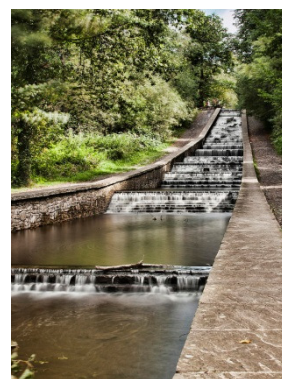


2016-2021

NPT Property Asset Management Plan



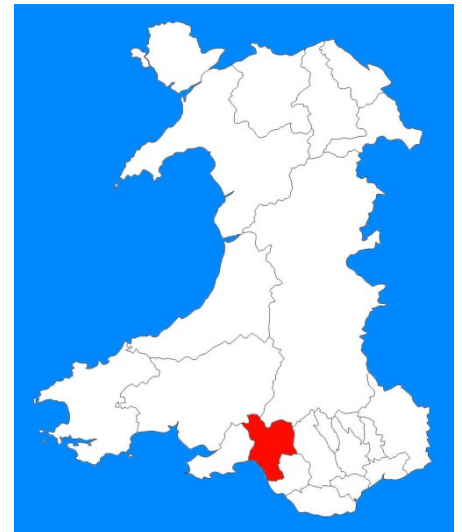
Neath Port Talbot
Castell-nedd Port Talbot
County Borough Council Cyngor Bwrdeistref Sirol

Foreword

This second Plan again sets out the Council's proposals for the effective use of its property assets to support the delivery of quality public services and major regeneration initiatives. The document represents a commitment to adopt a genuinely strategic approach to the consideration of our property and accommodation requirements. The Council is proud of its past successes in delivering innovative asset management solutions and in supporting wide ranging regeneration initiatives.

However, the difficult financial challenge facing all public organisations at both a local and a national level ensures that we will need to work even harder to ensure that we have a sustainable portfolio that delivers value for money. I am very pleased with this new report setting out the next 5 year plan for 2016-2021 and I thank all those who have been involved in its preparation. Nonetheless, we must not be complacent. It is not sufficient just to prepare a strategy. We must implement it and get the benefits that it promises.

"I am very pleased with this Plan and I thank all those who have been involved in its preparation. Nonetheless, we must not be complacent. It is not sufficient just to prepare a strategy. We must implement it and get the benefits that it promises."



Councillor Ali Thomas OBE
Leader of the Council

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Introduction

Due to the successful delivery of the previous 5 year plan from 2011-2016, it is proposed to implement another 5 year plan, adopting and concentrating on the relatively well established work plan and key priority initiatives of that first incarnation.

This asset management plan will again provide a framework and context within which property decisions will be made, to build on the progress made to date in respect of the rigorous planning of the Council's property and accommodation requirements to maximise the service benefits we get from our property, to ensure that staff productivity is maximised and ultimately, that our property is used as efficiently as possible.

The Corporate Property Asset Management Plan for property assets (AMP) for Neath Port Talbot County Borough Council covers the next five financial years from 2016/17 to 2020/21 and outlines part of the Council's strategic planning framework and should be seen and read alongside other corporate documents , particularly the Councils Single Integrated Plan and Corporate Improvement Plan.

As with all strategies, it must be viewed as 'direction of travel' rather than a blueprint for the future. The AMP is not a static document and will be reviewed, if necessary on an annual basis, to reflect changing circumstances, and to ensure that it reflects the Council's primary aims and objectives. It is part of a process designed to engage Members and officers in a debate about the nature of and future direction for the management of the County Council's property portfolio. It is intended to promote a common understanding of property and to set a direction for its management over the medium term.

It has been established through the adoption of the former Asset Management Plan 2011-2016 that there is a need to continue developing and reviewing the Councils property asset base both in terms of delivering efficiencies savings for key front line services within an ever more challenging financial climate. There is also a continuing need to maximise the revenue and capital receipts of the Councils asset base whilst all the time contributing to the delivery of the Councils Key priorities.

Regeneration strategies, a review of the way we work, and collaborative working will be key issues for the next 5 years. Central Government are encouraging increased collaborative working with neighbouring authorities in the delivery of joint services and community groups through the empowerment of the communities to take on services and functions via the transfer of assets to the

community. This will necessitate the delivery of a more formalised framework for the transfer of assets and the provision of ongoing support for these groups to ensure the continued success of the current programme of asset transfer.

The plan will cover all land and buildings owned by the Council (including operational premises and indirect non-operational commercial assets).

The Importance of Asset Management in a National Context

The management of the public estate is seen as a significant driver to improving public services throughout Wales which is recognised by the Welsh Government.

The Welsh Government says, "Asset management planning is central to the achievement of excellent property control and delivery of financial priorities".

As a result Welsh Government has developed resources to include The National Asset Working Group (NAWG) and Asset Cymru Wales to provide national guidance on this key area of work.

The National Assets Working Group (NAWG) is a cross Welsh public sector group focussed on encouraging the different institutions to share and learn from best practice within and without Wales and looks to enable and influence organisations to adopt a collaborative approach in asset management.

The Group has put in place the tools to help do this and shares best practice guidance and case studies.

Objectives of NAWG

The Group seeks to support and encourage the realisation of the efficiencies and benefits that can be derived from proactive, strategic estate management and its role in providing high quality support for the delivery of public services. The public sector estate is estimated at around £12bn (Wales Audit Office) with annual running costs of circa £500 million.

The Group shares best practice guidance and case studies, and manages a number of projects. Those projects of particular interest to the asset management function are:

1. e-PIMS (Electronic Property Information Mapping Service)

e-PIMS is the electronic property information and mapping service maintained by Cabinet Office for the public sector in the UK.

The modified version used in Wales provides a public sector property database for properties and land.

It has been described as a "who's got what where" for property in the UK public sector. It informs the decision making process by identifying relocation, co-location and disposal opportunities.

NPT's contribution to e-PIMS

The Council has signed up to sharing its key asset data with Welsh Government and has successfully populated the e-PIMS database. Our on-going access to the system provides us with an invaluable tool for the future in our drive to build upon and improve our collaborative working initiatives.

The e-PIMS database runs alongside the Councils Total Property Management System (TPMS). It should be noted that the Councils maintenance of its e-PIMS records is in addition to its maintenance of TPMS. As such additional resource is required to maintain the two databases. In future we will be looking at opportunities to link the database interfaces so that any maintenance on TPMS will automatically inform and update e-PIMS, thus increasing efficiencies.

There has also been significant interest in uploading the Councils vacant and surplus property opportunities on the database, as all users receive updates and can access the system to interrogate records at any time. The National Assets Working Group (NAWG) envisages e-PIMS as the primary tool for hosting any surplus property assets for the public sector in Wales.

2. Space Cymru

Space Cymru advertises public sector property that's available to let or buy. As part of our involvement with the e-PIMS database the Council has automatic access to Space Cymru for the advertising of Surplus property in addition to already established and developed portals for marketing our property for sale and to let.

3. Land Transfer Protocol

Sets out advice by the National Assets Working Group (NAWG) for a best practice solution for the transfer or disposal of land between public bodies in Wales.

4. Community Asset Transfers in Wales – A Best Practice Guide

Guidance has been recently published which intends to provide national guidance on the approach to asset property transfer.

The Council's developing Community Assets Transfer (CAT) will have regard to the Welsh Government guidance. The NPT Strategic Asset Management team is embarking on leading and developing a collaborative Community Asset Working Group, involving all Councils in South Wales, through our involvement with the National Assets Working Group and the Association of Chief Estates Surveyors in Wales (ACES).

[Click to link to National Asset Working Group](#)

How NPT Manages its Property

There has been no significant change in the way property is managed in the Authority, since the last plan. Property is still managed on behalf of the Council by the Property and Regeneration Division of the Environmental Directorate, however there has been internal re-structuring of valuation, facilities management and asset management teams. This service covers:

- Architectural Design and Project Management- including mechanical and electrical, structural engineers and building surveying functions.
- Strategic Property and Valuation which carries out the following functions:
 1. Estates and Valuation.
 2. Facilities management of Civic Buildings.
 3. Strategic Property Asset Management.
- Regeneration and Economic Development

The Council manages its property portfolio on a Corporate basis and at officer level there are number of Corporate Groups where Corporate property matters are dealt with:



Strategic Asset Management (SAM) Group

Provides a corporate view on the management of the Council's operational and non-operational property portfolio and its links with other Council assets. Each Directorate is represented including the Heads of Corporate ICT, Strategic Personnel, Finance and Property & Regeneration.

Corporate Directors Group (CDG)

Considers property related matters on specific property related projects and also as part of the strategic decision making process for the Council.

Capital Programme Steering Group (CPSG)

Comprises the Head of Property & Regeneration, Head of Financial Services, Head of Corporate Strategy. It proposes the Council's Capital Programme and monitors the progress and spend on major capital schemes.

Non Housing Maintenance Group

(chaired by the Head of Property & Regeneration)- allocates and monitors the revenue maintenance budgets across the operational portfolio (excluding Comprehensive Schools).

Corporate Improvement Priorities

These reflect specific areas where the Council wishes to see improvement in the short to medium term.

1. Safer Brighter Futures – better outcomes for children & young people.
 2. Better Schools, Brighter Prospects – strategic school improvement programme.
 3. Improving Outcomes, Improving Lives – promoting high quality, responsive citizen centred social care.
 4. Prosperity for All – promoting economic growth.
 5. Reduce, Reuse, Recycle – towards zero waste.
 6. Digital by Choice – improving customer experience, making better use of public money.
- Digital by Choice programme board set up to provide more choice for our customers and make it easier for people to access services and at a time convenient for them.
 - Specific property related 'task and finish' groups that are set up to deal with special projects.

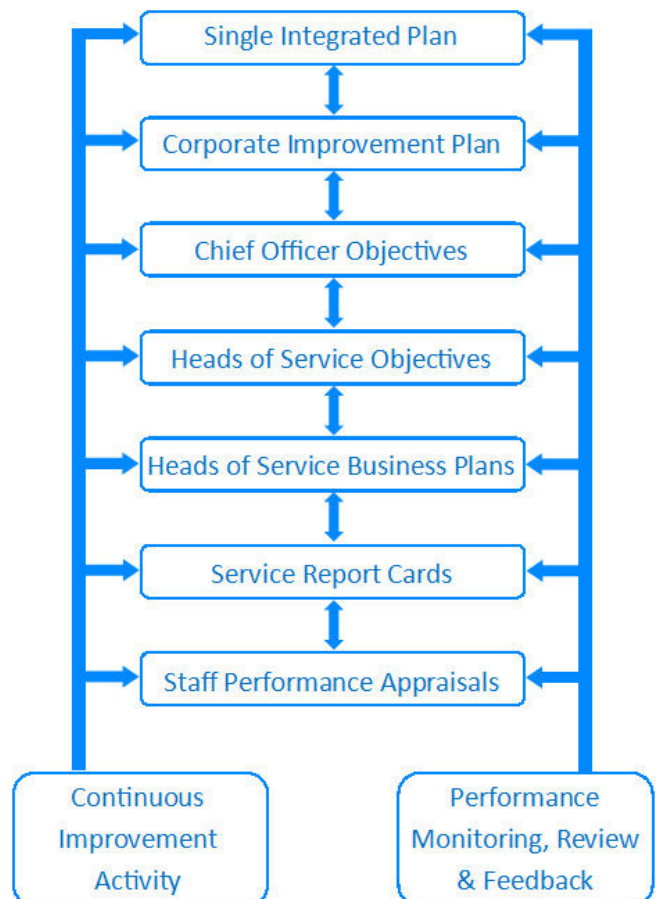
Responsibility for property decision making ultimately lies with members and generally this involves:

- The Cabinet is the decision-making forum for all major strategic property matters.
- The Economic and Community Regeneration Board makes general property decisions and in particular property decisions relating to the economy and regeneration of the County Borough.
- Economic and Community Regeneration Scrutiny Committee monitors and where necessary, challenges Economic Community and Regeneration Board decisions.

