

Carmarthenshire County Council

Corporate Asset Management Plan 2016-2019

Property Division



EICH CYNGOR arleinamdani

www.sirgar.llyw.cymru

YOUR COUNCIL doitonline

www.carmarthenshire.gov.wales

CONTENTS

FOREWORD

1. INTRODUCTION
2. CORPORATE AND INTEGRATED COMMUNITY STRATEGIES
3. CORPORATE PROPERTY AIMS
4. CHALLENGES & KEY PRIORITIES
5. SERVICE REQUIREMENTS
6. SUMMARY OF EXISTING PORTFOLIO AND CURRENT PERFORMANCE
7. ACTION PLAN

APPENDICES

- A. PERFORMANCE / BENCHMARKING DATA
- B. CARBON MANAGEMENT PLAN

FOREWORD BY COUNCILLOR DAVID JENKINS, EXECUTIVE BOARD MEMBER FOR RESOURCES

We are facing a tough and complex set of pressures, with cuts in funding, rising demands for services and economic growth challenges.

Integral to dealing with these pressures and challenges is the way we currently use and plan to manage our diverse range of property assets.

A substantial amount of development has taken place in various areas around the County in recent years. We are committed to continue with this investment, with significant capital allocated to schemes to improve educational, social and retail facilities along with generating economic growth.

The introduction of the Well-being of Future Generations (Wales) Act, enacted in April 2015, will lead to significant changes to partnership working with the newly formed statutory body, known as the Public Services Board (PSB). The PSB has new responsibilities to help improve the social, economic, environmental and cultural well-being of Wales. It will make the public bodies listed in the Act (including Carmarthenshire County Council) think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach.

Exploring the potential to share services, enter into partnering arrangements with the third sector and transfers of management will continue to be essential in dealing with the ever changing landscape of local government. Innovative ways of delivering strategic functions for local communities will demand a similar approach in the way we view our assets.

Whatever service we deliver, property assets invariably play a significant role in that provision. This plan reflects the changes we face and how our plans to deliver services over the coming years will affect our assets, both the way they are used and managed.

1. INTRODUCTION

The Corporate Asset Management Plan sets out the Council's strategy for its property assets over the next 3 years. It builds upon previous work to ensure that, what we have identified as our main property related aims, align with the Corporate and Integrated Community Strategies. We will ensure that all of the seven Well-being Goals are fully integrated into the work that we do. This includes:

- A prosperous Wales
- A Resilient Wales
- A Healthier Wales
- A more equal Wales
- A Wales of cohesive communities
- A Wales of vibrant culture and thriving Welsh language
- A globally responsible Wales

Applying sustainable development actions to improve the way that we can achieve our economic, social, environment and cultural well-being.

We will ensure that when making any decisions we take into account the impact these decisions or actions could have on people living their lives in the county and on their future. We will consider the following to ensure that we apply the sustainable development principles:

- Long term - The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.
- Prevention - How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.
- Integration - Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.
- Collaboration - Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.
- Involvement - The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

Previous plans have made detailed references to the corporate planning framework, Government Policy & Statutory responsibilities, together with Capital and Revenue budgets. Information on these matters is already reported through various business plans by the relevant services.

This plan has therefore been reduced in its scope to focus upon highlighting the priorities for the Council from a property perspective.

2. CORPORATE STRATEGY 2015-2020 / INTEGRATED COMMUNITY STRATEGY (ICS) 2011-16

The Corporate Strategy sets out our priorities and aspirations which reflects the ICS that is monitored and progress reported on delivery of the vision and outcomes by the Public Services Board. These are outlined below together with the implications for property assets.

Priority	Asset Implications
Making Better Use of Resources	<ul style="list-style-type: none"> • Rationalising Offices • Sharing Accommodation • Transfers of Assets • Agile working • Disposals
Building a Better Council	<ul style="list-style-type: none"> • Sharing Accommodation • Agile Working
People in Carmarthenshire are healthier	<ul style="list-style-type: none"> • Investment in Strategic Leisure Sites • Transfers to Trusts / Community to safeguard & improve facilities • Greater community use of current portfolio e.g. educational assets
People in Carmarthenshire fulfil their learning potential	<ul style="list-style-type: none"> • Continued review of primary and secondary education with delivery of approved Modernising Education Provision (MEP) projects • Transfers to community to safeguard facilities e.g. libraries • Alternative ways of provision – sharing accommodation
People who live, work and visit Carmarthenshire are safe and feel safer	<ul style="list-style-type: none"> • Investment in townscape. • Investment in regeneration & working with other agencies to improve contaminated / derelict land
Carmarthenshire's communities and environment are sustainable	<ul style="list-style-type: none"> • Investment in coastal areas to prevent erosion • Reducing energy consumption of our buildings • Ensuring high environmental standards in new buildings • Ensuring the habitat potential of land within Council ownership is maintained and enhanced • Transfer assets to community to ensure sustainability for future generations.
Carmarthenshire has a stronger and more prosperous economy	<ul style="list-style-type: none"> • Implementation of strategic schemes within Carmarthenshire to aid and implement regeneration. • Maintain availability of industrial, retail and smallholding property for start-up businesses • To generate further capital receipts to aid funding for strategic schemes.

3. PROPERTY AIMS

Our corporate Property objectives are:

- to provide and support investment in infrastructure and premises to meet the aim of promoting regeneration and economic growth in strategic locations.
- to ensure that the authority's asset portfolio supports the delivery of its services and objectives, with specific reference to suitability, sufficiency and condition
- to ensure that all assets deliver value for money
- to ensure that all assets are managed in the most economic, efficient and effective manner.
- to actively pursue a programme of disposal in relation to underperforming or surplus properties

These complement the commitments identified within the Corporate Plan under the objective of 'Making Better Use of Resources', and provide a framework for the more specific objectives set out within the Property Division's business plan. The performance indicator data in relation to these objectives is contained in Appendix A.

4. CHALLENGES / KEY PRIORITIES 2016 -2019

➤ **Investment in strategic sites to promote economic growth.**

We will continue with substantial infrastructure and premises related investment and associated property work. Linking with the key aims of the Swansea Bay City region and the Council's Strategic Regeneration Plan, we will focus on the County's strategic regeneration sites such as the Cross hands growth zone, its primary towns of Ammanford, Carmarthen and Llanelli, the rural economy and coastal belt.

