

# Pembrokeshire County Council Asset Management Plan 2004



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## 1.0 Introduction

Government initiatives and the changing nature of local authority service delivery are emphasising the importance of best practice in the management of property assets. Possession of a comprehensive and up-to-date Asset Management Plan is seen as a key element of local government corporate planning and is a tool that will assist in the pursuit of best practice by: -

- Helping to prioritise decisions on spending and ensuring that property decisions are consistent with service requirements.
- Identifying opportunities for innovation in provision.
- Providing a context for evaluating capital projects.
- Identifying assets requiring investment or disposal.
- Identifying opportunities to increase income generation or reduce expenditure
- Ensuring suitability of property for service needs
- Increasing utilisation

## 1.1 Asset Management Planning

Property is a key resource of Pembrokeshire County Council. It has a large capital value, absorbs substantial revenue and is a critical factor influencing the quality of service delivery. How we use this resource is a key element in the realisation of the Council's vision to improve services for the people of Pembrokeshire and to maintain it as a place where people aspire to live, work and visit.

To ensure 'best value', property management must be planned over the long term within the context of clear corporate and service strategies. An Asset Management Plan is necessary to ensure that we have a structured approach to achieving the best from our property assets and to comply with the recommendations of the Welsh Assembly Government (WAG), Audit Commission, District Auditor, and the Consortium of Local Authorities in Wales (CLAW).

Our aim is to manage the whole of the Council's property portfolio effectively and efficiently, and for it to meet the following principal standards: -

**Capacity** – That it is used to its full capacity.

**Suitability** – That it is well suited to the use for which it is held.

**Condition** – That it is kept in good repair.

**Financial performance** – That property costs are minimised and income maximised.

Our fundamental aims were set out in The Property Asset Management Strategy adopted by full Council in September 2002, which sets out the Principal Standards, Corporate Property Objectives, and required action. The Corporate Property Objectives are set out in Annexe D. at the end of this document.



## **2.0 Organisational Arrangements for Corporate Asset Management**

The constitutional arrangements of the authority are set out in the attached Annexe B.

### **2.1 Corporate Property Officer**

The Director of Development, a member of the Chief Officers Management Board, has been designated as the Corporate Property Officer. This role includes the following general functions: -

- Co-ordinating the corporate asset management process.
- Delivering the Council's property objectives.
- Promotion of strategic corporate property management.
- Driving forward developments in asset management.

Further specific responsibilities of this role are delegated to three senior managers within the Development Directorate as follows: -

#### **2.1.1 Property Review Manager**

- Development of the Corporate Asset Management Plan.
- Review of operational property in consultation with service directorates.
- Identification of surplus property.
- Development and implementation of property performance measurement
- Setting up and management of the corporate property database.
- Forecasting future capital receipts.

#### **2.1.2 Head of Property and Asset Management**

- Execution of the surplus property disposal programme.
- Ongoing management of the non operational portfolios.
- Development and implementation of processes for improved property management.

#### **2.1.3 Head of Building Maintenance**

- Carrying out the programme of condition surveys of council property.
- Producing condition data for the relevant performance indicators.
- Producing and implementing a Property Maintenance Strategy.

The Corporate Property Officer leads the Asset Management Steering Group, which is the Council's strategic decision-making group for asset management. The Property Review Division has been set up to separate strategic property management from the general estates functions which remain with the Property and Asset Management Division. This structure gives specific focus to the development and implementation of the Asset Management Plan.



## **2.2 Implementation of Service Asset Management Planning**

The Property Review Manager has met every Head of Service to examine their property occupation and future needs in order to co-ordinate a programme of partnership occupation, rationalisation, improved repair and better financial performance. Services have been advised on the importance of including property considerations in their Business and Improvement Plans