The Head of Property and Regeneration is the lead officer for all property related matters and has delegated powers to make a range of property related decisions below specified values.

Delivery, Monitoring and Evaluating Improvement

The AMP currently feeds into the Corporate & Single Integrated Plans. To ensure we are on track to deliver our objectives, the delivery of this plan will currently be monitored through the Council's Corporate Performance Management Framework which is summarised in the diagram opposite. The delivery of the AMP plan will be supported by detailed Directorate Business Plans (produced by each Head of Service) which will set out in more detail how the objectives will be delivered as well as more information on other activities not included. At the service level, Service Report Cards will set out the operational contribution to the objectives and other operational activities undertaken by those services. Each individual employee's contribution will be captured through Staff Appraisals.



Review of the 2011-2016 plan - How far have we come?

The Property Asset Management function has been a critical element of the redesign of Council services in NPTCBC, working closely with Heads of Service on Asset Management groups and providing advice and influence in Service property rationalisation programme.

This has also extended to the transfer of assets to community and third sector groups. The Corporate Estates team in conjunction with the relevant client services have continually been involved in the delivery of community and third sector solutions for the provision of certain public benefit services over the last 20 years. The majority of these solutions have resulted in the retention of the assets by the Authority as community leases have been developed for a number of asset types, e.g. library services, sports facilities etc.

This level of engagement and delivery of key asset management targets has continued through the formal approach now taken with the writing and adoption of the 2011-2016 Property Asset Management Plan.

The Council has made progress in a number of areas of good practice and has delivered significant change to the estate over the previous plan period, as set out below:

OPERATIONAL PORTFOLIO

Civic Buildings & Satellite Offices



Most of the office accommodation changes in the last 5 years have been driven by the desire to move staff back into Council freehold property. As a consequence the leased Civic Office estate has been decanted where feasible and handed back to superior landlords. This has seen the permanent relocation of staff from:

Aberavon House	Britannic House Llandarcy
Units 11-12 Milland Road Industrial Estate	The Court Yard Llandarcy
21 London Road Neath	Unit 30 Aberavon Shopping Centre
97 Llansawel Crescent	73 Windsor Road Neath
89-91 Llansawel Crescent	Unit 1A Milland Road Industrial Estate

In addition to a significant decant of the leased estate there have been staff relocations from the freehold office estate at the following locations:

- 32-34 Victoria Gardens
- Pontardawe One Stop Shop

As a result of on-going operational changes in the Social Services directorate, there will be additional and imminent decants in office staff from operational buildings in Pontardawe and Neath in 2017.

In the main, staff have been re located into the main civic offices at Neath and Port Talbot, and the Quays in conjunction with smart working practices which are being adopted by certain teams within Directorates with the support by ICT and Human Resources.

Office accommodation strategy will continue to be reviewed during the plan period through the Corporate Asset Management Group. In particular the 2016-2021 plan will be led by the creation of a sub working group of the Corporate Asset Management Group, led by Property and ICT to consider in more depth working practices and concepts which will further reduce our need for serviced office accommodation, and to improve the working environment for improved productivity and assist with staff retention issues.

Car Parks



As a result of recently completed regeneration strategies, there have been a number of changes to the car parks portfolio as follows:

- Harbourside Parkway – additional 111 space Pay and display car park created in conjunction with the Network Rail/Port Talbot Parkway Refurbishment.
- New 600 space multi storey car park developed as part of phase 1 of Neath Town Centre redevelopment.

In addition to the above, following car parks have been created and converted and added to the Pay and Display car parks portfolio.

- Aberavon Sea Front – opening of 2 additional surfaced Pay and Display car parks at Scarlet Avenue and Ocean Way.
- Conversion of 4 existing surfaced car parks into Pay and Display car parks at Bay View, Herbert Street upper and lower and the Pontardawe by pass car park.

The future car parking strategy will concentrate on offering customers smarter ways for payment and use of the Councils car parks.

Community Centres



There have been significant inroads into the transfer out of community/day/halls and other centres under lease arrangements to groups over the years. Historically this asset category has been actively managed by Community Councils in Neath and other third sector providers around the County. As a result of the further review of community centres over the plan period, 9 more sites have been transferred under lease arrangements to third sector organisations. This leaves 2 facilities remaining which are directly operated by the Authority at Croeserw and Bryn.

Consequently this asset category shows that only 6% of the service is directly provided for by the Council. It is unlikely that moving forward there will be significant opportunities to further transfer service provisions and the property assets in this category.

Leisure Centres



The Councils lease arrangements remain unchanged with NPT Leisure Ltd.

Since the last report there have been changes in the asset base with the completion of the replacement for the Afan Lido, known as Aberafan Leisure and Fitness Centre, which was opened in January 2016.

Libraries



Over the plan period concerted efforts have been made to rationalise the portfolio in response to changes in service delivery. This has resulted in the following changes to the portfolio:

Total 17

- 5 libraries now being run by voluntary/ community groups in non-Council buildings.
- 1 library currently closed under previous voluntary arrangements, under review to re-open in near future.
- 3 Council owned library functions transferred under lease arrangements to community groups.
- 8 libraries retained and run by Partnerships and Community Developments with some sharing of library accommodation with external groups.

This has therefore seen a reduction of 53% in the operational portfolio as a result of the review with library services, whilst retaining the availability of libraries within the County Borough

A link to the current library strategy 2016-2021 is available below:

[Select App 1 - Library Strategy 2016-21 pdf](#)

Schools



As a result of the 21st Century Schools Programme there has been and will continue to be significant structural changes to the asset base for education over the next few years.

As a consequence of the Schools Improvement Programme (SIP), several former school premises have become surplus to requirements, to include 7 primary schools and 4 secondary schools. The majority of school assets affected by have been sold or are in the process of being sold on the open market to generate capital receipts which have or will be ring fenced to contribute towards the 21st Century Schools programme.

However some schools have been reassigned to provide alternative front line services e.g. Tir Morfa, which is now an adult education centre. Some other school sites have been retained and form part of future strategic redevelopment sites for the next phase of the 21st Century schools programme e.g. Traethmelyn Primary School, Sandfields Comprehensive, and Cwrt Sart Comprehensive.

Glanafan Comprehensive School site has been identified as a **Vibrant and Viable Places (VVP)** opportunity. VVP is the Welsh Government's regeneration framework, which was launched in March 2013. The fund focuses on regeneration activity in town centres, with an emphasis on improvement to the housing supply. The Authority is negotiating the sale of the site to a local Registered Social landlord.

In the same period the School Improvement Programme achieved the following outcomes:

- Completion of the first Through School in the County known as Ysgol Bae Baglan.
- Awel y Mor Primary School, Sandfields.
- Phase 1 YGG Ystalyfera completed 2016.

The forward programme of school development will be identified later in the report under the 2017/18 action plan targets.

Social Services



There has already been a successful transfer of the residential care home service to Gwalia. A review of the Day care services has been completed which has resulted in the following buildings being handed back to superior landlords:

- Ty-Twyn-Teg – room rental only.

In addition to that the following Council buildings have been declared surplus for re –use or disposal on the open market:

- Trem-Y-Glyn Glyneath.
- Gelligron, Pontardawe.
- Bronleigh, Neath.
- Herbert St, Pontardawe.

Depots & Stores

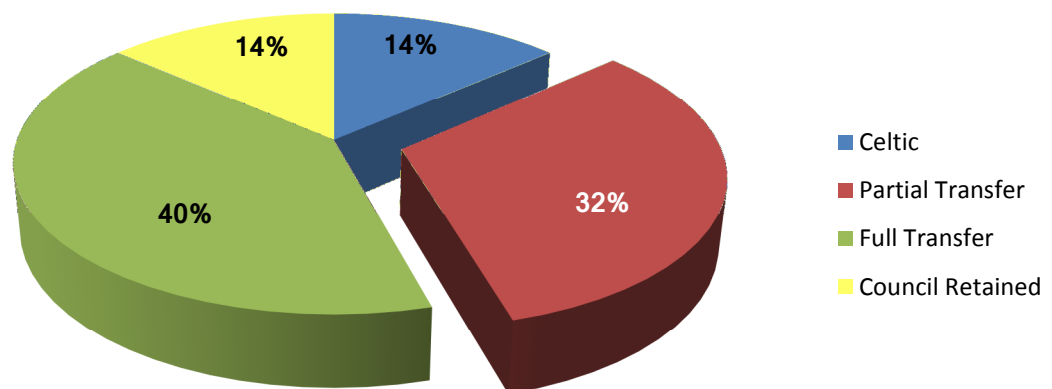


As previously reported in the 2011 – 2016 plan, the major review of this asset category has been completed, however moving forward further centralisation of these functions will be considered during the current plan period.