➤ **Sustaining Community Assets**

We will continue to progress Community Asset Transfers to maximise the benefits from local management of facilities. There will be a particular emphasis on parks, playgrounds and amenity assets where a deadline for transfer has been set as March 2018. Discussions continue with Town and Community Councils and Sporting Organisations, with legal instructions issued on over 51 assets.

Assets that have not been the subject of interest for transfer will form part of consultations by the service provider in relation their future provision.

➤ **Explore alternative ways of holding and managing property assets for service delivery**

We are currently reviewing the potential for selected leisure assets and adult social care to be held and managed via alternative delivery models and trading companies. The current focus, however, will be to ensure the management of these services is effective and efficient under current management arrangements.

➤ **Greater collaborative working on property related matters**

Continue work with Public Service Board and other partners to highlight areas for joint working and procurement on estates, construction and maintenance matters.

➤ **Ensuring suitability and sufficiency of retained assets**

We will continue to review portfolios and requirements to assess fitness for purpose and disposal of underperforming assets to allow investment in core / new stock. The relocation of staff from 1 West End to Ty Elwyn allowed us to dispose of a poorly performing asset in terms of its condition and use.

➤ **Generating Capital Receipts**

We will continue with our 5 year disposal programme, highlighting additional sales via rationalisation to maintain contribution towards the Capital programme. Receipts for the last two years have amounted to around £8m, with further major disposals planned. Details of performance against disposal targets are contained in Appendix A.

➤ **Reducing Corporate Revenue costs**

We will continue to review portfolios with emphasis of rationalisation, sharing accommodation, agile working and increasing potential for revenue generation. Relocations of Staff from Ty'r Nant, Coleshill and Crown Precinct in Llanelli are planned during 2016, allowing for the disposal of these assets. Greater agile working in the administrative estate to increase space usage will allow further savings. The transfer of the library in Llandeilo to the Municipal Offices and proposals to relocate the Customer Service Centre and other functions to Carmarthen library are two examples of making better use of existing resources, facilitating disposals and revenue savings.

➤ **Corporate Assessment Report – Proposal for improvement in relation to assets**

In line with the Assessment outcomes we are looking to strengthen Service Asset Management Plans and improve links between these plans and the Corporate AMP and obtain greater information on backlog maintenance to inform decision making. In addition, progress against the action plan contained in the next section will be the subject of regular reporting to members.

5. SERVICE REQUIREMENTS

Section 2 highlighted the implications from our strategic aims. This section sets out the individual needs of our various services. All of Council's services have recently reviewed their Service Asset Management plans in order to facilitate the review of this Corporate AMP.

The main anticipated future property implications are summarised below

Directorate / Property Category	Core Drivers for Change	Property Implications
Chief Executive		
Regeneration Portfolio	A Strategic Regeneration Plan for Carmarthenshire 2015 -2030 - Transformations Health & Safety, duty of care issues with, for example, former mines, quarries etc	Investment in infrastructure, Site development & premises to encourage and support business growth / economy Requirement to review and monitor risk and bring forward strategy to reduce liabilities
Customer Service Centres	Alternative provision Channel shift	Reconfigure layouts, share alternative accommodation.
Registrars	Stock and security audit Office Accommodation Strategy	Potential adaptations to premises Relocation of Llanelli Registrars to suitable alternative accommodation
Provision Markets	Challenging financial climate and impact on retail sector Competition from other retail Centres	Continued investment / enhancement to ensure assets promote town centre vitality e.g. Llanelli Market
Commercial Property	Challenging financial climate and impact on retail sector	Utilisation of assets to promote town centre regeneration
Education & Children		
Community Education Centres / Learning	Integration with other Services Drive to enhance partnership working and widen participation through the Carmarthenshire Learning Network Reducing WG budget and non-statutory nature of service	Integrated community learning provision, especially in association with schools. Rationalisation of current assets and potential sales or transfers to community groups.
Children's Services	Efficiency savings and Capital Receipt requirements	Relocations / alternative accommodation

Directorate / Property Category	Core Drivers for Change	Property Implications
Youth Support Services	Delivering access to opportunities & support for young people across the County	Rationalisation to provide efficiency savings e.g. Disposal of Quayside Centre with investment in retained premises. Continue to work with partner organisations in integrating youth provision within multi use premises
Schools - primary - secondary - nursery - special	National 21st Century Schools Programme and Transformation Policy as part of the 'One Wales' agenda commitment to deliver schools fit for the 21st century Changing demography of Carmarthenshire resulting in falling primary school roles, and changing patterns of demand Education Act 1996 – provision of school places Corporate objectives to support the development of coherent early years education and childcare programmes	Requirement to improve the overall stock of buildings, ensuring that ongoing repairs and maintenance costs are minimised Need to reduce surplus places in secondary and primary sector, whilst addressing accommodation pressures where they exist School rationalisation programme to free capital and release revenue Property review and options appraisal to identify refurbishment, expansion, amalgamation, new build community schools and school closure programmes
Schools - primary - secondary - nursery - special	School Standards and Framework Act 1998 – efficient and effective use of scarce resources Drivers encapsulated in Modernising Education Programme Strategy and policy for development of schools as community assets Food Safety Standards	Provision of accommodation in the right location, of the right size and offering the right number of school places with the appropriate facilities to foster improved educational standards Review design of existing schools to allow greater use by community and partner organisations Investment required in school kitchens to meet current standards

Environment

Administrative Buildings	Office accommodation strategy Agile working Inter-agency working (e.g. Social Care & Health) Changes in service delivery	Rationalise, undertake improvements to core stock, and reduced running costs Enhance utilisation of existing office accommodation Address additional accommodation required in some areas.
--------------------------	---	--

Directorate / Property Category	Core Drivers for Change	Property Implications
Industrial Property	Promoting and facilitating expansion of business opportunities. Condition / Age of present stock	Investment in infrastructure and new developments e.g. Cross Hands Refurbishment of portfolio e.g. Glanamman units.
Depots	Opportunity to further rationalise depot provision and centralise in strategic areas	Further disposals and potential new build.
Parks Playgrounds and amenity areas	Reducing Subsidies	Increased Charges Asset Transfers
County Farms	Generating greater income in challenging financial climate and reducing number of agricultural units.	Retention & rationalisation of the estate in line with policy including restructuring of holdings when opportunities arise to generate capital receipts. Implementation of County Farm Refurbishment Programme to improve the overall stock of buildings & bring them up to required standards.
Livestock Markets	Reconfiguration of Landlord & Tenant relationship	Efficiencies in relation to outgoings for repairs and maintenance. Longer term implication on revenue generation.

