescale. Improvements works to general portfolio.	-	Provisional estimate only	>£13,000,000		£13,000,000
			SUB TOTAL	£13,000,000	£0	£13,000,000
Approx. Total <u>5 year</u> Financial Need		£7,433,000*		£190,699,800	£53,714,000	£136,985,800

* Maintenance need excludes M & E services

** Capital bid submitted for £1,900,000

***Capital bid submitted for £1,076,000

DEFINITIONS:

5 Year Project & Investment Need:

Projects and expenditure where there is a statutory, health and safety, match funding/priority service need over the coming 5 years, and for which no funding has presently been allocated.

+

Projects and resources that are not priorities, or for which proposals are under development, but which may be expected to be funded and implemented within the coming 5 years.

Condition

A – Good

B – Satisfactory

C – Poor – Exhibiting major defects and/or not operating as intended

D – Bad – Life expired and/or serious risk of imminent failure

Suitability

Suitability is concerned with how well premises meet the needs of service users and contribute to the improvement of the service, or simply “is a property fit for purpose”

A - Suitable

B - Not completely suitable, can be improved

C - Not completely suitable, cannot be improved

D - Unsuitable

Appendix 12 Capital Programme 2004/5 - 2006/7

Extract from Report to Cabinet/Council 17th February 2004 - The report set out the proposed capital programme for 2004/5 and an outline programme for the two following years:

		2004/5	2005/6	2006/7
SUMMARY		£000's	£000's	£000's
EDUCATION		3,550	1,850	600
LIFELONG LEARNING AND LEISURE		500	500	500
SOCIAL SERVICES [see note 4]		250*	250*	250*
HOUSING (PRIVATE)		4,000	4,000	4,000
PLANNING AND COUNTRYSIDE		850	850	850
HIGHWAYS AND TRANSPORTATION		1,750	1,750	1,500
ENVIRONMENTAL SERVICES [see note 4]		150*	150*	150*
ECONOMIC DEVELOPMENT AND TOURISM		250	250	250
CORPORATE		2,800	4,500	6,000
	Sub-total general Fund	13,700	13,700	13,700
	HOUSING [H.R.A.]	8,500	8,500	8,500
	TOTAL	22,200	22,200	22,200
DIRECTORATE	SCHEMES/PROJECT			
Education	New Tredegar Primary School	1,250	250	0
	Aberbargoed	700	0	0
	Rhymney Comprehensive	1,000	1,000	0
	Demographic Change	500	500	500
	School Security	100	100	100
		3,550	1850	600
Lifelong Learning & Leisure	Asset Management Works:			
	Libraries; Pavilions; Community Centres and Community Education	500	500	500
		500	500	500
Social Services	Condition Survey Works – encompassed			
	With Corporate Asset Management works	250*	250*	250*
	[see note 4]			

(CONT/D)

		2004/5	2005/6	2006/7
		£000's	£000's	£000's
Planning/Countryside	Village and Town Centre Development	500	500	500
	Access to the Countryside	200	200	200
	Commercial/Industrial Improvement Grant	150	150	150
		850	850	850
Highways & Transportation	Asset Management Works:			
	Highways	1,000	1,000	1,000
	Other:			
	Risca Canal [see note 5]	250	250	**
	Traffic Calming	110	110	110
	Bridge Strengthening	150	150	150
	Traffic Management	120	120	120
	Land Drainage	120	120	120
		1,750	1,750	1,500
Environmental Services	Encompassed within Corporate Asset Management Works [see note 4]	150*	150*	150*
		150*	150*	150*
Economic Development	Business Grants Scheme [see note 1]	250	250	250
Corporate	IT including E-Government	300	300	300
	Match Funding [see note 2]	500	2,200	3,450
	Advanced design	300	300	300
	Voluntary Sector Grants	200	200	200
	Depot Rationalisation	0	0	250
	Asset Management Works:			
	Buildings [see note 4]	1,000*	1,000*	1,000*
	Health & Safety	200	200	200
	D.D.A.	300	300	300
		2,800	4,500	6,000

(CONT/D)

		2004/5	2005/6	2006/7
SUMMARY		£000's	£000's	£000's
Housing [Private]	Renovation Grants	4,000	4,000	4,000
		4,000	4,000	4,000
Housing [H.R.A.]	General Housing Programme	8,500	8,500	8,500
		8,500	8,500	8,500

Notes

1. The use of the capital receipt received by Economic Development is additional to the above.
2. There are a number of ongoing strategic schemes which are outside the above programme. The match funding provision is already committed to those projects.
3. There are a number of projects, additional to the above, details of which are not yet available, which are to be funded by specified capital grant.
4. A sum of £1m has been allocated for building repair/improvement. The intention is that this will be allocated to individual services on the basis of need and the sums included within the table for Social Services and Environmental Services (marked with an *) are provisional allocations from that £1m. However, a further sum of £500,000 has been built into the revenue budget should the £1m be insufficient (refer to paragraph 9.4 of covering report).
5. **No specific allocation has been made to the canal in 2006/7 pending the results of the canal study.