Playing Fields, Pavilions, Parks & Open Space



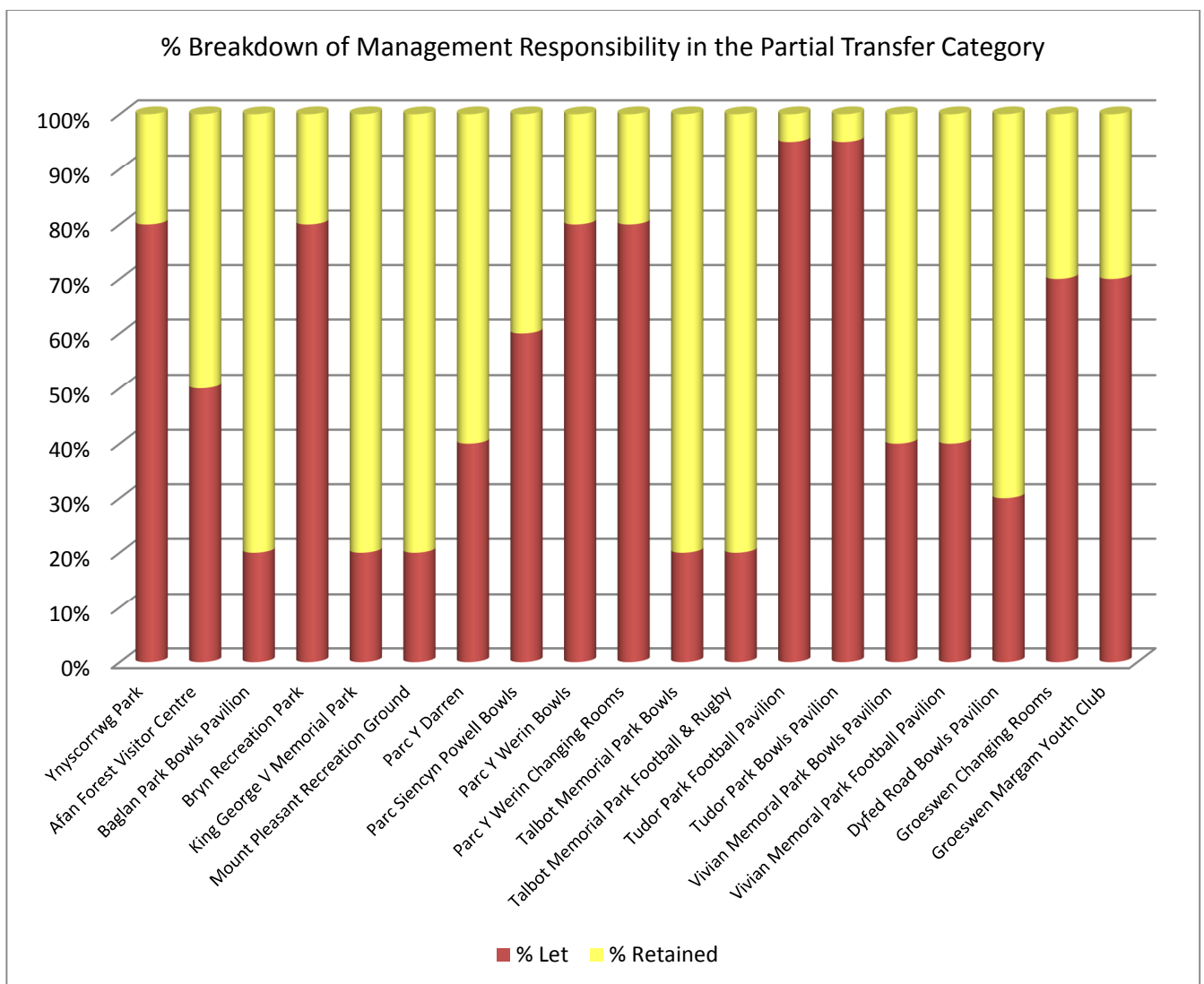
There has been a significant transfer of responsibility from the Council to community groups for sports and community facilities. For the purposes of illustration the pie chart below shows a breakdown of leisure assets as classified in the previous AMP. This includes parks, playing fields, pavilions, sports fields, bowling greens, open spaces etc. and those properties managed by Celtic Leisure.



Of the 59 assets in this category only 14% are directly managed and controlled by the Authority, with the majority of the assets partially or wholly transferred out to external organisations and community / sports groups.

Of the 32% of assets which have been partially transferred the Authority retains day to day management of on average approximately 47% of those sites that make up this category.

It is important to note that whilst the Council still has responsibility for approximately half of the sites in this category, the significant building assets have been leased out to Community groups on full repairing and insuring leases, and in the majority of cases all that remains for Council management are grounds maintenance matters.



Public Conveniences



As a result of Welsh Government guidance a Public Convenience Strategy is required to be produced, which will be reported before the 31st March 2017. A review of the asset base will be incorporated into the strategy and reported at a later date. In total 3 sites were declared surplus and subsequently demolished over the plan period.

Theatres, Museums, Art Centres & Lifelong Learning Centres



This group of assets has changed significantly over the plan period with the completion of the £9 million Gwyn Hall redevelopment in 2012 now managed by Celtic (NPT Leisure Ltd) and the restructuring of the lifelong learning provision, which has seen the closure of two facilities and the transfer under a lease arrangement of the Taibach lifelong learning centre to a community organisation in 2015.

The transfer of the skills and training unit at Milland Road into what is now called the Tir Morfa Centre, which accommodates skills and training, youth services and Adult Community learning is the only remaining facility managed by the Authority which would fall under the umbrella of the Lifelong Learning badge.



Commercial, Offices & Markets Portfolio

This category of assets contributes significantly to the Councils revenue streams and has over the last few years been called upon to deliver more returns. Not only does it provide a revenue stream but it also indirectly supports employment in the County and encourages entrepreneurship, supporting the Councils strategic and corporate objectives under the Single Integrated Plan and Corporate Improvement Plan.

This asset group is diverse, ranging from commercial and residential ground leases to land and building leases of offices, shops etc.

The number of assets in this asset category is likely to increase, as surplus operational property (where it is viable to do so), are marketed to lease as an alternative to immediate sale on the open market.

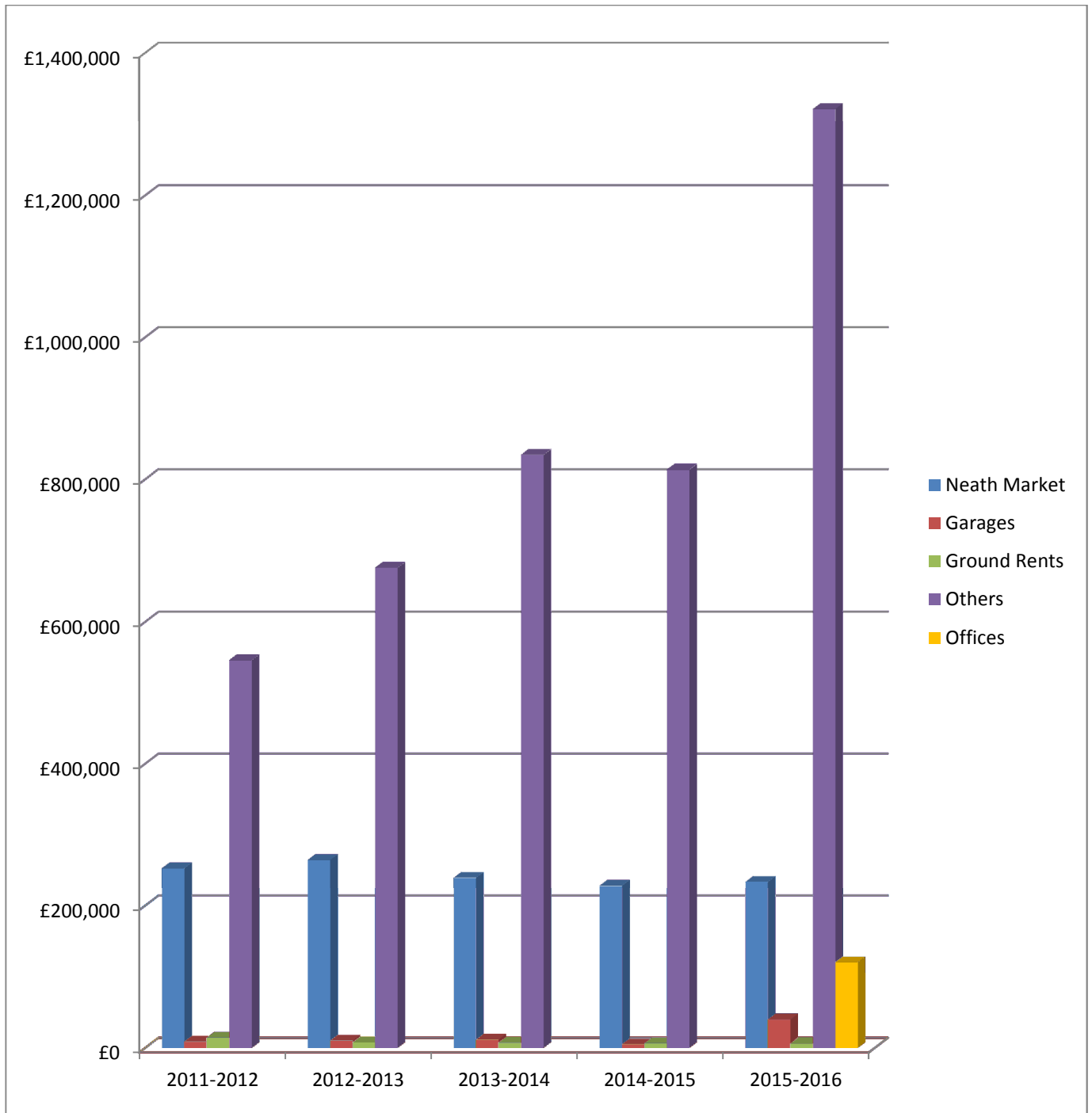
Notable surplus assets which have been retained to achieve a rental income in the recent past include:

- 36 Forge Road.
- 131 London Road.
- 32/34 Victoria Gardens.

Retaining assets and deriving a rental income supports the Authority in a more positive way in the current financial climate.

This miscellaneous commercial portfolio also includes a relatively new portfolio of retained residential garages from the NPT Homes transfer. This sub category contains 386 plots over 39 sites across the County. It also includes a sub category of 31 grazing sites.

The graph below illustrates the performance of this asset group over the period 2011/12 – 2015/16



Industrial Starter Units



This portfolio provides two distinct functions for the Authority:

- **Corporate Objectives :**

Holding this asset group also contributes to key Corporate priorities in the Corporate Improvement Plan 2016 – 2019 and the Single Integrated Plan 2013 – 2023. It also ensures that land use is protected for continued employment use which is important for future growth and opportunity.

The Council ownership and management of starter industrial units and offices in particular, provides significant economic benefits for the County Borough, and provides a catalyst to community engagement and development especially in the valley communities by providing the infrastructure for economic growth and helping to reduce economic inactivity through business and job creation.