Communities

Day Centres for older people	<p>Carmarthenshire's Vision for Sustainable Services for Older People for the Next Decade 2015-2025</p> <p>Changing demography of County – ageing population, and people living longer. The day care improvement project</p> <p>Social Services and Well Being (Wales) Act 2014</p> <p>Joint partnership arrangements with health providers / Voluntary Sector</p>	<p>To incorporate provision within extra care scheme developments where appropriate</p> <p>Provision of appropriate & suitable premises for day services for eligible clients throughout the county</p> <p>Under the new criteria, people will be eligible for care & support and the property implications arising if their needs 'can & can only' be met by social services intervention.</p> <p>Where possible & appropriate, provision to be in partnership with the 3rd sector & community organisations</p>
------------------------------	--	--

Directorate / Property Category	Core Drivers for Change	Property Implications
Day Centres for People with Learning Disabilities	National Care Standards Joint commissioning strategy	Future requirements will be met around small strategically placed existing community based facilities, involving refurbishments & relocations
Care Homes for the Elderly	Carmarthenshire's Vision for Sustainable Services for Older People for the Next Decade 2015-2025 Social Services and Well Being (Wales) Act 2014 Care Standards Act 2000	Ongoing development plan has brought about rationalisation, new build & extensions. Further Development of extra care facilities and specialised services managed via partnerships & adaptations planned in Ammanford and Llanelli.
Physical Disability Service	Changes in service delivery via COASTAL development	Sustainability review of Coleshill centre for economic inclusion
Leisure Facilities (Leisure Centres and Swimming Pools)	Corporate objective to improve leisure infrastructure, and accessibility – and links to health and well-being and crime prevention strategies Provide improvements in service delivery through innovative partnership arrangements	Continued investment in strategic leisure facilities, especially within Llanelli. Market test potential for CCC to enter into partnership with not for profit organisation / Trust to run sports and leisure facilities New Leisure and wellness facility planned for Llanelli. Need to consider options for disposal or alternative use of existing Llanelli Leisure Centre
Theatres and Galleries	Corporate objective to improve the arts and cultural infrastructure within the County, and its accessibility for all Provide improvements in service delivery through innovative partnership arrangements	Development of and continued investment in arts and cultural facilities within strategic clusters. Market test potential for CCC to enter into partnership with not for profit organisation to run theatre facilities
Archives	National standards to protect and conserve important archive collections	Alternative accommodation required with adequate storage and public access, and with appropriate environmental controls. Options being drawn up for members

Directorate / Property Category	Core Drivers for Change	Property Implications
Libraries	<p>Desire to meet National Public Library Standards. 3 year Plan</p> <p>Aim to improve access and increase participation across the community</p> <p>Demographic Change</p>	<p>Reconfiguration of mobile service.</p> <p>Where possible consider co-location opportunities/asset transfer</p> <p>Investment in strategic town libraries</p>
Museums	<p>National Standards for museum provision</p> <p>Growth in tourism and in user Expectations</p> <p>Growing collections</p> <p>Capital investment falling behind expenditure in other attractions</p>	<p>Need for investment to improve standards of display and associated visitor facilities e.g. County Museum in Abergwili, potentially linking up with Tywi Cycleway project and Parc Howard review. Look at investment in conjunction with partner organizations e-g Tywi Gateway Project restoring the gardens at Carmarthen Museum</p> <p>Requirement for additional storage facilities</p>

6. THE EXISTING PORTFOLIO AND CURRENT PERFORMANCE

We have highlighted above the general asset implications from the Corporate Strategy together with the specific service property requirements. This section summarises our current portfolio and how well it meets current and future needs. A detailed analysis is contained in Appendix A.

WHAT DO WE OWN AND OCCUPY?

The Council owns a varied portfolio of land and property occupied by itself and its tenants. The operational portfolio includes schools (primary, secondary, nursery, special schools), libraries, museums, galleries, community centres, leisure centres and swimming pools, parks and open spaces, residential homes, day and social activity centres, depots, car parks, public conveniences, Provision and livestock markets, farms, industrial units and administrative buildings.

There are 252 stalls / shops in the Provisions Markets and some 412 industrial units. The non-operational (investment) portfolio comprises some 102 commercial properties, made up of a mixture of ground rents and primarily retail units together with land holdings awaiting development. In addition, the Authority manages over 9,000 Council houses which are subject to a separate asset management plan.

A programme of reconciliation is constantly underway between the records held by individual service departments and the council's asset register. There is a five year

rolling programme of valuations with 20% of the portfolio valued each year. The non-housing portfolio has an estimated value of £710 million for accounting purposes as at 30/03/16. It should be noted that due to the nature of our portfolio and accounting requirements the valuation in the accounts does not represent the market value.

Department	Category	No. in Portfolio
Chief Executives	Commercial Properties	34
	Markets	2
Community Services	Care Homes	9
	Day Centres	7
	Galleries & Theatres	4
	Leisure/Sports Centres	6
	Libraries	13
	Museums	4
Education & Children's Services	Community Centres	2
	Primary Schools	104 (incl 11 Church schools)
	School - Secondary	12
Environment	Admin Building/Offices	19
	Car Parks	62
	Commercial Property	71
	County Farms	26
	Depots	6
	Industrial Estates	19
	Livestock Markets	3
	Parks	49
	Public Conveniences	14 (incl 9 Danfo)

*Some of the asset categories are split between departments in relation to operational and budgetary responsibility, however, the above table places the category under the principle provider.

WHAT'S THE CONDITION OF OUR ASSETS?

In comparison with the outcome of previous assessments, the number of assets in the best categories (A & B) has increased. In addition, another positive outcome is that the number of properties in the C & D categories (poor and bad condition) has reduced. The property rationalisation and reinvestment programme will continue to drive further improvements required in this area.