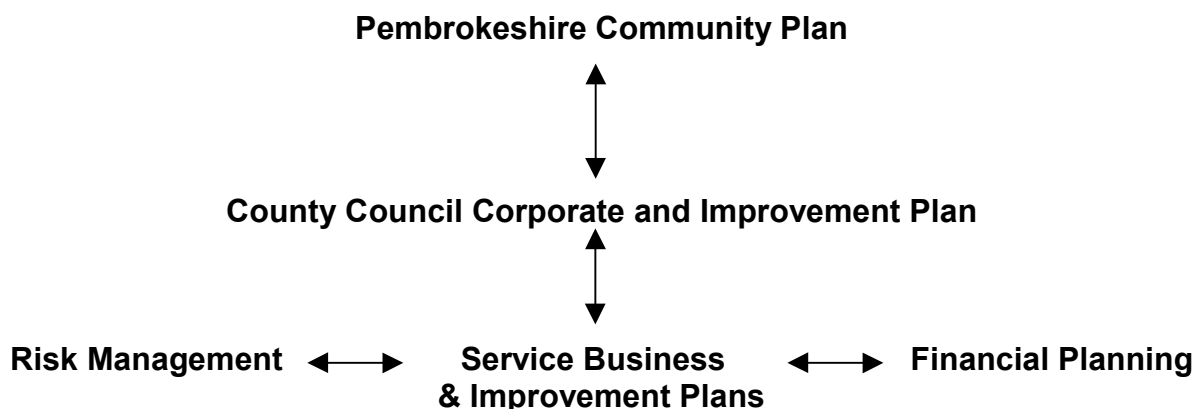
To reinforce this process officers from the Property Review Division will revisit all services as outlined in the attached action plan, to work with the service representatives on the assessment of condition, suitability and sufficiency of existing and future accommodation needs and to ensure the collection of data required for property performance measurement and review. These liaison officers, in consultation with the service stakeholders, will assist with the identification of property implications arising from the Service Improvement Plans and help identify further opportunities for property rationalisation and sharing. This will involve: -

- Identifying the property implications for the service, of the objectives set out in the Corporate Plan.
- Identifying the property implications arising from the short, medium, and long-term service plans in terms of suitability, financial performance, condition and sufficiency.
- Carrying out a fundamental review of all assets used by the individual service departments and challenging the need for and use of, each asset.

Services are also actively consulted in the wider Property Review process, which involves scrutiny of property by areas, and type thus ensuring a cross cutting outcome.

## **3.0 Planning and Consultation**

### **3.1 The Corporate Planning Process**



The above diagram illustrates the corporate planning process. Within this, the Community Plan sets out a vision for the future of Pembrokeshire.



The elements of this vision are: -

- Developing vibrant communities
- Improving communication links to from and within the County
- Delivering economic growth based on local need
- Encouraging people to reach their potential
- Promoting a clean healthy and valued environment

In each of these areas value for money, equality, social inclusion and sustainability are key factors to be achieved. This vision is fed annually into the Corporate and Improvement Plan, which identifies three key areas where the Council wishes to continue to improve. These are: -

- Better access to our services
- Pembrokeshire to be associated with good quality
- Satisfaction in our services from our customers

These key areas are then applied to implementation of the five elements of the vision taken from the Community Plan.

Service Business Plans are explicitly related directly to the vision, ensuring that the actions within individual improvement plans are always contributing to wider corporate objectives. The Business Plans are also tied directly to the Financial Planning process for revenue and capital, and to the Risk Management Strategy.

The handling of property assets through Business Plans is shaped in particular by the following PCC strategies and policies: -

- Asset Management Strategy
- Disposals Policy
- Occupation Policy
- Sustainability Policy
- Charging Policy
- Procurement Strategy
- E.Government Strategy
- The Schools Organisation Plan
- The Education Asset Management Plan
- The Infrastructure Asset Management Plan

It is recognised at all levels of the Corporate Planning process that asset management has a significant part to play in achieving the Authority's vision and delivering best value, both in terms of supporting property users in their pursuit of improved services, and at a corporate level, in effectively managing assets to release financial resources which can then be directed to front line service areas.



### 4.0 Data Management

#### 4.1 Data Management System

The Council is building an integrated Corporate Property Database, comprising the Geographic Information System (G.I.S) and Asset Register. This satisfies the CIPFA requirement for local authorities to hold and maintain an Asset Register, and will also meet the long-term aspiration of the Council to have a live corporate property database linked to all relevant information systems, as a building block of active e.government. This long-term investment is part of the Council's commitment to the development of robust and effective property management practices.