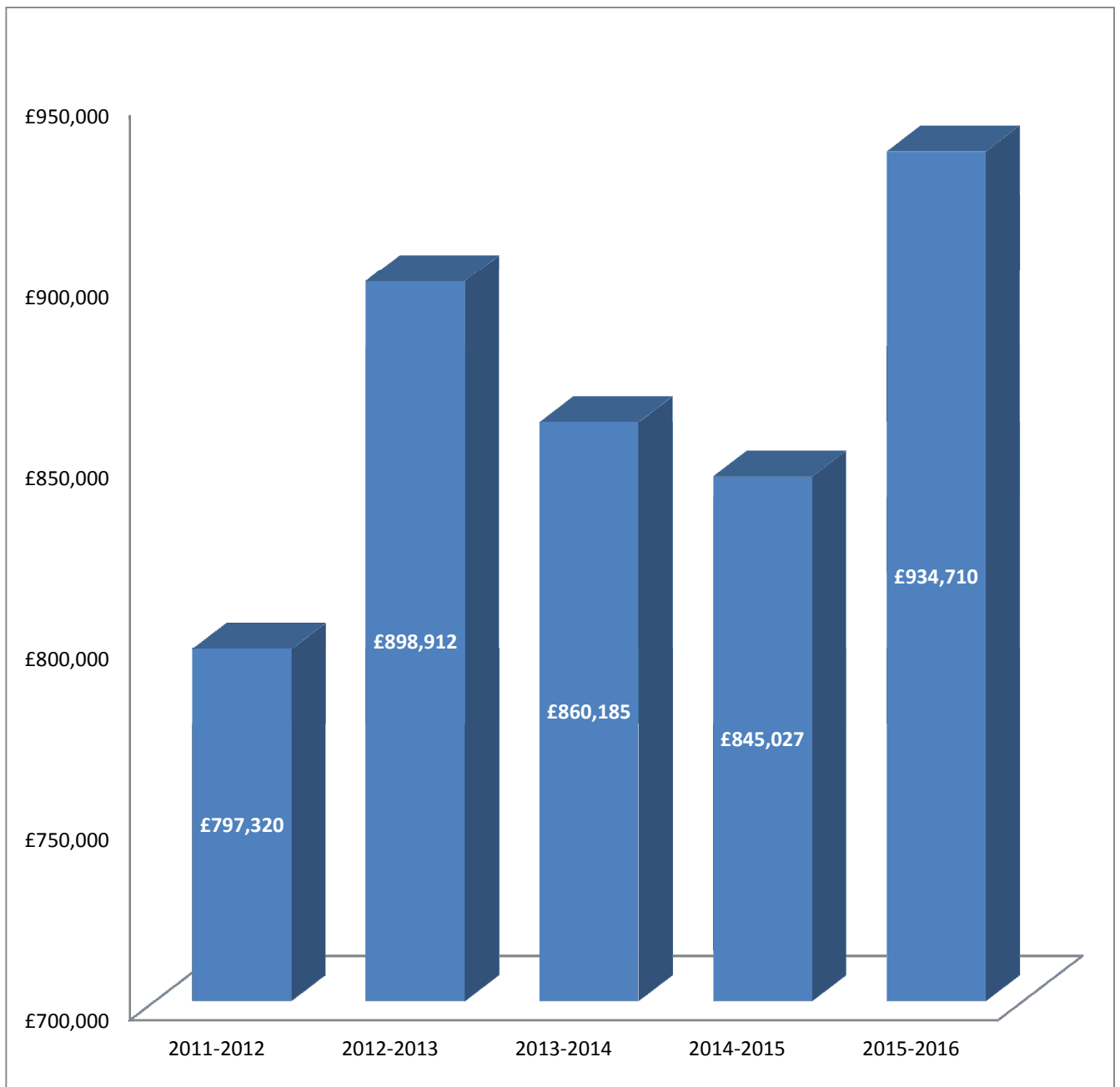
945 direct jobs are provided by businesses occupying the Councils starter unit and offices, with many more indirect jobs relying on the contracts from those businesses.

- **Income Generation**

The portfolio generates a substantial, dependable annual income for the Authority, in the order of £845,000 per annum of which £330,000.00 per annum *2014/15 figures is used to support the delivery of service provision within the Environment Directorate.

An Industrial Starter Unit Performance Report was presented to members in September 2015. A further report will be scheduled to be presented during the life of the current AMP.

The graph below depicts the overall performance in the rental income from this asset category from start of the plan period to March 2016:



Traveller Sites



The Council has Statutory obligations to provide facilities for the gypsy and traveller community under the provisions of the Housing (Wales) Act 2014 which places every Council in Wales under a Statutory obligation to carry out an accommodation needs assessment in relation to gypsy travellers. If unmet need is found the Council is required to identify places for new site provision.

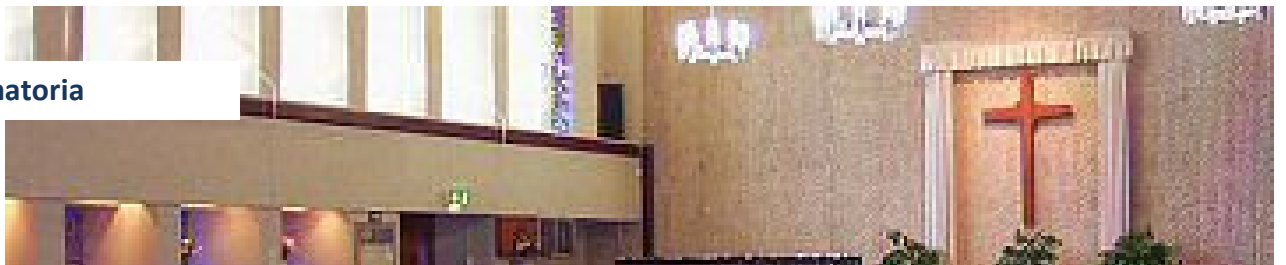
The Council has 3 sites providing a total of 67 serviced plots:

- Briton Ferry Site 1
- Briton Ferry Site 2
- Caegarw, Margam

Over the last two and a half years, the Council have put forward bids to secure grant money from the Welsh Government for the purposes of enhancing and improving existing facilities in Briton Ferry and Caegarw. As a result of the bid process the Council refurbished existing sites and developed an 11 pitch extension to Caegarw.

The Authority as a consequence of securing the grants has provided an increase of 11 pitches over the plan period 2011-2016, together with refurbishment of facilities on both sites.

Crematoria



The Council has one crematorium based at Margam, which is jointly managed with Bridgend County Borough Council. Over the plan period approximately £1.2 million has been spent to renew the crematorium equipment and additional work to satisfy current legislation in this area.

A review of the cemeteries and crematorium estate will be undertaken with Bridgend County Council during the plan period.

Waste Management



The Councils waste management function incorporates four sites which have remained unchanged over the plan period; see below:

SITES:	OPERATORS:
Cymmer Civic Amenities Site	FCC Environment
Briton Ferry Civic Amenities Site	FCC Environment
MREC	NPT Recycling Ltd *
Briton Ferry Land Fill	NPT Waste Management Ltd.

** Subsidiary of NPT Waste Management Ltd*

The two sites operated by FCC Environment will undergo capital improvements during the reported plan period to enable continued delivery of these services. The investment decisions for the remaining sites controlled and operated by NPT Waste Management Ltd, will be made by the Company.

The proposed review of the Tregelles Court operations will need to take into account and have regard to the waste services operations.

Residential

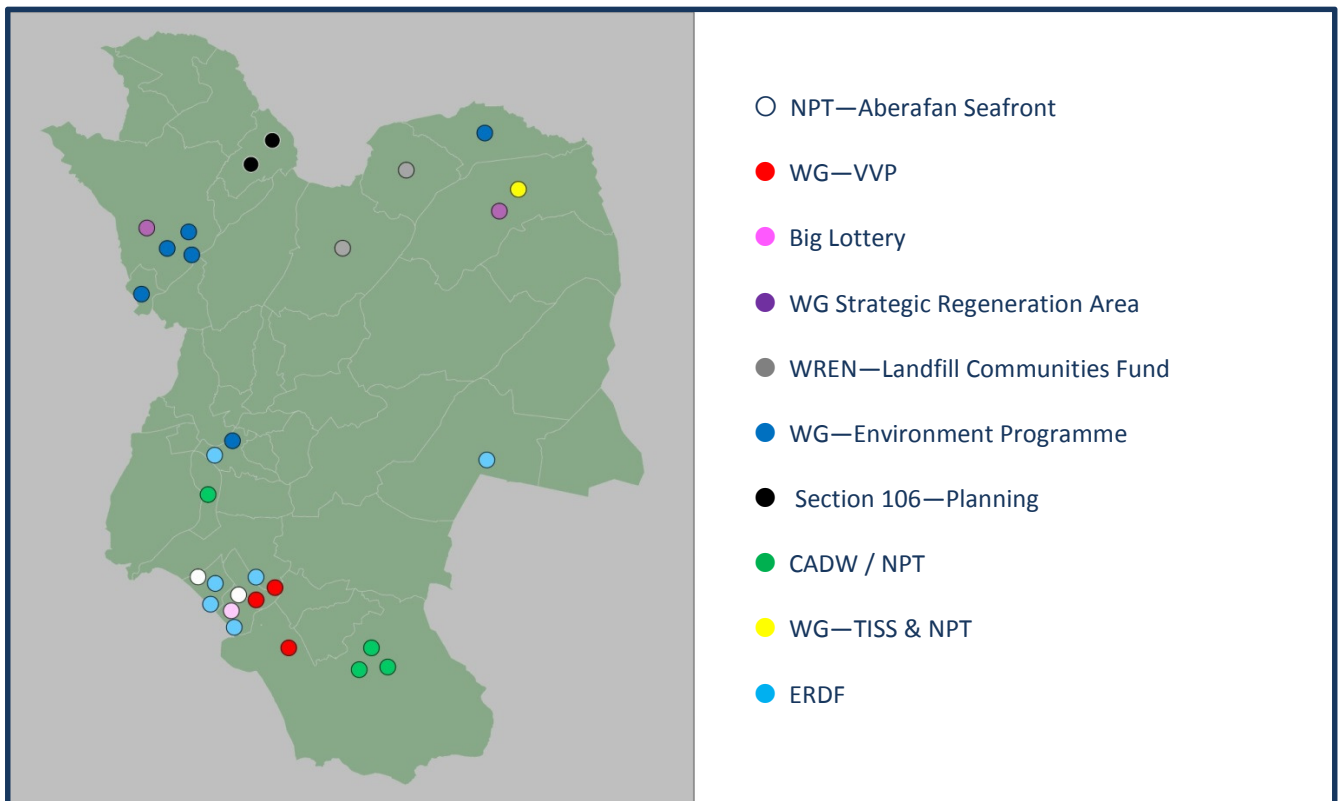


Due to the expiry of a number of Council residential ground leases, (since the reporting of the last plan), the Authority now manages a small portfolio of residential properties totalling 4 across the County.



Over the plan period there has been a number of regeneration schemes delivered ranging from public realm projects to the completion and opening of new build projects. Some of the schemes have required the acquisition of assets in order to deliver the projects, however the Council has used its property assets to lever regeneration for some years with particular reference to the development at Baglan Energy Park and Aberafan seafront.

A summary of the completed projects are outlined below, together with details of which funding programme they have been delivered through:



○ **NPT - Aberafan Seafront**

BOWLING VENUE

Acquisition to enable the development of a new leisure centre.

SKATEBOARD PARK

Redesign and enhancement of the skateboard park.

● **Welsh Government - Vibrant & Viable Places (VVP)**

GREEN PARK

Acquisition of land and leasehold interests to enable the redevelopment of the site for 34 social housing units and new public open space.

HARBOURSIDE

Acquisition of land for the construction of a new footpath link with the town centre.

WATER STREET FIRE STATION

Refurbishment of premises to accommodate NSA Afan employability centre.

● **Big Lottery**

COSTAL COMMUNITY FUND

Adventure golf course at Aberafan Seafront.

● **Welsh Government Strategic Regeneration Area – Valleys Regeneration**

GLYNNEATH

Acquisition of Canal Company land to facilitate a regeneration scheme for the town.

PONTARDAWE

Acquisition of the former Motorworld site to enable a town improvement scheme to be undertaken.