HOW MUCH DO WE NEED TO SPEND TO DEAL WITH BACKLOG MAINTENANCE?

The current capital maintenance programme shows a three year requirement of over £21 million. This estimate mainly covers essential issues known to service providers and property inspectors. The total scale of the backlog to bring about the required uplift in condition category is anticipated to be significantly higher. The maintenance budget in the 5 year Capital programme has been set at £3.25m pa for 3 yrs and £3m pa for the last 2 yrs.

The lack of condition information on certain assets is delaying some aims such as Community Asset Transfers. Potential transfers to Not for profit trusts may highlight similar difficulties and require detailed condition surveys to inform the arrangements.

WHAT DOES THE ESTATE COST TO RUN?

The total cost for 2015/16 was £14,827,628 covering repairs & maintenance, energy, business & water rates, rents, cleaning and insurance costs. In comparison with the previous financial year there was a reduction of approximately £562,000. The majority of asset categories have seen reductions due to rationalization and changes in service provision.

HOW SUITABLE IS THE ESTATE TO THE USERS AND SERVICES?

In comparison with previous assessments, the outcome of recent suitability and sufficiency surveys has not highlighted significant changes in Services views. Over 90 % of the portfolio is seen as either good or satisfactory in terms of suitability. In terms of space requirements (sufficiency) approximately 85% of the Council's stock is seen as good or adequate. In light of the recent corporate assessment report, the focus over the next twelve months will be to challenge the underlying data, such as the 15 % of the estate that services have highlighted as poor or unsuitable in space terms in order to strengthen Service asset management plans, outcomes and linkages with the corporate plan.

HOW SUSTAINABLE IS THE ESTATE?

We have been implementing our Carbon Management Programme for a considerable number of years and have delivered savings in excess of 7000 tonnes of CO₂. It is envisaged that the Council's present and proposed investments in sustainability projects will over their lifetime (e.g. T 5 Lighting schemes – circa 20 years lifespan), see carbon and financial savings in excess of 34,000 tonnes of CO₂ and nearly £6,000,000 respectively.

Carmarthenshire has the highest amount of Salix investments of all the Welsh Authorities. Salix is a not for profit social enterprise limited by guarantee that provides interest free loans to the public sector for investments in proven technologies that are cost effective in reducing CO₂

Carmarthenshire heads the league of SALIX investors in Wales – currently £1.9 Million invested in 192 projects. 80 of those projects have upgraded lighting across the majority of the estate, thereby improving the standard of lighting in those buildings and reducing the use of expensive carbon heavy electricity. Another successful outcome is the PowerStudio software that saves us approximately £20,000 per annum by powering down staff computers.

The Carbon Reduction Commitment (CRC) adds significantly to our overall energy costs. The carbon emissions associated with our consumption of electricity and gas in 2014 /15 required the purchase of £390,000 worth of allowances. Work therefore continues to reduce the expenditure and emissions associated with our activities. Further detail is provided in Appendix B.

7. ACTION PLAN

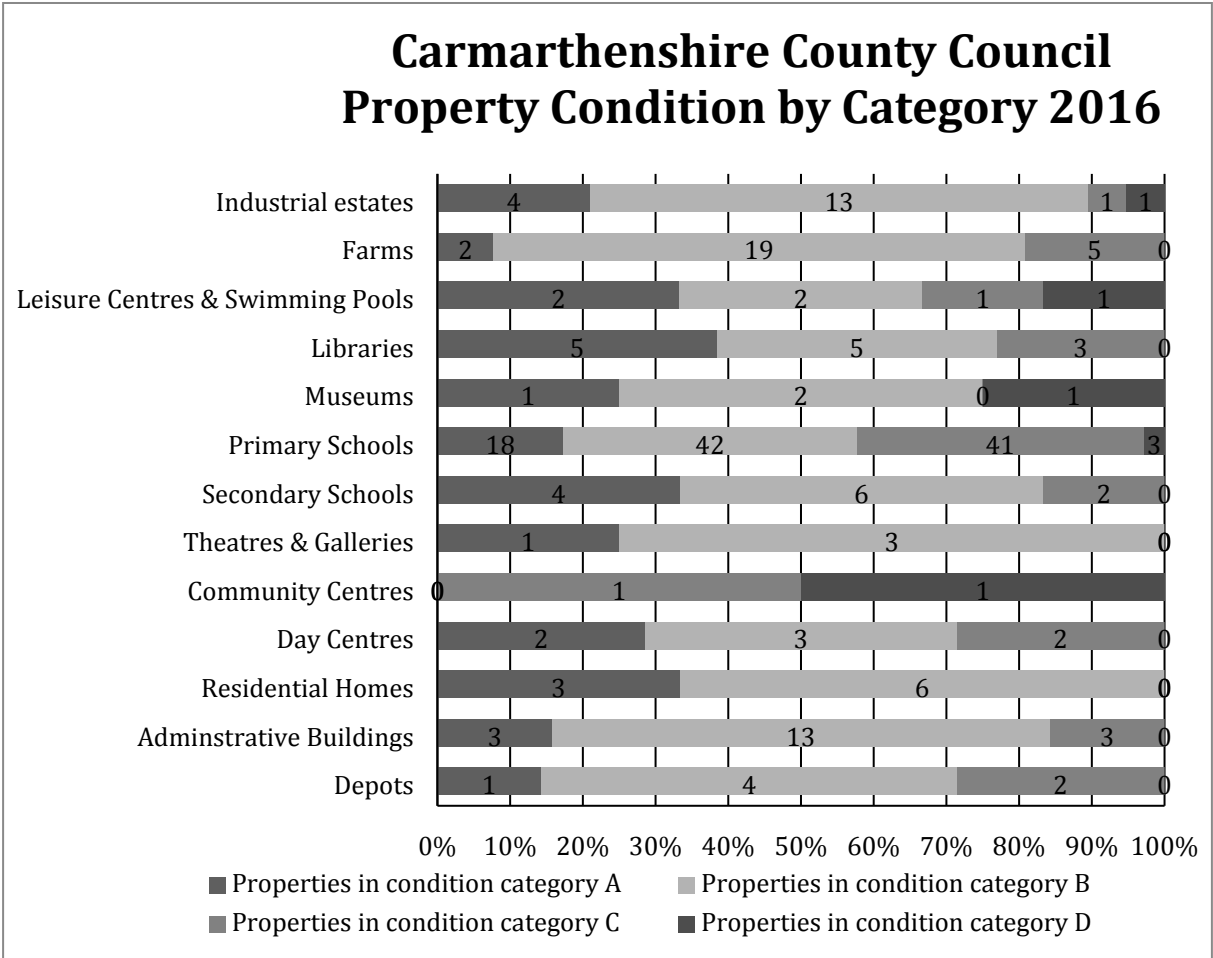
ACTION	BY WHEN	BY WHOM
Undertake substantial infrastructure and premises related investment in accordance with the Strategic Regeneration plan for Carmarthenshire 2015 -2030 – Transformations	Ongoing	Regeneration & Policy
Continue to support the Capital investment programme with strategic land acquisitions and disposals	Ongoing	Regeneration & Policy
Meet Capital Receipt targets of £2,620 m (2016-17), £2,714m (2017-18), £3,076m (2018-19)	2016 - 2019	Regeneration & Policy
Support premises related revenue savings by reducing the estate, as highlighted in various Service Asset Management Plans	Ongoing	Property
Promote and build on collaborative working on property work with LSB partners	March 2017	Property
Improve data on backlog maintenance	March 2017	Property
Assist with service plans to review alternative ways of holding assets.	March 2017	Property
Strengthen links between Service Asset Management Plans and Corporate Plan	Dec 2017	Property
Continue to support and enable Community Asset Transfers with emphasis on playing facilities and parks	March 2018	Property

