

VALE OF GLAMORGAN RESPONSE TO REQUEST FOR ADDITIONAL EVIDENCE TO THE FINANCE COMMITTEE INQUIRY INTO ASSET MANAGEMENT.

1. Part A of the Councils Corporate Asset Management Plan (CAMP) refers to the Councils Plans and Priorities and how our Asset Management Strategy fits within the Corporate Vision (see page 3-26 of the Councils CAMP attached). Page 4 of the CAMP includes the Corporate Planning Framework for the Council and where the CAMP/Property Strategy fits into this Framework. Asset Management and the CAMP sits between the strategic and operational Service Planning levels and alongside the Corporate Planning function. Both property assets and people are seen as key corporate resources by the Council.

2. Yes – The Council has a published CAMP which supports the Councils corporate objectives. The Corporate property objectives within the CAMP focus on 7 priorities which aim to meet the objective of the Corporate Plan (CL11) (see attached extract from the Corporate Plan) to produce an annual Asset Management Plan with specific targets to achieve the optimum use of our property assets.
 - (a) The Council Asset Management Strategy recognises that there is a clear need to optimise the property assets in order to contribute savings and mitigate against budget pressures. A five year Capital Programme has been agreed as part of the ongoing development of the Medium Term Financial Plan. The Priority areas have been identified within the Councils Strategic Policy Context and aims to address individually and / or collectively the community planning themes, the corporate plan objectives, the corporate improvement objectives and the “One Wales” agenda. The areas linked to asset management includes:
 - School Investment Strategy / 21st Century Schools Strategic outline proposals
 - Leisure Centres transfers via management contract
 - Transfer of Dyffryn House to National Trust
 - Community Asset Transfer of Penarth Pier
 - Collaboration with other public sector partners
 - The Rationalisation of Office Accommodation

- 3(a) The Councils asset management process involves elected members who are fully involved in the Strategic decision making process of asset management – including use and disposal of surplus property. Major asset management issues are approved by Cabinet. The Cabinet Member with responsibility for property and asset management is Councillor Neil Moore who is the Leader of the Council.

- (b) The Councils Director of Resources (who is also the Managing Director) is the Officer with ultimate responsibility for the Asset Management process. .
- (c) The Property Section delivers a full range of property services associated with the design and delivery of the Central Programme and estates and facilities management. The Councils Operational Manager is the “Corporate Property Officer”. The Corporate Asset Management Group (CAMG) is a group of senior officers covering all service areas who are tasked to co-ordinate the most effective use of Council Assets. Please see attached a list of the Groups membership.

4. Both Scrutiny Committee and Cabinet approve the Corporate Asset Management Plan and resultant Action Plan on a yearly basis. Reports on Major property related actions are taken to Cabinet/Scrutiny Committee at appropriate times. The day to day decision making process relating to the use of Corporate property assets are considered by the Councils Corporate Asset Management Group on a quarterly basis (the Council Leader is a member of the Corporate Asset Management Group).

5. Yes – The property section is made up of three Groups under the Operational Manager for Property:

- Cost Control Group
- Design/Consultancy Group
- Estates Group

The Asset Management function together with Facilities Management falls under the Estates Group remit. Please see attached the Sections Structure Plan and how this relates to the Councils Organisational Structure (also attached).

6. The Corporate Asset Management Group is responsible for reviewing all potentially surplus and under utilised assets. The objective of this Group is to:

- To ensure that all property assets that are surplus to the Councils requirements are released for sale in a timely manner;
- Identify opportunities for the re-use of underutilised properties and to ensure that they are discussed and taken forward;
- Discuss any problems service areas have with property assets e.g. occupation problems/legal issues

Consultation with our stakeholders is fundamental to everything that the Council does and it is committed to ensuring that appropriate frameworks are in place to support the AMP process. The Council has been consulting Services on Asset Management Planning since 2002 when its Service AMP’s were developed.

All Council property is “owned” centrally which underlines the importance that the Council places on property being used as an asset / resource for the “corporate good”.

7. Maintenance of individual assets is devolved to the Service areas who are occupying the property. However all the Councils property assets data is held on IPF Asset Manager Software. The Councils Asset Register and other property information is held on this database which has modules supporting the following functions:

- Core
- Housing
- Valuation
- Managed
- Capital Accounting

The Council also runs Mapinfo – a map based land and property terrier. These two systems are owned and administered by the Property Department. Service Managers have access to information relating to the condition and performance of their assets from a variety of sources. It is the intention to centralise the information onto the IPF Asset Management systems in the near future to provide access to all service managers to the information which will inform maintenance decisions in one place. Up dating the Condition Surveys is 90% completed and will be uploaded shortly onto IPF. Compliance data gathering has also commenced to allow a central data base to hold all information.

The Councils Property Assets are mapped on e-pims also.

Benchmarking – Land and Property Asset Performance indicators are collated on an annual basis and sent to the Local Government Data Unit – Wales. Data has been collated throughout 2012/13 relating to the performance of our properties which includes areas such as condition, suitability, compliance and DDA. The Council has introduced a range of Local indicators which will be monitored and reviewed on a regular basis by CAMG. The relevance of each PI will be reviewed on an annual basis as part of the CAMP review.

8. (a) Backlog maintenance is assessed by Service Departments via the annual service asset management process and capital bid process using condition survey report evidence produced and supplied by the Councils Property Section (data reviewed on a 5 year rolling programme). There are 2 dedicated facilities management officers who are responsible for reviewing the corporate office estate in this regard also.