● **WREN – Landfill Communities Fund**

SEVEN SISTERS

Cycleway

HERITAGE

Cefn Coed Colliery – repairs to chimney stack

● **Welsh Government - Environment Programme**

BLAENGWYNFI

New bowls club, car park and gardens,

SWANSEA VALLEY

- Gateway project – Pontardawe ,Ynysmeudwy, Glanrhyd and Ystalyfera
- Pontardawe Riverside – gardens and car park at leisure centre
- Trebanos – canal towpath and footpath improvements

NEATH

Gateway Project, Stockhams Corner - feature and landscaping

ONLLWYN

Sarn Helen – art work, landscaped feature gateway and footpath

PONTARDAWE

Cwmdu Glen – replacement of footbridge

● Section 106 - Planning

YSTALYFERA

- Public realm improvements and resurfaced car park
- Footpath improvements, art work and retaining wall repairs

● CADW / NPT

HERITAGE

- Jersey Park bridges – repairs at Briton Ferry
- Margam Park
 - Hen Eglwys – repairs
 - Chapter House – repairs
 - Infirmary – repairs

● Welsh Government – Tourism Investment Support Scheme (TISS) & NPT

WATERFALLS COUNTRY

Pontneathvaughan - new car park, art work and refurbishment of disabled toilets.

● **European Regional Development Fund (ERDF)**

CONVERGENCE FUND

Public Realm Projects Completed:

- Station Road Canopy, Port Talbot
- Neath Parade and Croft Road
- Croeserw Public real improvements – road works, new play area and seating, entrance features, car park improvements, fencing and planting.

GREEN SEAS

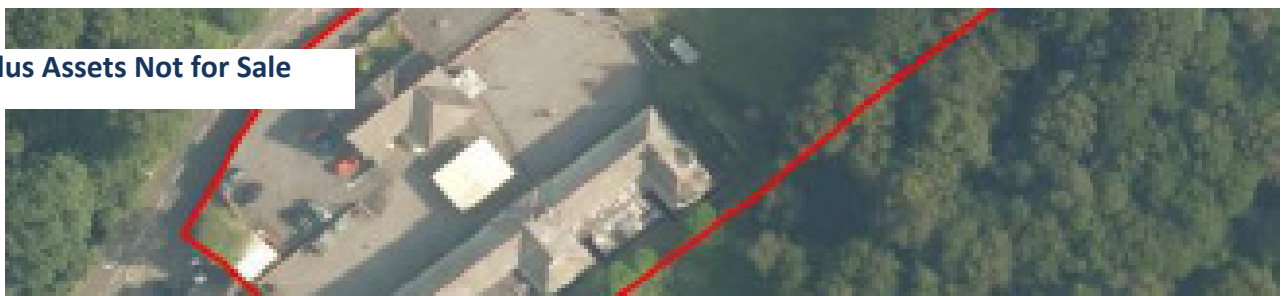
Aberafan Seafront:

- Redesign and enhancement of the sunken garden
- New toddler’s play area and picnic area
- New promenade signage and beach shelter

Where the Authority cannot access certain funding streams to deliver regeneration schemes, the regeneration team work closely with community and third sector organisations, sign posting grant opportunities and assisting them in accessing these funds. The Authority has supported the Community in the delivery of a number of projects over the plan period.

The Authority has also assisted groups in the access of funds to undertake a range of physical regeneration projects on third party land and building assets across the County during the plan period.

Surplus Assets Not for Sale



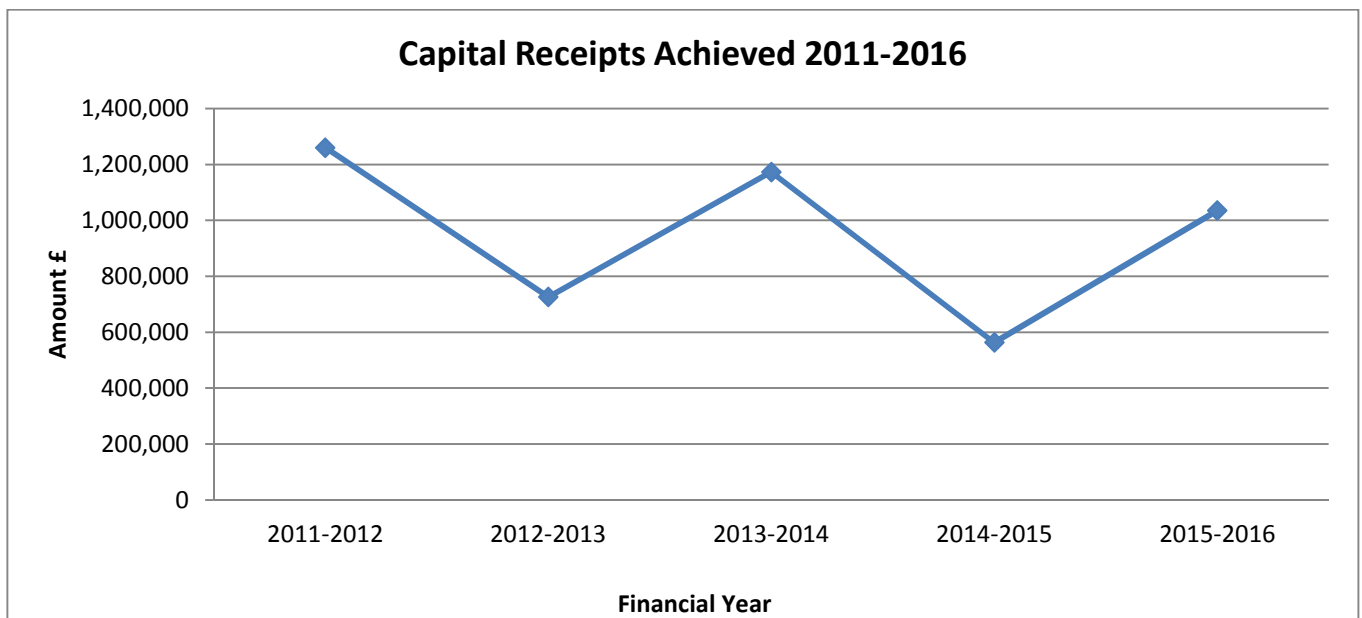
This section of the portfolio consists of land and buildings which are not currently identified in the forward programme of disposals. In the majority of cases this will be due to complex issues that will be required to be overcome to realise development potential and best value e.g. Statutory

constraints, such as flood zone classification, biodiversity legislation etc. These sites are reviewed annually as part of the forward programme of disposals, and where resources support more detailed investigation; these sites are brought forward for consideration.

SURPLUS ASSETS HELD FOR SALE

In accordance with its forward disposals programme, the Council is tasked with the orderly disposal of its surplus buildings and land. It is important that this is done without compromising the Council's statutory responsibilities to obtain best value for its assets.

The total Capital Receipts generated by the disposal of the Council's surplus Assets during the last plan period is illustrated below:



Despite the difficult property market, the Council has continued to successfully dispose of a number of surplus properties, whilst ensuring that it also maximises returns. For example, in 2016/17, the Council is on target to achieve over a £1 million in capital receipts and has in place a further £2 million of agreed sales that are likely to complete in the next two financial years. It is considered that the Council's target of achieving capital receipts of £3 million over a 3 year period will be realised.

The Portfolio Revisited – How has it changed since the last plan?

The portfolio has changed significantly since the last plan period. The changes have come about for a variety of reasons as set out below:

1. Data capture of property assets and reporting of additional asset categories:

Since the last plan the number of assets recorded in the database has been revisited. In some cases omitted categories have now been listed for completeness and those properties that sat under the 2011 category headings have now been reviewed and updated. As a result in some categories the numbers reported have increased, through the redefining of those assets.

2. Property rationalisation

The majority of rationalisation has come about as a result of the closure of schools as part of the School Improvement Programme, the rationalisation of office accommodation and the restructuring of elderly care in the County.

3. Transfer of assets to the community.

Whilst the Council continues to retain a significant portfolio, a significant portion of it is leased out to the third sector and community organisations refer to page 10 “Review of the 2011-2016 Plan - how far we have come”.

4. Retention of surplus assets and acquisition of assets – Regeneration and Commercial categories

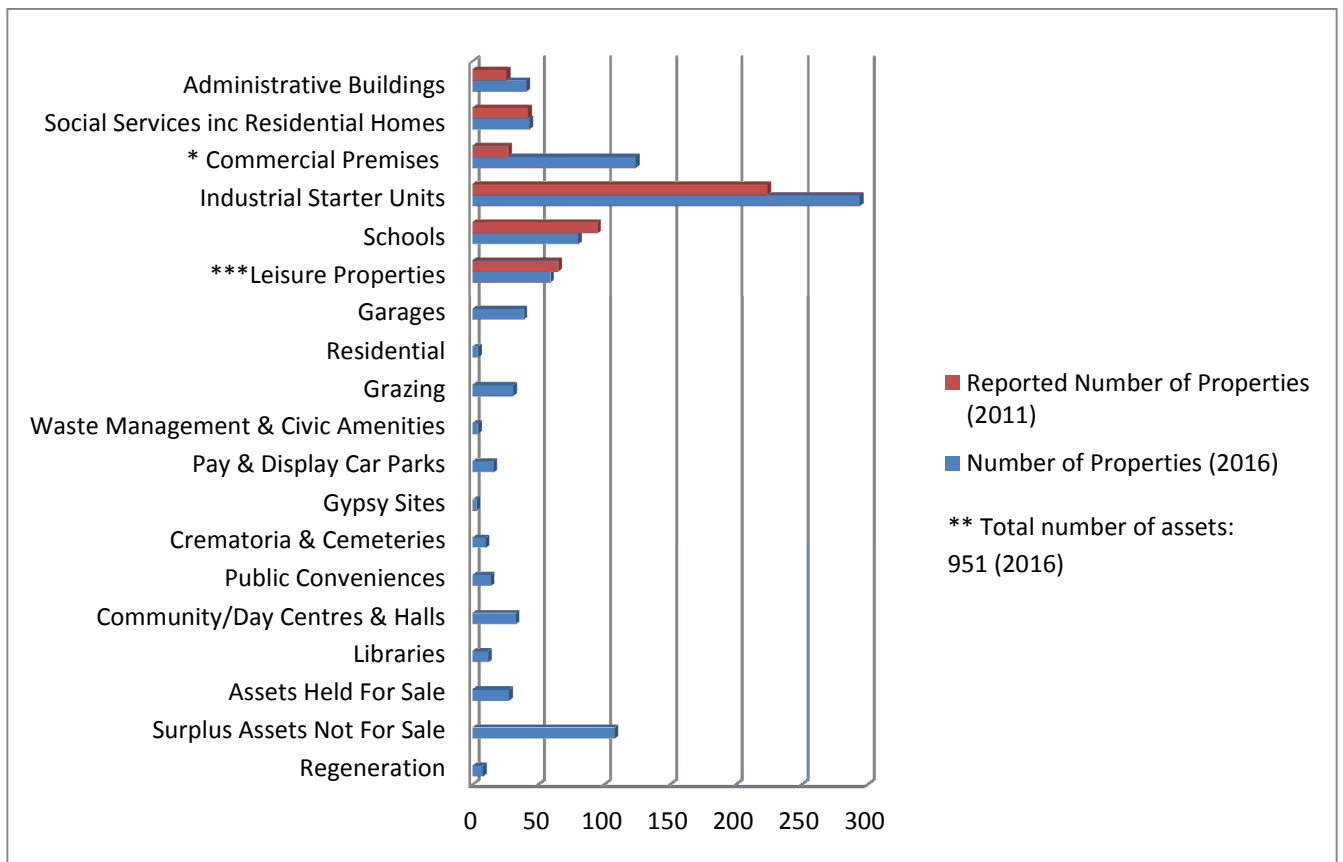
As part of a developing Asset Management Strategy, it is considered the Authority should explore genuine commercial opportunities to secure commercial tenants from the vacant and surplus operational estate BEFORE attempts are made to dispose of the assets to achieve the best capital receipt.