APPENDIX A – PERFORMANCE / BENCHMARKING DATA

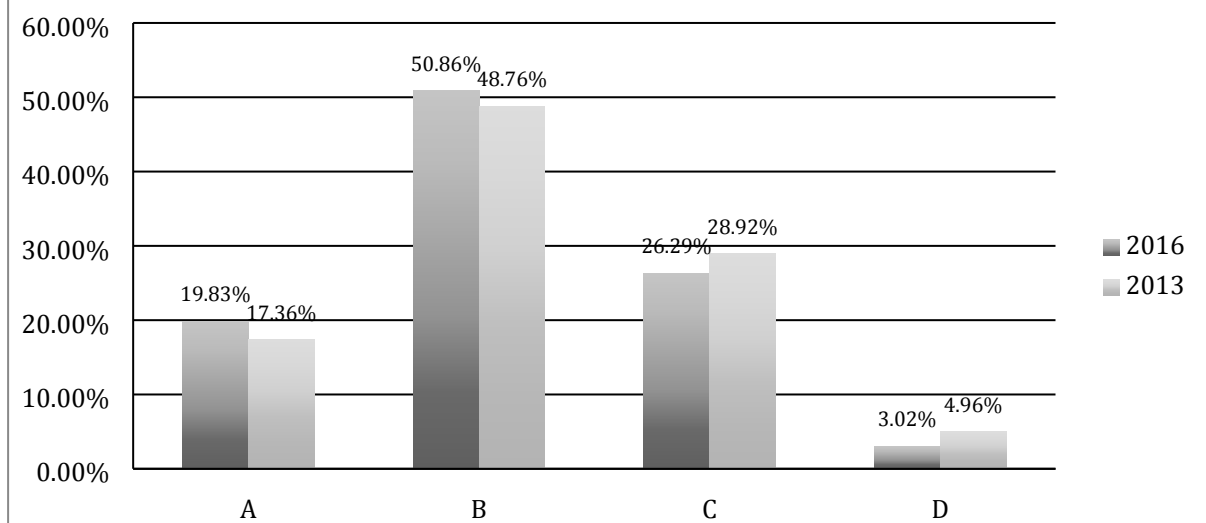
Property Condition by Category

The diagram below provides a summary of our preliminary assessment of the condition of core elements of our operational portfolio, where:

- Category A refers to properties which are performing as intended and which are considered to be operating efficiently
- Category B refers to properties which are in satisfactory condition, performing as intended but with minor defects
- Category C refers to properties in poor condition, which are not operating as intended and exhibiting major defects
- Category D refers to properties which are in bad condition, and in serious risk of imminent failure. The assessment has been based upon a desktop review of the condition of individual properties by the Property Services Division, drawing upon discussions with individual building inspectors and based upon formal condition survey data where available. It has specific limitations in relation to properties that are not visited frequently and in relation to larger properties where an 'average' score has been allocated.



Carmarthenshire County Council Property Condition by Category



The exercise of reviewing the condition data provided positive results in relation to the increase in the properties assessed as being good (A) and satisfactory (B). In addition the data showed a decrease in the number of properties scoring poor (C) and bad (D) compared with the previous assessment. The data reflects the rationalisation of poor performing stock and investment in new and core assets. The intention is to build upon the desktop surveys and provide cost estimates to meet the works highlighted on each asset. The financial climate will continue to provide challenges in resourcing the compilation and updating of the additional data.