The "data take on" project is continuing to extend the range and detail of information that is held. The Council will ultimately have a fully functioning Asset Register dynamically linked to the G.I.S, through the use of Unique Property Reference Numbers (UPRN's). The production of Property Performance Indicators is dependant upon the completion of this dataset.

The Asset Register is a central corporate resource and various modules are maintained by the Property Review, Capital Accounting and Property and Asset Management Divisions. Access to these systems will eventually be available corporately so that other data systems that require input from these sources can take information directly from them. The system will be designed and rolled out to allow view-only access for service managers to view details relating to the property they use and thereby assist in the ongoing review and suitability assessments of assets.

The Property Database will be built around a central hub of core property information, some of which is used to link and integrate with other databases within the Council. The core data will consist of UPRN's and property names; addresses (information compliant with BS7666), size of land holding or building (gross internal floor area (GIA)), legal interest; OS reference, deed reference, and construction types. This data can all be referenced and cross-referenced through the database and G.I.S. and all of the land and property can be categorised under a number of different headings such as, use, construction, or status.

The Asset Register also records information relating to valuation amount, depreciation type, interest type, reason for valuation, and valuation method etc. Within the terrier module information is held on acquisitions, disposals and Landlord and Tenant details.

#### 4.2 Maintenance of Data

Once the corporate property database is set up there will be a need to ensure the continued accuracy of the data. A formal maintenance system has been developed for the property database, whereby notification is given of the acquisition/disposal of property, new lease/rental agreements and physical building or site changes. Further systems will be put in place to test the veracity of data and formally verify data changes, once the initial data set is complete.



### 4.3 Future Growth of System

The property database will be extended to include condition survey information and enable automatic calculation of Property Performance Indicators. The Corporate G.I.S. group is working to introduce UPRN's and the property database has been configured to allow all property to be referenced by UPRN, once these are available.

## 5. Pembrokeshire County Council Property Portfolio

### 5.1 The Portfolio

Although in geographical terms Pembrokeshire is a large County it has a relatively small property asset base due to the small population size. The Council has in total 1350 fixed operational and non-operational capital asset sites as defined by CIPFA and the Royal Institution of Chartered Surveyors (RICS) with a net book value in the region of £350 million.

The operational estate comprises fixed assets held, occupied and used in the direct delivery of services for which the Council has a statutory or discretionary responsibility for example: -

- Schools and other Education-related property
- Youth Centres
- Libraries and Tourist Information Centres
- Residential Care Homes, Day Centres and other Social Care property
- Highways Depots and Civic Amenity Sites
- Industrial and warehouse buildings
- Office and administrative buildings
- Training buildings
- Community assets (e.g.)
- Leisure Centres, Watersports buildings and beach buildings
- Bus shelters and public conveniences
- Infrastructure – Roads, flood defences and bridges, etc.
- Council Housing

The non-operational estate comprises fixed assets not directly used by the Council in the delivery of services; i.e. -

- Commercial property
- Surplus property
- Tenanted farms
- Industrial Starter units and workshops
- Land (both awaiting development and associated with operational property)



### 5.2 Condition of the Portfolio

The Council has commenced a comprehensive condition survey programme for all operational and non-operational property to provide sound information against which to identify and prioritise future investment needs.

The survey of schools has been completed and updated in accordance with the Department for Education and Skills (DfES) Asset Management Plan requirements. This programme will be extended to other property types as resources allow.

The content of the surveys represent a much more detailed analysis of property condition than purely the simple A, B, C, D categories described in the Guidance, although these categorisations do form part of the analysis. This more detailed information will enable the Council to build up an accurate picture of the overall condition of its portfolio, to assess the level of maintenance backlog, and to devise a long term maintenance strategy.

### 5.3 Scope of Condition Surveys

A visual assessment of the condition of all exposed and accessible parts of the buildings and sites has been undertaken to identify defects and elements in disrepair. The inspection includes all visible external and internal elements of the building and evaluates the condition of each component of each element.