The decision to do this is multifaceted, and has been influenced in part by the challenging market conditions and a strong commitment not to dispose “at all costs”.

As long as the cost of holding vacant and surplus property is not significant, the strategy to “rent first” is currently the preferred option, if it makes commercial sense to do so. Not only does this strategy provide the Council with the potential to offer additional rental income to the rent roll, but also provides socio economic benefits, providing business opportunities for new and established companies to develop job opportunities and training in our communities.

As a consequence there is likely to be a trend towards reclassification of operational properties into the Commercial portfolio to meet the ever increasing financial demands on revenue budgets.

The chart below shows a full breakdown of the property types, within the Councils portfolio, and where relevant, the 2016 figures in each property type are compared against the reported 2011 figures in those categories.



* Includes Baglan Bay Innovation Centre

**Excludes undeveloped land category

***Includes playing fields, pavilions, parks open space

The value of the portfolio described below is relatively low. The phrase “Property Portfolio” in this document refers to all Council land and buildings, although it excludes, highway and other assets.

The Council’s land and buildings have a current asset value of £402 million in the 2016 Statement of Accounts. It should be noted that this value does not represent the Market Value of all the assets, as operational assets are valued using specialised methods of valuation.

PPE Assets (Property Plan & Equipment)	Gross Book Value Per Fixed Asset Register As At 1/4/16	£
Land & Buildings		382,959,551.00
Surplus Assets		11,809,409.00
Assets Held For Sale		7,282,100.00
TOTAL		*402,051,060.00

**This figure excludes assets under construction, community assets, vehicles plant and equipment and infrastructure assets*

The tables below, report the downward trend in all the running costs/maintenance categories within the identified years in the tables.

TOTAL ANNUAL RUNNING COST	2009-2010	2015-2016
Land & Buildings:	£22,935,000	£19,992,819

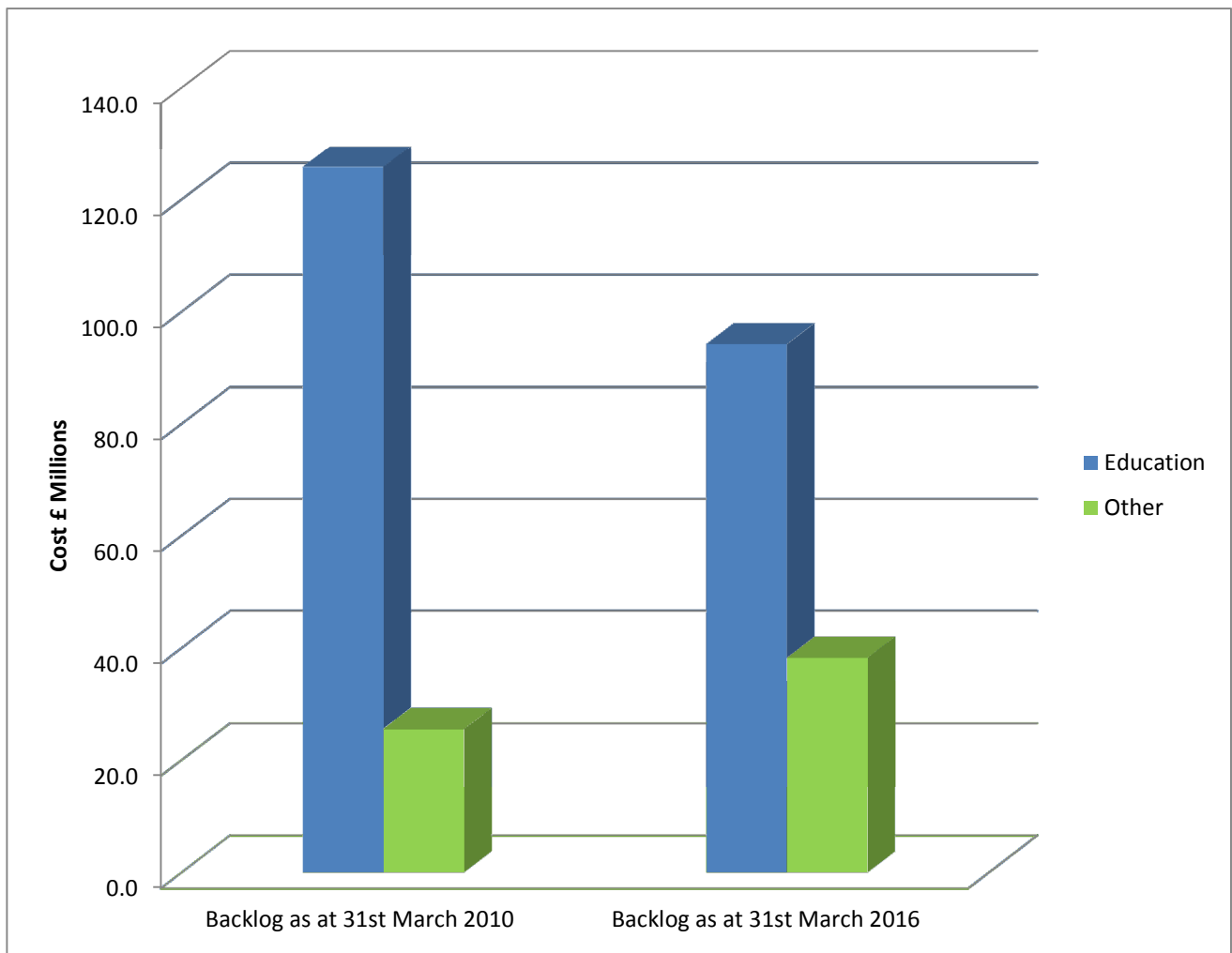
TOTAL MAINTENANCE SPEND	2009-2010	2015-2016
Capital Maintenance:	£3,545,000	£1,608,245
Revenue Maintenance:	£2,224,623	£1,506,975

TOTAL MAINTENANCE BACKLOG	2009-2010	2015-2016
Buildings:	£151,350,000	£132,600,000

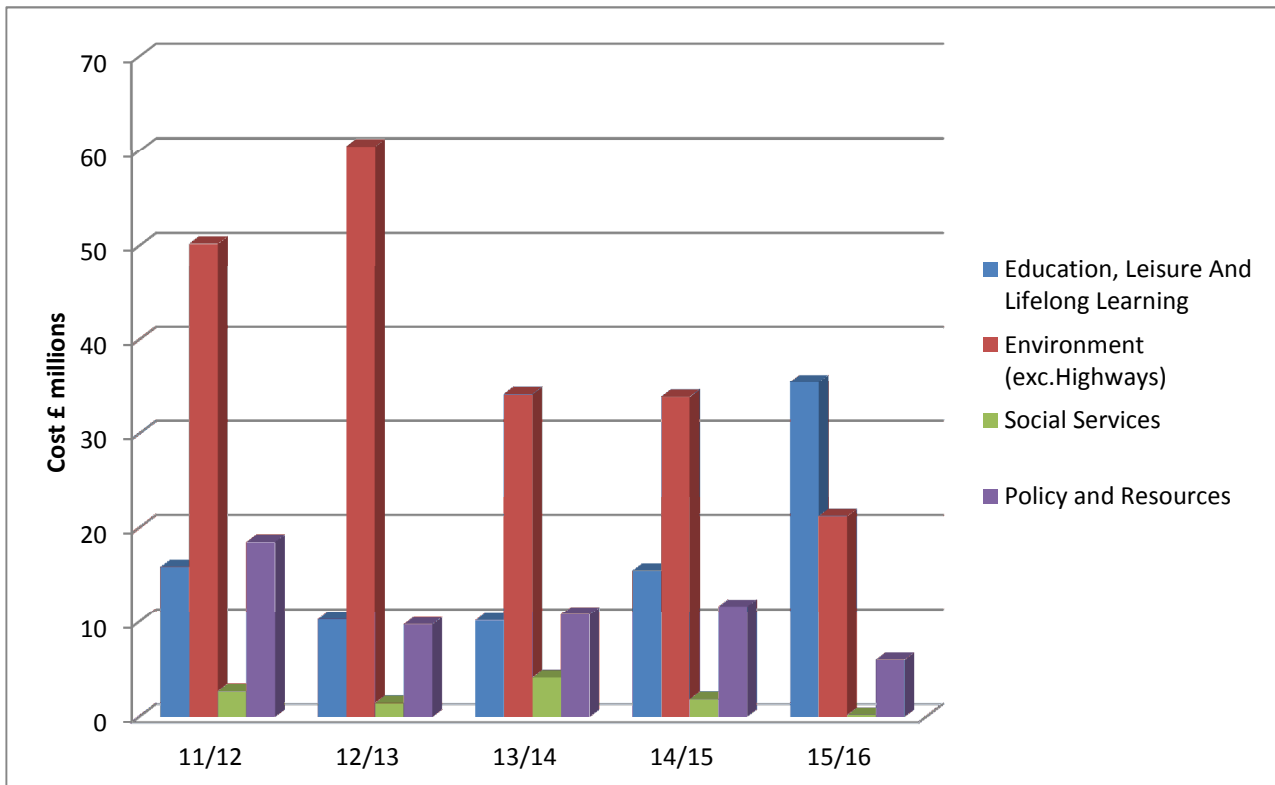
The total maintenance backlog figure will change as information is updated from the rolling programme of condition surveys undertaken across the Council's property portfolio, and also as properties have works undertaken, are disposed of, or alternatively new assets are acquired.

The breakdown using the bar chart below, shows the movement in the backlog between plan periods in what are now two main categories; (formerly reported as three categories)

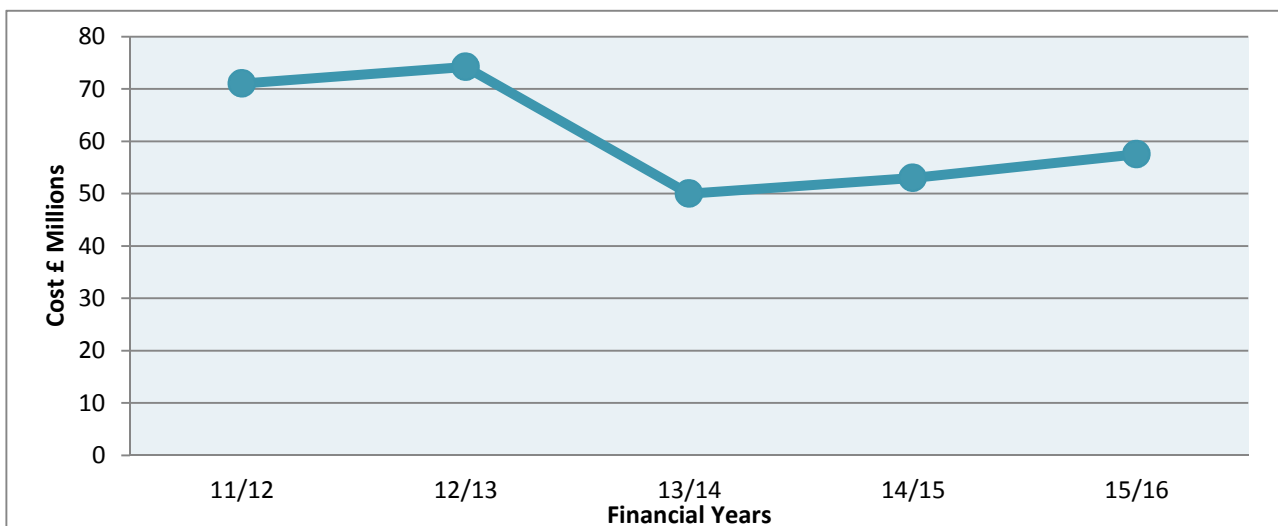
- Education
- All Other Buildings



The following chart shows the Capital Programme spends on Land and Buildings over the plan period 2011-2016.