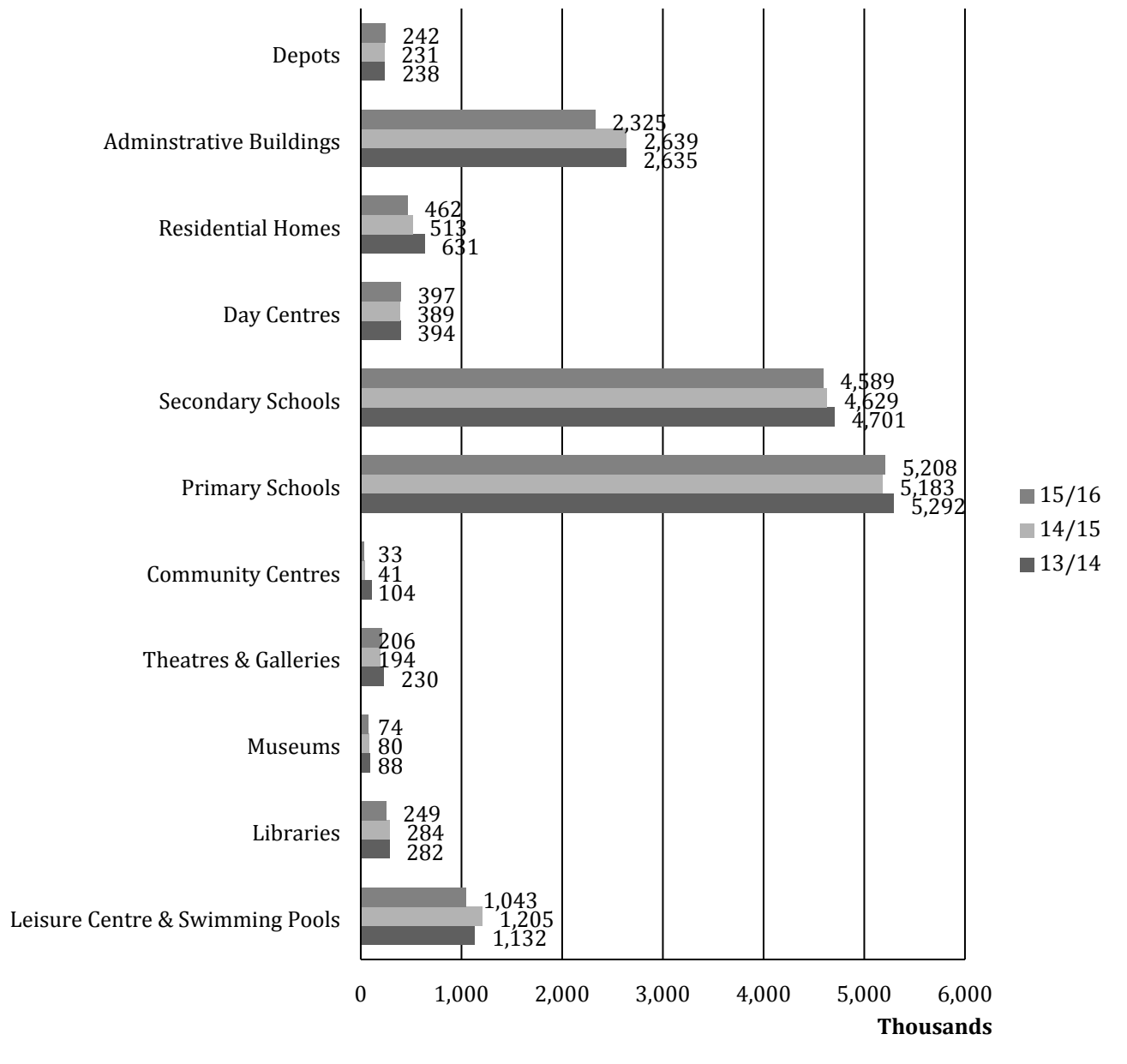
Running Costs

Data has been collated to provide premises related costs on each asset within the operational portfolio. As with previous years the Authority's schools show the highest running costs. The modernising education programme has, however, brought about a reduction in costs in comparison with last year. The increase in utility rates would have had greater financial impact but for the Authority's investment in energy saving measures.

Across the entire operational portfolio the running costs for 2015/16 saw a decrease of some £562,000 from the previous year's figures. The total cost for 2015/16 was £14,827,628 covering repairs & maintenance, energy, business & water rates, rents, cleaning and insurance costs.

This is against a backdrop of fluctuating utility prices, maintenance expenditure and on occasions higher costs associated with meeting greener energy requirements on new premises. The table below gives an oversight of the running cost comparison between the last financial years.

Comparison of Carmarthenshire County Council Total Running Costs per Establishment

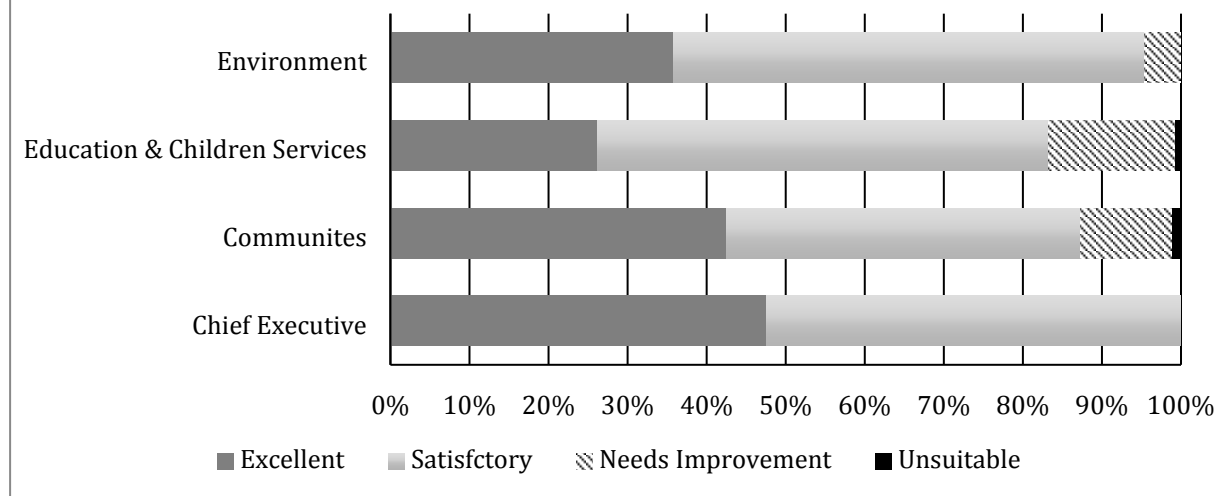


Suitability of Properties

A revised assessment of the suitability of the operational portfolio has been undertaken, based upon estimates by individual services relating to their portfolios. Properties were scored against a host of factors including location, image (e.g. appearance, age etc.), layout and design, security (for users and contents), suitability for ICT, and associated land (e.g. car parking, playing fields etc).

The scoring of the various factors led to an overall assessment classifying the asset as being either excellent, satisfactory, requiring improvement or unsuitable for the use required.

Suitability Conclusion across the Council's portfolio



The above table reflects the recent changes to the Council's Directorates and functions. A comparison with previous suitability assessments relating to different portfolio responsibilities have not shown significant changes in outcomes. It is worth noting that the number of properties deemed unsuitable by the services has decreased.