Mechanical and electrical installations are included in the survey and the data is regularly updated to take account of new test and inspection reports. Faculty and room type are recorded together with room sizes and floor areas.

The survey includes recommendations with regard to the appropriate timing of repairs and renewals and also makes an assessment of priority and condition in order to assist in the prioritisation of programmes of work within the limits of available budgets. Priorities are determined by using a combination of IPF and DfES gradings, taking into account other considerations, such as, Health and Safety implications, risk to service provision, security, etc.

### 5.4 Asbestos Management

In addition to the full condition surveys, the Council is undertaking a five year programme of Asbestos Surveys of all operational buildings, excluding domestic properties in accordance with the document "The Management of Asbestos Containing Materials in Pembrokeshire County Council Premises" as required under the Control Of Asbestos at Work legislation 2002 to identify asbestos elements and produce a strategy for management of asbestos risks.

### 5.5 DDA Compliance

Recognising the importance of providing services, which are accessible to all, the Council has commissioned a sample survey of a cross-section of our major properties to assess the property's compliance with requirements. As a consequence the Council has



implemented a rolling programme of works to meet DDA requirements in the approved Capital Programme, and is commissioning external consultants to carry out access audits of all Council owned public buildings.

## 6.0 Performance Monitoring and Measurement

### 6.1 Strategic Level

This Asset Management Plan describes processes currently in place, linking the County Council's Community Plan, Corporate Improvement Plan, Financial Strategy and the Asset Management Plan. In many cases there are existing measurable performance indicators and targets that have asset management implications. Examples include targets to reduce surplus places in schools and increasing the number of buildings, which are suitable for use by and accessible to disabled people.

The capital programme monitoring process described at section 7.0 ensures that the capital programme is planned, implemented and appraised to achieve budgetary discipline, deliver projects in a timely manner and result in continuous improvement.

### 6.2 Property Performance Indicators

Pembrokeshire's property performance indicators have been designed to measure performance against the principal corporate property standards described in section 1 above.

In addition indicators have been devised to indicate progress against the corporate property objective of rationalising the portfolio to ensure that property is only retained when it is necessary for service delivery, or meets the objectives of the non-operational portfolio.

<b>Pembrokeshire Local Property Performance Indicators</b>		
<b>Standard</b>	<b>Properties</b>	<b>Indicator</b>
<b>1. Utilisation</b>	Libraries, Customer Service Centres, TIC's, Town Halls	Number of hours open to public per week
	schools, community learning, leisure centres	Number of sessions (morning, afternoon, evening) that building is used
	for other operational and all non-operational	Percentage of gross internal floorspace let/vacant
<b>2. Suitability</b>	Buildings open to the public	Percentage of buildings that are disabled accessible - already measured
	Other operational	Suitability assessment by service manager
	Schools	curricular suitability - as already measured



<b>3. Condition</b>		Percentage of gross internal floorspace in condition categories A – D
		Backlog of maintenance in priority bands 1- 4,
		cost bands 1-4 and total values
		percentage change of above over year
<b>4. Financial indicators</b>	Operational	Property costs per square metre and per property
	- to include rates, rent, insurance, repairs, cleaning, property management, energy, etc.	
	Non Operational	Gross and net yields
<b>5. Rationalisation</b>	All Operational	Percentage reduction in size of portfolio - gross internal sq.m.
	All Operational	Number of buildings relinquished per annum

The data gathering process described at section 4.0 above will provide the information required to calculate the performance indicators. The process is included in the action plan below. The indicators will be used to guide long term strategy, identify poor performing property for immediate action and guide building managers as to priorities. PPI's will be included in an annual report to COMB as they become available.

### 7.0 Capital Programme Formation and Monitoring

The Director of Transportation and Environment leads the Capital Programme Monitoring Group (CPMG) which consists of Directors and Senior Officers responsible for the delivery of Capital Schemes. The work is co-ordinated by the Chief Executive via structured reports to Chief Officers Management Board, setting out programme progress, and expenditure, to profiled budget.