This is out of a total capital programme of:



The Councils Corporate Improvement Objectives

The Context for Property Planning

Before describing the Councils Property Objectives and Property Strategy, it is important to set out the overall corporate context from which these have been derived.

The Single Integrated Plan (SIP) and the Corporate Improvement Plan (CIP) set out the overall vision for NPTCBC and are central to the way in which the Council's services, and those of its partners, are delivered.

The SIP currently contains five broad long term partnership initiatives/outcomes and four cross cutting priorities. The Council's Corporate Improvement plan contains six improvement objectives...

Single Integrated Plan

(Long Term Outcomes)

- **Healthy**
- **Feel Safe & are Safe**
- **Communities & Environment are sustainable**
- **Strong & prosperous economy, leading to reduced poverty**
- **Fulfil their learning potential**



Cross Cutting Priorities

- **Children & Young People**
- **Anti-poverty**
- **Health & Inequities**
- **Transport**

Corporate Improvement Plan

The Council's Corporate Improvement plan contains six improvement objectives:

Rising to the Challenge

Our Six Priorities For Improvement

Protecting services & jobs in difficult times

- Safer, Brighter Futures**
better outcomes for children and young people
- Better Schools, Brighter Prospects**
strategic school improvement programme
- Improving Outcomes, Improving Lives**
promoting high quality, responsive citizen centred social care
- Prosperity for All**
promoting economic growth
- Reduce, Reuse, Recycle**
towards zero waste
- Digital by Choice**
improving customer experience, making better use of public money

The infographic includes a vertical teal bar on the left with the title and subtitle. To the right of the objectives are six small photographs: a child with a kite, a boy playing a drum, an elderly woman, a modern building, a green recycling bin character, and a computer screen.

The Council recognises that property is a critical component in delivering the vision of the Corporate Improvement Plan and the Single Integrated Plan.

The Asset Management Plan links to, feeds off, and reacts to these Corporate plans and a range of other strategies, initiatives and plans which may change during the plan period as a result of the legislation e.g. Well-being of Future Generations (Wales) Act 2015. The visual overleaf shows how the Asset Management Plan is informed by and links into the Corporate Improvement Plan, Single Integrated Plan and other key strategies, programmes and plans.



The main strategic property challenges that face the Council have not significantly changed since the

- Continuing financial pressures requiring the Council to make efficiencies year on year. These will continue to impact on the Council's property portfolio, both on the operational and non-operational sections of the Portfolio.
- Continue to deliver the objectives of the Schools Improvement Programme.
- Delivery of ongoing regeneration of town centres and coastal areas, fostering economic regeneration and attracting inward public and private investment.
- Continue to support urban improvement.
- Continue to improve office efficiency and working conditions for staff to enable them to be more productive in delivering the Council's services.
- Whilst there has been improvement in the Council's maintenance backlog and "sweating property assets", further improvements are required which will be measured annually in the property performance reports.
- Continue to improve environmental performance (Energy /Carbon) through implementing the actions of the Energy Performance Report 2017.
- To support and provide assistance to the community groups that have entered into community leases over the past three years and continue to find opportunities to work collaboratively with these groups and other partner agencies/authorities.

New Legislative Requirements

As already touched upon, the AMP may change during the planning period. The most significant piece of legislation which will shape and influence all Council plans and objectives, to include the AMP in the next few years is The Well-Being of Future Generations (Wales) Act 2015.

The Well-Being of Future Generations (Wales) Act 2015 (2nd May 2015 Edition)

The Act is about improving the social, economic, environmental and cultural well-being of Wales, now and in the future. There are 7 goals that all public bodies must work towards-



A prosperous Wales	An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.
A resilient Wales	A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).
A healthier Wales	A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.
A more equal Wales	Attractive, viable, safe and well-connected communities.
A Wales of cohesive communities	A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).
A Wales of vibrant culture and thriving Welsh language	A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.
A globally responsible Wales	A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.

To do this, there are 5 criteria that public bodies need to think about to show that they have applied the principle. These consist of:

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.

The Act requires the 44 public bodies to set wellbeing objectives that are designed to maximise their contribution to each of the wellbeing goals. During 2017, the Council will be undertaking a programme of work to assure it discharges its statutory duties contained within this Act. This programme of work will involve the development of the wellbeing objectives which will influence how we develop and deliver the property service in the future.

ICT & Property Strategy

The Council has aligned its ICT and Property Strategies to ensure that it achieves maximum efficiencies and benefits from all its assets.

The flexible working programme continues to enable more staff to share workstations, work from home or out in the communities to not only improve the efficiency and quality of service delivery but also to enable the Council to identify and dispose of surplus property assets.

Changing Customer preference in the way they seek to interact with the Council is also a key consideration of the Council's ICT Strategy. An increased demand for mobile and fixed internet delivered services and customary telephone transactions is likely to reduce the requirement for facilities within buildings for 'face to face' contact and services are adapting accordingly.

The challenge in ICT terms is trying to be sufficiently flexible to be able to react to the constant changes in the ways our services are expected to be delivered and also the different usages to which our property is subject. All of which has to be installed in a secure manner, one that protects information and staff.

The Council's Human Resource Strategy

As a consequence of the difficult financial position that has faced the Council; the Council has reduced the workforce by over 2,500 employees over the last 5 year period. This included the transfer of circa 1,500 employees to NPT Homes and Grwp Gwalia.

The Council's Human Resource's Strategy will continue to be influenced by the Council's Forward Financial Plan, as well as by the Council's Digital Strategy and the requirement to reduce head counts, reorganise staffing structures and / or the way in which work is delivered and / or organised. This in turn will affect requirements for property and accommodation – either reducing the requirement for accommodation, or requiring movements of staff and / or changes to existing accommodation linked to changes to the way in which services are delivered and work organised.

The Council's Financial Strategy

The Council still expects to have to make considerable reductions in its budget for the foreseeable future whilst continuing to provide public services to the highest possible standards. The savings

required for the four year period 2017-18 to 2020-21 are currently estimated to be £38 million. To achieve this, the Council will continue to strive to be even more efficient and effective in the way it provides its services in the future and this includes the way it uses its various assets including property.

Implications for Property

Property will need to continue to play its full part in both meeting the Council's public service aspirations and also doing this in the context of the financial challenges that it faces. This is a major challenge. A property response will be required in some or all of the following areas:

Regeneration

- Continuing to use the Council's property assets to foster regeneration;

Customer Service

To continue to support the business plans of service areas to challenge and discuss how property works for them in their front line delivery, through the implementation of:

- Annual Property Management Plans – The Strategic Asset Management section in conjunction with Corporate Strategy and Democratic Services has developed a template which has been inserted into the Heads of Service Annual Business plans to gather the property challenges and needs for each service area.

This allows more effective engagement with the Service areas on current property related needs and challenges. These property challenges will be incorporated into the Annual Property Performance Action Plan.

- To develop relationships with partners to provide multi use buildings. e.g. Mid and West Wales Fire Authority, South Wales Police Authority etc.
- To continue to support the Council's drive to improve customer access channels, through a review of the Council's First Stop Shop services.

Communities

- To continue to explore opportunities for the transfer of assets to the community where appropriate and support those organisations to sustain the transfer of services.
- To continue to support the empowerment of local communities by developing community asset sharing in appropriate cases.
- Supporting local communities by providing local services in partnership with those communities and addressing the property implications of this.

Efficiency

- To continue to improve the utilisation of civic accommodation, whilst at the same time sustaining improvements in working conditions. This will include mobile and flexible working.
- To continue to address maintenance backlog issues.
- To deliver the action plan of the Energy Performance Report.
- To set up a collaborative working group with partners to investigate new opportunities for the sharing or hosting of the shared service agenda.
- Supporting the Council in addressing the challenges of waste management.
- Maximising the efficiency of the Council's assets by continuing to carry out service reviews.
- Project Management and Procurement – to continue to reduce the capital costs of construction by identifying the most appropriate and cost effective method of procurement.

Risk

Condition of the Operational Portfolio

In relation to the operational estate which is used to deliver critical public services, the condition of these buildings has improved over the last plan period. A detailed look at the portfolio for 15/16 is available to view in the annual Property Performance Report reported in January 2017.

In summary the 2015/16 figures in the Property Performance Report show a significant increase in Category A and B buildings, a drop in the number of buildings in Category C and a slight increase in Category D buildings over the period.

The general improvement in the figures is a result of several factors, including the closure of a range of buildings in poor condition and the construction of several new buildings. Several Category D buildings will be removed from the portfolio as they are replaced under the School Improvement Programme.

The risks, which are identified in the rolling programme of building surveys, and subsequently in the Annual Property Performance Report, form a critical part of the decision making process in the ongoing Service Asset Management Plans and Area Reviews. By doing so, it will inform and drive the Council's Capital Programme.

The Council's continued aim is to have proposals to vacate or refurbish all category D properties within five years. It is acknowledged, however, that some of those properties at the lower end of category C may also require considerable investment.

Community Asset Transfer – Transferred Operational Estate

As already reported, the last 5 years has seen a substantial transfer of assets to the third sector and community groups. This work is on-going as reported in the recent Property Performance Report. However we must recognise that there will be a requirement to manage and closely review the community leases that have been set up to transfer these assets. The terms of the leases are very tenant friendly to provide the flexibility to these groups to terminate occupation for any reason. Consequently, there will be a need to continue to support and assist these groups, to avoid the risk of groups handing back leases and presenting further challenges to the Authority.

Capital Receipt Targets

To achieve best value for our forward disposals programme, sites and buildings will require significant professional resource to achieve the best and most valuable uses to attract developers. Without this preparation before sale it is likely to impact negatively on capital receipts. Accordingly it is critical to support professional resources in this area.

In addition, where surplus sites or buildings are seen as an opportunity to deliver or be the driver of regeneration, the imposition of the Councils aspirations can and will impact on the capital receipt achievable, demand and timing of the disposal. In most cases a disposal with community benefit style conditions via a procurement led disposal process can lead to reduced capital receipts.

Regeneration – Future of European Funding Post Brexit

With the uncertainty over the relationship between the UK, Wales and the European Union in the next few years, the Council needs to consider the availability and source of alternative grants, as we strive towards the delivery of new physical regeneration projects in the future.

WEFO are continuing to deliver EU funding programmes in Wales. Applications for EU funds are still being developed and approved in line with objectives agreed by the European Commission.