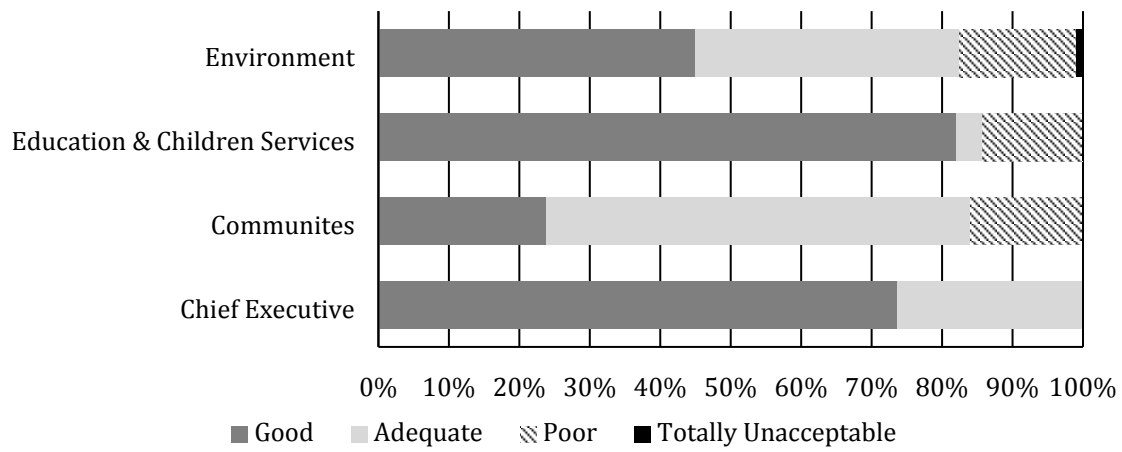
As part of the action to strengthen service asset management plans and linkages to the Corporate Plan, the focus will now be on investigating the underlying data within the surveys undertaken by the various services. This will ensure that assessments are challenged and if appropriate form part of a suitable appraisal for investment / retention or disposal plan. The disposals will allow the opportunity to continue with the strategy of investment in the remaining portfolio to ensure it is fit for purpose.

Sufficiency of Properties

As part of the process of reviewing this plan, services were also required to produce a preliminary assessment of the sufficiency of the operational portfolio in the short, medium and long term, by identifying whether they anticipated an increase, decrease or no change in their space requirements. The chart below gives a snapshot of the overall results obtained by directorate.

In addition, information was requested on opening hours and visitor numbers where applicable, to provide a broad overview on the utilisation of the assets. Services were asked to give a final assessment as to whether in space terms the assets were good, adequate, poor or totally unacceptable.

Sufficiency Conclusion across the Council's Portfolio



As with the suitability data the above table represents the current changes in portfolios under the relevant directorates. A comparison with previous sufficiency assessments allowing for the original portfolio responsibilities has not shown significant changes in results. The most notable change is that only one property has been highlighted as totally unacceptable from a space requirement viewpoint.

As with the suitability information the focus will now be on investigating the underlying data to ensure that assets highlighted by services as poor in connection with space needs are reviewed to ensure they form part of a service strategy for improvement. Challenging utilisation, and looking at opportunities to collaborate & share accommodation will assist services with additional requirements.

APPENDIX A

PERFORMANCE / BENCHMARKING DATA

CORPORATE HEALTH ASSET MANAGEMENT BENCHMARKING & LOCAL INDICATORS

REF	INDICATOR	ACTUAL 10/11	ACTUAL 11/12	ACTUAL 12/13	ACTUAL 13/14	ACTUAL 14/15	ACTUAL 15/16
CAM/025 2.1.2.25A	The percentage of the GIA of the local authority's buildings that are surplus.	4.49%	3.64%	2.79%	3.25%	2.27%	2.84%
CAM/027 2.1.2.25B	The percentage of the GIA of the local authority's buildings that are vacant.	0.90%	1.02%	1.90%	2.03%	1.31%	1.43%
CAM/028	Total gross internal area (GIA) of all operational buildings.		373,009sqm	378.974sqm	374.573sqm	373.561sqm	377.719sqm
CAM/043	Total useable office accommodation per employee.		10.32sqm	14.8sqm	10.1sqm	9.58sqm	8.68sqm
CAM/045	Office accommodation costs per sqm(NIA)*		£80.80p	£93.71p	£130.59p	£111.30p	£110.03p
CAM/050	Office accommodation costs per FTE office based employee (based on 3 largest offices in line with benchmarking guidance)				£1321.17 (new KPI)	£1066.70p	£955.48p
2.1.2.9	Commercial – rent arrears as a percentage of rental income.	8.91%	4.98%	4.02%	4.66%	3.58%	3.76%
2.1.2.12	Income – percentage performance against target to generate non-strategic capital receipts.	94.51% (£708,800)	107.08% (£803,104)	232.67% (£1,744,998)	76.55% (£1,236.304)	294.29% (£6,706,838)	74.71% (£1,268,589)

REF	INDICATOR	ACTUAL 10/11	ACTUAL 11/12	ACTUAL 12/13	ACTUAL 13/14	ACTUAL 14/15	ACTUAL 15/16
2.1.2.13	Industrial – rent arrears as a percentage of rental income.	3.14%	2.95%	3.99%	5.57%	2.84%	3.92%
2.1.2.14	Markets – rent arrears as a percentage of rental income.	6.10%	11.85%	6.35%	4.92%	5.47%	4.87%
2.1.2.15	The percentage of the authority's buildings open to the public that are suitable for and accessible to disabled people.	70.65%	80.60%	89.07%	No longer reported	No longer reported	No longer reported
2.1.2.18	The percentage of the local authority's operational properties (excluding schools) for which an access audit has been undertaken by a competent person.	KPI on hold	97.7%	96.9%	No longer reported	No longer reported	No longer reported
2.1.2.19	The number of operational buildings (excluding schools) for which an access audit has been undertaken by a competent person.	328	258	248	No longer reported	No longer reported	No longer reported
2.1.2.20	The percentage of the local authority's operational properties (excluding schools) for which there is an accessibility plan in place.	KPI on hold	97.7%	96.9%	No longer reported	No longer reported	No longer reported