(b) Yes – this information is held by service areas.

9. Yes – the Councils Capital Funding bid process was revised in 2012 to take into account areas such as sustainability and the profiling of anticipated spend. Prioritised schemes over £300k require a full business case to be prepared and submitted to the Corporate Asset Management Group. Please see attached the Councils project management forms which highlight the information requested as part of the project management guidelines.

10. The Councils Corporate Property Officer is the Operational Manager for Property who is the officer lead for Corporate Asset Management. Service representatives meet with the rest of the Corporate Asset Management Group on a quarterly basis. Section 3.1 of the CAMP highlights the roles and responsibilities of the CAMG. The Operational Manager for Property meets on a monthly basis with Service Managers for Social Services/Education/Leisure and Housing (WHQS) through the Capital monitoring process together with specific project monitoring meetings outside of these formal meetings on a regular basis. Support and advice is provided to services by the Councils Asset Manager / estates and consultancy services on a daily basis.

11. The Council has a dedicated Asset Manager and support team of property professionals whose role it is to review asset performance with the service representatives. The role and responsibilities of the CAMG can be found at Appendix B of the CAMP and identifies a requirement to co-ordinate a property review programme to ensure that condition of assets is monitored, maintained and where possible improved; maximise the utilisation of all operational asset, and to identify any surplus space and authorise action as appropriate. It is therefore felt that adequate resources are available to support the current workload in this respect.

12. All Service areas have direct responsibility for and access to all property related costs. By way of example, the Council has just completed phase 1 of a piece of work to consider the running costs and use of its corporate office estate. The facilities manager who is responsible for the budget for the corporate office accommodation was consulted throughout the process and provided data to the Councils Business Process Re-engineering Team / Asset Management Group in order for them to come to recommendations in respect the portfolio.

13. Resources are managed by Service areas and as such any deficit should be highlighted by them as part of the budget review process / capital bidding process. Service Areas are allocated on an overall revenue budget basis (not specifically ring fenced for maintenance) and therefore services prioritise maintenance requirements according to needs (taking into account the condition surveys provided).

(a) Yes – via the Capital bidding process. Revenue spend should reflect need as highlighted in the property condition surveys also.

14. No – Asset Management is a Corporate Priority and increasingly important to the Council. The Councils Workforce Plan aims to have the right people with the right skills in the right place at the right time to meet the challenges that Services will meet in the future. The Workforce Plan will encompass people, property and technology to meet these challenges with rationalisation of Corporate Office Accommodation being a key part of this process. The CAMG's aim is to ensure that maintenance solutions for the entire property portfolio are cost effective in whole-life terms and reflect the Councils sustainability policies (effective use of planned maintenance should reduce the need for reactive maintenance).

15. The Councils assets are mapped on e-pims and any surplus assets are identified in a timely fashion using e-pims. They are also specifically brought to the attention of the LSB Asset Management Group as part of the Councils Disposal Protocol. These processes will ensure that surplus assets availability is widely known amongst public sector organisations. In addition the Council has developed a number of initiatives where collaborative opportunities have been identified and involve sharing property assets. Some examples are as follows:

- LSB Asset Management Group – The Council hosts this group which meets on a quarterly basis. Work is ongoing with the LSB to develop opportunities for Joint Working / sharing accommodation;
- Central South Education Consortium – shared service and accommodation
- Local Health Board and Social Services joint service
- Bridgend and The Vale Partnership
- Communities First
- Cadoxton House – Collaboration case study (see case study in attached CAMP)
- Alps Offices – accommodation shared with the IFRS service
- Dock offices – accommodation shared with Health Teams

16. The Council recognises the benefits of benchmarking and works with Groups such as CLAW to ensure the data used is reliable and comparable. Land and asset performance indicators are collated on an annual basis and sent to the Local Government Data Unit – Wales. Data is being collated throughout 2012/13 relating to the performance of our properties which includes areas such as:

- Condition
- Suitability
- Compliance
- DDA

Local Indicators have recently been developed and baseline data for Local Indicators will be available shortly in order to commence the process of collation of these indicators to compare year on year. See attached the Local PI's that we will be collecting.

The Council reports annually to Scrutiny Committee on the National Benchmarking indicators (see attached report).

17. The Council considers a range of guidance from organisations such as CLAW/CIPFA/RICS/NAWG/WAO. The Council is also part of the Task and Finish Group set up to review the National Asset Management Indicators.

18. Yes. The Council regularly attends CLAW/ACES/CIPFA meetings and updates relating to asset management and shares any good practice identified. We also recover the regular updates from the National Assets Working Group. In addition, we believe that NAWG is progressing work to put

in place opportunities for sharing asset management information, guidance and best practice.

19. Whilst the Council considers there to be adequate guidance already in place it is possible that a central location for accessing good practice initiatives / expertise may improve the co-ordination of such information. This does not necessarily need to involve additional beaurocracy, however could for example involve a central portal housing information accessible by all public bodies.

(a) The Council is always looking to continually develop its professional staff in best practice issues, however it is felt that the basis and benefit of such training should be carefully considered to ensure that what information is being offered is not a repeat or mirror of what already is known or available elsewhere via networks such as CIPFA.

20. An update of the Buildings Management Review may be appropriate in order to give a fuller picture of the position across the public sector as a whole.