The Group provides guidance on planning, development and delivery of the capital programme informed by the Asset Management Plan, Corporate Improvement Plan, Business Plans, Community Plan, and by the levels of internal and external funding available. The Group develops the capital programme through an approved assessment scheme, utilising defined criteria to evaluate capital investment proposals.

The group meets monthly to receive reports from responsible officers to :-

- Consider bids for future schemes
- Monitor progress on individual projects
- Agree action to resolve problems
- Monitor the progress of the programme as a whole
- Appraise completed schemes and recommend future action



Standardised summary reports are forwarded to COMB each month highlighting progress, slippage and problem areas. Each project has a “Project Sponsor” a named Director with overall responsibility, and a “Project Manager”, a senior officer responsible to the Director for actual progress and financial performance of the project.

### 7.1 Capital Project Appraisal and Prioritisation

The Council has assessed various methods for prioritising and approving potential capital projects and a pilot study has been undertaken to develop a corporate system. The system requires completion of a pro-forma for each project suggested for inclusion in the Capital Programme, to enable proposals to be judged against the following criteria :-

- Contribution to the delivery of strategic objectives and corporate priorities
- Meeting identified service needs and opportunities
- Illustrating that objectives and alternatives have been explored
- Value for money
- Making best use of external funding opportunities
- Addressing revenue implications
- Resource availability for delivery
- Statutory and health and safety requirements
- Corporate property objectives

Bids for capital funding are considered at the monthly meetings of the Capital Programme Monitoring Group and entered into the draft capital programme, put on a reserve list, or rejected. The accepted and reserve projects will be put into the fixed year one programme, or the outline programmes for years two and three. The draft capital programme is then put forward for COMB approval each November.

### 7.2 Project Evaluation

The CPMG will evaluate completed projects against the following criteria to enable recommendations to COMB for further improvement of the capital programme planning and implementation process.

- Achievement of stated corporate and service objectives.
- Adherence to timetable
- Budgetary discipline
- User satisfaction with finished project

### 8.0 Space Utilisation

The utilisation of space and development of alternative methods of working, or space sharing, are already included as an integral part of the property review process. The space usage within the County Hall complex was analysed, and revealed a space utilisation of approximately 5.5 square metres per employee, against a Welsh average of approximately 8 square metres. This figure will be further enhanced by the provision of a



“hot desking” area in the future. Further studies will be undertaken as the review programme continues.

### **9.0 Property Review Programme**

The Property Review process identifies any gap between existing provision and future need and provides a framework against which investment decisions are made. For example a review of all council operational industrial property identified opportunities for; space saving, space sharing, and improvement of staff facilities.

Since creation of the Property Review Division in 2002 the following reviews have been undertaken: -

#### **Area Reviews**

Neyland, Tenby, Haverfordwest, Narberth, Fishguard, Milford Haven, Pembroke, Pembroke Dock, Saundersfoot.

#### **Service Reviews**

Libraries, Family Centres, Care for the Elderly, Print and Graphics unit

#### **Property Type Reviews**

Operational Industrial, Allotments, Markets.

#### **Individual Property Reviews**

Shire Hall, Haverfordwest, Hamilton House, Milford Haven, Seamen’s Rooms, Tenby, 25 various residential development plots, space utilisation at County Hall complex, Guildhall complex at Tenby, disused shops at Knowling Mead, Tenby, and Brunel Avenue, Neyland, Open space at Gelliswick, various surplus primary schools, Pembroke Mill Pond and Woodland, community projects.

### **Forward programme**

The 2004/2005 programme of property reviews will complete the area review programme and continue examination of individual services and building types.

### **11.0 Summary**

This Asset Management Plan sets out Pembrokeshire County Council’s strategy for achieving optimum performance from its property assets. Good progress has been made to date in laying the foundations for further action. The Corporate planning process is strongly embedded in the authority providing a firm basis for asset management. The property review process has already resulted in significant rationalisation of assets. The completion of the corporate property database will lead to the production of property performance indicators that will highlight further priority action areas and lead to refinement of asset management planning.