REF	INDICATOR	ACTUAL 10/11	ACTUAL 11/12	ACTUAL 12/13	ACTUAL 13/14	ACTUAL 14/15	ACTUAL 15/16
2.1.2.21	The number of operational buildings (excluding schools) for which there is an accessibility plan in place.	328	258	248	No longer reported	No longer reported	No longer reported
2.1.2.23	The number of properties for which a suitability survey has been undertaken over the last five years.	775	No longer reported	No longer reported	No longer reported	No longer reported	No longer reported
2.1.2.26	Rural Estate – rent arrears as a percentage of rental income.	1.97%	1.24%	2.86%	2.09%	1.09%	2.23%
CAM/035	The difference in the average (cumulative) operational rating score for local authority public buildings over 1,000 square metres where a DEC has been lodged on the Non Domestic Energy Performance Certificate Register between the previous financial year and the current financial year.				1.37	1.36	6.64
CAM/036	The average DEC rating score in local authority public buildings over 1,000 square metres in the previous year.				93.08	91.72	85.08

REF	INDICATOR	ACTUAL 10/11	ACTUAL 11/12	ACTUAL 12/13	ACTUAL 13/14	ACTUAL 14/15	ACTUAL 15/16
CAM/037	The percentage change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1,000 square metres.				1.5	1.5	7.2

APPENDIX B

Carbon Management Programme

The main purpose of the Carbon Management Programme is:

- To lead on corporate energy management issues and carbon dioxide (CO₂) emissions reporting,
- To identify and secure energy efficiency programmes in the Council's existing non-domestic buildings, and
- To identify and secure opportunities for renewable energy technologies

The objectives are to:

- Reduce financial expenditure and carbon emissions associated with our activities.
- Maximise savings by concentrating on the projects that deliver the most significant financial and carbon savings in the shortest period of time.
- Compliment improvements in the quality of our working / learning environments e.g. by switching from low frequency, energy hungry T12 lights to flicker-free T5 or LED lighting.
- Exploit maintenance savings associated with modern technologies.
- Challenge and encourage staff / pupils regarding the need to cut energy expenditure and carbon emissions.

Corporate energy management issues and carbon dioxide (CO₂) emissions reporting

Annual energy expenditure for the Council's non-domestic buildings, including schools, is £4+ million (plus a further ~£0.7 million for Street Lighting). This is procured using Crown Commercial Services Framework Agreements in conjunction with other local authorities in Wales for the large majority of supplies.

Since 2010, the Council has participated under the mandatory UK-wide [Carbon Reduction Commitment \(CRC\) Energy Efficiency Scheme](#). As a consequence, we are required to purchase non-refundable allowances for each qualifying tonne of CO₂ arising from our energy consumption (electricity & gas). We paid £368,082 under this scheme for our 2015-16 CO₂ emissions. The level of 'tax' levied for each tonne of CO₂ emitted increases annually in order to incentivise carbon reduction (£16.90 per tonne for 2015-16). The UK government has recently announced that the CRC Energy Efficiency Scheme will be abolished following the 2018-19 compliance year.

The [SystemsLink](#) energy management software system has recently been procured in order to achieve better monitoring of our energy consumption; better management of billing via paperless systems; and to allow web-based access for managers of individual sites.

Energy efficiency programmes in the Council's existing non-domestic buildings

To-date, the Council has invested £2+ million in over 200 energy efficiency projects under the invest-to-save [Salix](#) programme. Each of these projects has a payback of less than eight years and in total are projected to save £7+ million / 41,000 tonnes CO₂ over the lifetime of the installed technologies. We have used the Salix programme to deliver various schemes across the portfolio, including lighting, pipe / valve / loft insulation, boiler controls and heating controls, voltage optimisation, power-down software, swimming pool covers, garage speed doors, variable speed drives and draught exclusion. This investment coupled with the Council's

ongoing rationalisation programme is producing significant financial and carbon savings in times of increasing utility prices. Consultations with colleagues in other services ensure that no energy funding is invested in building with short anticipated lifespans. Our focus in 2016-17 is replacement LED lighting.

We are currently exploring the possibility of including our non-domestic buildings, including schools, in the Welsh Government supported [Re:fit Cymru](#) programme in order to identify energy efficiency opportunities. Once an initial comprehensive assessment has been completed, a potential programme(s) may be procured under an energy performance contract to deliver identified energy savings – these savings to be guaranteed by the successful contractor.

Opportunities for renewable energy technologies

All major new build projects incorporate renewable energy technologies where appropriate.

The Council has allocated £1.5 million in its 2016/17 capital programme for solar photovoltaic (PV) installations in suitable non-domestic buildings. This is a scaled-down version of our ambitious and innovative 10+ MWp / £10-15 million community rent-a-roof programme which was effectively scuppered by UK Government policy decisions announced in late 2015. Despite this, over 90 sites were successfully pre-registered with Ofgem to secure the Feed In Tariff rate payable in September 2015; however, these were subsequently significantly reduced due to local Grid capacity constraints. As a consequence, 17 installations, including 10 schools, have been completed under this project - adding 630+ kWp to take the Council’s total installed solar PV capacity over 1 MWp. The project was delivered via the specifically created community benefit society ‘Egni Sir Gar Cyfyngedig’. The feasibility of a further phase is currently being evaluated to potentially incorporate battery storage with solar PV installations.

Links with partner organisations

We are members of the CLAW Energy Group, and also coordinate the Carmarthenshire Local Service Board (now Public Services Board) ‘Sustainable Carmarthenshire Group’ comprising partners’ lead facilities managers, to help ensure greater collaborative working in sharing and exploring energy efficiency and carbon reduction opportunities.

Energy Management - Council's non-domestic buildings				
Key Measures of Success	2012-13	2013-14	2014-15	Progress
• Consumption (kWh)	77,252,930	74,614,632	72,821,595	Improved
• Cost (£)	£4,727,803	£4,745,312	£4,228,683	Improved
• CO₂ emissions (tonnes)	22,453	22,010	21,787	Improved
• Renewable electricity generated (kWh)		207,698	229,652	Improved