**Annexe A - Action Plan**

<b>Objective</b>	<b>Date</b>	<b>Officer Responsible</b>
<b>General</b>		
Adoption of Asset Management Plan	Oct-04	CPO/DOD
Adoption of Extended AMP to include infrastructure and Housing	Apr-06	CPO/DOD
<b>Reporting</b>		
Steering Group Meetings	Ongoing	CPO/DOD
Report PPI's to COMB	Jul-06	CPO/DOD
Report Capital Programme progress to Cabinet	Sept 05 and annually	DT&E
Follow up of all Property Reviews to report progress on agreed action to COMB	Ongoing	PRM
<b>Data Systems</b>		
Complete input of base data	Apr-05	PRM
Produce statistics on condition and maintenance deficit that can be used to report to COMB and members		HBM
Room numbering and CAD plans - decide on requirements	Dec-04	
<b>Capacity</b>		
Business plans to articulate future property needs and means of addressing the same	Dec-05	PRM
Reviews to address service requirements and suggest schemes for partnerships, sharing, rationalisation, etc.	Ongoing	PRM
Space utilisation and working methods studies	Apr-06	PRM
<b>Capital Programme</b>		
3 Year capital programme	Apr-05	DT&E
<b>PPI'S</b>		
Develop PPI's that are used to improve performance	Aug-04	PRM
Ensure required data is entered into database	Apr-06	PRM
<b>Reviews</b>		
Service review programme	Apr-06	PRM
Non operational property strategies	Apr-06	HP&AM
Area reviews	Jul-05	PRM
Property Type reviews	Apr-06	PRM



<b>Condition</b>		
Condition Survey programme in place	Dec-04	HBM
Maintenance Deficit calculated	Apr-05	HBM
Maintenance Strategy	Apr-05	HBM
30 Year Maintenance programme	Apr-06	HBM
<b>Capacity</b>		
Revisit all Services that have a property responsibility to ensure effective two way communication of plans	Dec-04	PRM

<b>Abbreviations</b>	
Corporate Property Officer/Director of Development	CPO/DOD
Director of Transportation and Environment	DT&E
Head of Building Maintenance	HBM
Head of Property and Asset Management	HP&AM
Property Review Manager	PRM

# **Pembrokeshire County Council Asset Management Plan 2004**

## **Annexe B - Statement of Context**

### **Profile of Pembrokeshire**

Pembrokeshire forms the south-western peninsula of Wales, bordered by the counties of Ceredigion and Carmarthenshire.

The county covers approximately 1,650 square kilometres, which is around 7.9% of the area of Wales. Approximately one third of the county's area forms the Pembrokeshire Coast National Park; the only National Park in the UK designated primarily for the beauty of its coastal features. The county is rich in areas of high conservation value, including Wales' only Marine Nature Reserve, and internationally important sites (Special Areas of Conservation), such as the unique offshore islands with their internationally important populations of nesting seabirds. There are various pressures on the environment including land-use, waste disposal and transport which need to be managed to ensure that the quality of Pembrokeshire's countryside is maintained.

The county is mainly rural in character, with a population density of 71 people per square kilometre (about half of the Welsh average). The population of 114,100 (2001 Census) lives in some 48,200 households. Just under half live in the five main towns of Fishguard, Haverfordwest, Milford Haven, Pembroke and Pembroke Dock. Population projections show that the proportion of people of pensionable age will increase significantly in future years, and the number of young people will decline, which has implications for a number of services.

Pembrokeshire has an important agricultural base, but the economy is dominated by the service sector. Principal employers are associated with public administration, education and health. Tourism also provides significant employment including hotels, restaurants and goods distribution. The tourist industry has a significant effect on population at certain times of the year; for example 1,306,000 staying visits and a further 2,400,000 day visits were made in 2001, with an average of 56,000 visitors per day during August.

Pembrokeshire has many small businesses but few large ones. Although this is in many ways a good sign of an entrepreneurial culture, the growth of these businesses is often restricted by the small size of local markets. Pembrokeshire would benefit from a broader-based economy targeting high value added activities and business growth sectors.

Pembrokeshire's isolated geographical location is further highlighted by being poorly served by road and rail links, which increases the perception of remoteness. Some recent road improvements have been completed on the A477 at Sageston/Redberth and the A40 at Fishguard. However our location has until recently adversely affected employment opportunities and resulted in levels of unemployment consistently above the Welsh average. There are some long-term unemployment hot spots. Average earnings are relatively low, which is attributed to a high proportion of the workforce working in relatively low paid sectors, including agriculture and tourism. This economic situation has led to Pembrokeshire (as part of West Wales and the Valleys area) being targeted for the highest level of European grant assistance (Objective 1) funding (between 2000 and 2006).



The ports of Fishguard and Pembroke Dock provide ferry links to Southern Ireland, resulting in a large throughput of people and traffic, both private and commercial, across the county. The port of Milford Haven is extremely important, especially for the oil industry, servicing two refineries and a tank storage depot.

Although Pembrokeshire as a whole is not especially deprived, particular pockets of deprivation and social exclusion exist, especially in Pembroke Dock, Pembroke, Milford Haven, Neyland, Goodwick and Haverfordwest. This influences health to some extent, with higher than average levels of illness, long-term illness, and disability, with a lower life expectancy, in some of these areas.

Despite poorer health in some of these areas, overall levels of health are better in Pembrokeshire than across Wales, with lower than average long-term illness and disability. In common with the rest of Wales the main causes of death are heart disease and cancers, with men in Pembrokeshire suffering higher than average levels of these. The rural nature of the area leads to many people needing to travel an undesirable distance to reach health care facilities, especially hospitals.

Levels of crime are low compared with much of the UK, but specific local issues exist that need to be tackled.



### **Annexe C - Constitutional Arrangements**

The Council is governed by a Constitution which came into effect on the 1st May 2002. The Constitution is divided into 15 Articles which set out the basic rules governing the Council's business. More detailed procedures and codes of practice are provided in separate protocols attached to the Constitution.

#### **Contents of the constitution**

Article 1 of the Constitution commits the Council to arrange activities in support of its community leadership role and its corporate mission to serve and represent the people of Pembrokeshire by securing the highest standards of public service, within a safe, clean and attractive environment, whilst respecting the cultural heritage of the County.

Articles 2 to 15 explain the rights of citizens of Pembrokeshire and how the key parts of the Council operate. These articles are:-

2. Members of the Council
3. Citizens and the Council
4. The Full Council
5. Chairing the Council
6. Overview and Scrutiny Committees
7. The Executive
8. Regulatory Committees
9. The Standards Committee
10. Joint Arrangements
11. Officers
12. Decision Making
13. Finance, Contracts and Legal Matters
14. Review and Revision of the Constitution
15. Suspension, Interpretation and Publication of the Constitution

#### **The Council**

The Council is composed of 60 Councillors (alternatively called 'Members') elected every four years. Councillors are democratically accountable to the whole community and to all of the residents of their electoral division. Councillors are bound by a Code of Conduct to ensure high standards in the way they undertake their duties.

All Councillors meet together as the Council and those meetings are normally open to the public. Here Councillors decide the Council's overall policies and set the budget each year. The Council agrees the form of the Executive Arrangements, Rules of Procedure and Codes of Conduct, and deals with certain specific matters as required by law.

#### **The Executive**

The Executive is made up of a Leader appointed by the Council, and a Cabinet of 9 other members, appointed by the Leader. The Executive takes decisions in line with the



Council's overall policies and budget. If it wishes to make a decision which is outside the budget or policy framework, this will be referred to the Council as a whole.

### Overview and Scrutiny Committees

There are 4 Overview and Scrutiny Committees who support the work of the Executive and the Council as a whole. Their discussions and enquiries lead to reports and recommendations which prompt and advise, the Executive and the Council as a whole, on its policies, budget, and service delivery.

Overview and Scrutiny Committees also monitor the decisions of the Executive. They can 'call-in' a decision which has been made by the Executive but not yet implemented. This enables them to consider whether the decision is appropriate. They may recommend that the Executive reconsider the decision. They may also be consulted by the Executive or the Council on forthcoming decisions and the development of policy.

Overview and Scrutiny Committees exercise their responsibilities without the restriction of traditional service boundaries, and are tasked to examine issues particularly from the perspective of groups and customers external to the Council. The Council appoints the 4 Overview and Scrutiny Committees to discharge the functions listed below.

**Children and Families** - To review or scrutinise issues and services relevant to the well-being of children and families.

**Elderly and Infirm** - To review or scrutinise issues and services relevant to the well-being of elderly, infirm and vulnerable people.

**Economy** - To review or scrutinise issues relevant to the well-being of the economy.

**Environment** - To review or scrutinise issues relevant to the well-being of the environment.

### General

The business to be considered by the Executive, Overview and Scrutiny Committees and the Council is published in the forward work programme. Meetings of the Executive, Overview and Scrutiny Committees, the Council and other Committees are open for the public to attend, except where personal or confidential matters are being discussed in private as required by law.

### Involvement of Citizens and Local Communities

In order to give local citizens greater involvement in Council affairs, the Council has supported the development of many structures, groups and organisations for consultative purposes and partnership arrangements. The rights of citizens are set out in Article 3 and supported by the Access to Information Rules in Part 4 of the Constitution.



### The Council's Staff

The Chief Executive is responsible for the overall operational management of the Council, including the management of staff and employment matters (other than some senior appointments). Council officers give advice, implement decisions, and manage the day to day delivery of services. Some officers have responsibility for specific delegated functions and others have a specific duty to ensure that the Council acts within the law and uses its resources wisely. A protocol governs the relationships between officers and members of the Council.

Directors report to the Chief Executive through Chief Officers Management Board which meets weekly. The Director of Development (Corporate Property Officer) is a member of the Chief Officers Management Board and reports on asset management planning and the results of Property Reviews to the Chief Executive through that Board.

Where recommendations for disposal are accepted then the standard disposals procedure is followed whereby property valued at above £100,000 or which is "a point of service delivery" is referred to Cabinet for a decision, and other property is dealt with through delegated powers. Similarly recommendations leading to the need for capital or revenue expenditure will be fed into the capital or revenue bidding processes by the services concerned.

### Policy Framework.

The policy framework guides the activities of the Council and includes the following plans and strategies:-

- Annual Library Plan
- Behaviour Support Plan
- Corporate and Improvement Plan
- Children First Plan
- Children and Young Persons Plan
- Children's Services Plan
- Community Care Plan
- Community Plan
- Crime and Disorder Reduction Strategy
- Early Years Development Plan
- Education Strategic Plan
- Food Law Enforcement Service Plan
- Local Housing Strategy
- Local Transport Plan
- Lifelong Learning Development Plan
- School Organisation Plans
- Unitary Development Plan
- Welsh Language Scheme
- Youth Justice Plan

This list of plans and strategies changes in the light of different requirements.



## **Annexe D - Corporate Property Objectives**

Implementation of the asset management planning process will aim to achieve the following Corporate Property Objectives : -

1. To hold property that promotes best value service delivery in the best location at a consistent standard of space, quality and user satisfaction.
2. Ensure that properties are fully utilised and that all services will be obliged to share their accommodation with other services whenever there is spare capacity.
3. Provide flexibility for future changes in service requirements.
4. Maximise income arising from the property and to minimise property related expenditure.
5. Ensure that all property is well maintained and kept in that condition, through planned maintenance programmes.
6. Hold only property that is necessary for service delivery, or meets the objectives of the non-operational portfolio.
7. Ensure that property meets all relevant statutory requirements.
8. Ensure that property provision is sustainable and energy efficient.
9. Deliver capital property projects on time and within budget.
10. Treat property as a corporate asset that will be reviewed centrally.
11. Ensure that all non-operational properties meet the Councils vision of :-
  - Developing vibrant communities.
  - Improving communication links.
  - Delivering economic growth.
  - Encouraging people to reach their potential.
  - Promoting a clean, healthy and valued environment.
12. Where property is held partly to produce an income stream, it generates a satisfactory net rate of return relative to its type and value, and that the property is maintained in good condition by enforcing "tenants" obligations and through planned execution of landlord's responsibilities.