The UK Treasury will provide a full lifetime guarantee for all structural and investment projects approved before the UK leaves the EU.

The strategies, legislation and plans and the implication for property for the Council provide a direction of travel for the AMP framework. A distilled 1 page summary is outlined overleaf:

Our overall Business Objectives via the **Corporate Improvement Priorities** drive our property decision making.....

- Safer brighter futures – better outcomes for children and young people
- Better Schools Brighter prospects- Strategic school Improvement Programme
- Improving outcomes, improving lives – promoting high quality responsive, citizen centred social care
- Prosperity for all- promoting economic growth
- Reduce reuse and recycle – towards zero waste
- Digital by Choice – Improving customer experience making better use of public money

And of particular relevance to property:

- Flexible working and better office utilisation
- Tight human resource planning
- On-going annual budget reductions

This allows us to define our **Property Objectives**

- 1). To have a well-planned portfolio.
- 2). To have a “lean” property portfolio.
- 3). To have a property portfolio driven by community and service requirements, in the context of our financial objectives.
- 4). To ensure that our property portfolio is both financially and environmentally sustainable.
- 5). To provide a safe, secure and productive portfolio.
- 6). To expand and challenge the existing commercial estate and discuss the opportunities of acquiring investment properties as part of the Council’s Financial resilience strategy.

and from our Business Objectives via the Corporate Improvement Priorities and Property Objectives we can set out our **Property Asset Strategy**

Themes:

- 1). Improving the quality and reducing the size of the property portfolio
- 2). Improving the customer experience
- 3). Improving the way we work
- 4). Improving our performance in climate change / energy / carbon
- 5). Improving the efficiency & effectiveness by co-location, capital spending prioritisation, better performance management, releasing capital, running costs reductions, improving maintenance
- 6). To expand and challenge the existing commercial estate and discuss the opportunities of acquiring investment properties as part of the Council’s Financial resilience strategy

Property Categories:

Operational Portfolio

- Civic Buildings & Satellite Offices – to continue to consolidate office activities through service reviews & ICT strategies.
- Car Parks – review of smarter payment methods
- Community Centres – limited future opportunities for further asset transfer. Council to collaborate with new community operators to develop sustainable services
- Leisure Centres – to continue to work in partnership with Celtic Leisure
- Libraries – community asset transfer currently maximised. Council to collaborate with new community operators to develop sustainable services
- Schools – to continue delivery of the Schools Improvement Programme
- Social Services – to complete day care services review and review future office requirements
- Depots & Stores – review of Tregelles Court Operations
- Playing fields, Pavillions, Parks & Open space – to provide support to the new community groups in the recent CAT programme
- Public Conveniences – to undertake review of the asset base in 2017
- Theatres, Museums, Art Centres & Lifelong Learning Centres – Ongoing review against customer expectations
- Commercial, Residential, Concessions & Markets Portfolio – to continue to challenge the portfolio, to increase returns whilst continuing to support SME’s
- Industrial Starter Units & Offices – Produce second performance report
- Traveller Sites – To continue to effectively manage the Council’s statutory obligations in this area
- Crematoria – review to be undertaken in 2017/18
- Waste Management – Proposed capital improvements to the Councils two waste recycling facilities
- Residential – review ongoing ownership and management.
- Surplus Assets not for sale – to review opportunities to move assets in this category to assets held for sale
- Regeneration Assets – Develop a Regeneration Plan to link in with the AMP

Assets held for sale – To achieve ongoing annual capital receipt targets

Investment Property – To explore the acquisition of investment assets as part of the Council’s financial resilience strategy.

.....and our **Desired Outcomes**

In the next year to have:

- 1). Completed ICT review of TPMS
- 2). To set up Corporate Working Group & develop strategy for Agile Working for future implementation.
- 3). Via the Council’s Income Generation Working Group discuss & further report opportunities for investment property acquisition.
- 4). Delivered a Regeneration Plan linking to the AMP.
- 5). To have completed the first phase of neighbourhood reviews.
- 6). Delivered and supported the next phase of the School Improvement Programme

.....and our **Action Plan**

- **ASSET MANAGEMENT DATA DEVELOPMENT & PERFORMANCE:** TPMS review & development – ICT & Property & Property Performance review 2017
- **ACCOMMODATION:** Corporate Agile Working review - ICT & Property, continue to progress the accommodation strategy. The ongoing remodeling of various services requires the continual review our building stock and staffing levels within, to ensure that we make the most economic use of these assets & Crematoria review.
- **CAPITAL PROJECTS:** Deliver current phase of the School Improvement Programme
- **REGENERATION:** Produce a Regeneration Plan
- **COMMUNITY/NEIGHBOURHOOD:** *Community Transfer Support Framework:* Develop a framework for managing the assets already transferred to community groups to include monitoring. *Community Asset Transfer:* Continue to support the AMP and FFP in delivering where achievable further transfer of assets to the community & draft & adopt a Community Asset Transfer policy for the Council. *Neighbourhood Reviews:* To develop and implement a programme of neighbourhood reviews throughout the county for Pontardawe, Afan Valley, Swansea Valley, Amman Valley, Port Talbot Waterfront, Vale of Neath & Dulais Valley.
- **ENERGY/CARBON:** Implement the action plan of the 2017 Energy Performance Report.
- **COLLABORATIVE:** Set up and develop collaborative working group with external Authorities and Organisations. *Asset Management:* continue through National Assets Working Group, e-PIMS, CLAW & ACES.
- **COMMERCIAL/INDUSTRIAL/INVESTMENT:** Deliver second Industrial Property Performance Report. Through representation on the Councils Income Generation Working Group, to consider and discuss the opportunities of the Council acquiring and managing a property investment portfolio.
- **FORWARD DISPOSALS PROGRAMME:** Continue to work towards the generation of £3m of Capital Receipts by 2020.
- **FORWARD FINANCIAL PLAN CONTRIBUTIONS:** To continue to identify and realise savings under the FFP.

Property Objectives - Review

As noted above, achieving our core business drivers will have property implications. In most cases, the Council's fundamental objectives cannot be achieved without suitable accommodation and property to support the range of services that it provides. The Council will not however make any unwarranted assumptions about its asset base, and will continue to review and challenge its portfolio to ensure that it assists the Council's objectives in the most efficient way possible. A critical element of this challenge will be to establish whether property ownership is critical to service delivery and if not to look at possible alternatives.

The definition of specific property objectives derived from the Council's business drivers, is key to this process, and provides a basis for measuring the performance of property and for guiding property-related decisions in the future.

The Council's Property Objectives

There are six headline Property objectives:

Objective 1

To have a well planned Portfolio

To anticipate future property needs of the Council by effective forward planning of services and the corporate need for property and accommodation (because of the long lead in times needed for property change).

To ensure that all of our core asset resources (property, ICT, human resources and finance) work in harmony in an efficient and effective manner

To recognise the opportunities to lever benefits and share risk, through strategic partnering with other public and private sector partners, and through co-location of public service provision.

To monitor the performance of our portfolio by measuring our progress in terms of the Council Core Objectives and its business drivers, as well as standard property performance measures.

Objective 2

To have a “lean”
Property Portfolio

To recognise that property ownership is not always essential to service delivery and to justify fully the continued ownership of all property no matter what its use, and to release property immediately if its retention is not justified. To continue to improve the property information data that informs decision making through identifying resource to develop TPMS

Objective 3

To have a property portfolio driven by community and service requirements, in the context of our financial objectives.

To ensure that our property reinforces the Council’s objectives to empower and regenerate local communities.

To continue to provide support to those community groups we have successfully empowered to manage and operate Council functions in the education and environment service areas e.g. libraries, sports playing fields pavilions etc.

To ensure that our portfolio reinforces our reputation as a joined up, efficient and effective customer focused public service provider.

Objective 4

To ensure that our property portfolio is both financially and environmentally sustainable.

To continue to ensure that our asset portfolio meets the Council’s financial objectives, that underperforming capital is released from our portfolio and that the Council’s burden of property liabilities is reduced.

To achieve value for money and efficiency in every aspect of property running costs and procurement of property (including construction) and property services.

To use our property in an environmentally sustainable and friendly manner. Whenever we construct new assets, or improve or extend existing assets, to embody sustainability principles in the location, design and construction.

Objective 5

To provide a safe, secure and productive portfolio.

To ensure that our property is in good condition, and compliant with all relevant statutory requirements and safety standards.

To ensure that we provide a good environment for our staff which matches our requirement for effective work styles supports our objective of high productivity, and which encourages recruitment, retention and motivation

Objective 6

To expand and challenge the existing commercial estate and discuss the opportunities of acquiring investment properties as part of the Council's financial resilience policy

To recognise the contribution that is made in revenue terms to Council services by the indirect operational portfolio and the non-operational commercial estate managed by the Corporate Estates team, and to continue to review opportunities to increase the estate rental income while continuing to balance the socio economic benefits of being a public sector landlord.

To imbed into the asset management process an assessment of all new surplus assets before disposal to establish whether the asset is fit for retention for commercial leasing and transfer into the Commercial estate.

Through representation on the Councils Income Generation Working Group, to consider and discuss the opportunities of the Council acquiring and managing a property investment portfolio.

How Will We Measure Our Success?

We recognise that we cannot achieve all our objectives at the same time and that we must ensure that the Council's shorter term priorities are delivered.

The Council continues to develop its approach to managing the performance of its property assets. Traditionally, this has been achieved by the use of Performance Indicators that are 'benchmarked' via the Consortium of Local Authorities in Wales (CLAW) and the Wales Data Unit.

In addition to monitoring the achievement of the Strategic objectives, a suite of performance measures has been developed to enable the operational performance of the management of facilities to be monitored and reported and to drive further continuous improvement. The data will be set out in the established Annual Property Performance Report format that has been and will continue to be reported to the relevant Cabinet Board.

As a summary the Annual Property Performance Reports include:

- The Performance Indicators for Asset Management that are submitted on an all-Wales basis.
- Property Performance information on each asset categories.
- An Action Plan update.
- New pressures/legislation that may impact on the portfolio.
- Property & Regeneration achievements during the past year.

Asset Strategy – Has it Changed?

The Councils Asset Strategy continues to adopt the established themes and objectives set out in the previous plan. As with every reincarnation there will be new challenges and ideas to consider, however the guiding principles remain the same.

Previous sections of this document have set a framework for the consideration of our property and accommodation requirements – our business drivers and our specific objectives which guide the management of our portfolio.

The aim of this section is to once again confirm the ‘direction of travel’ for the Council, to ensure that we continue meet our objectives of having a planned portfolio. The strategy is divided into a number of guiding principles called “Themes”, each of which is reaffirmed below. Consideration is given first to some over-arching themes, and then to individual categories of the portfolio.

Themes

Whilst some of the themes overlap in their scope, they are identified separately below to show the main elements of our overall property strategy:

Theme 1	Improving the quality and reducing the size of the Operational Property Portfolio
<p>In the face of continued pressures on both capital and revenue budgets, there will be continued pressures to reduce the size of the operational portfolio. Reduction should not and does not necessarily mean the disposal of assets but in some cases will mean retained ownership and the transfer of services (in the case of front line uses), to Community groups etc. in the form of community leases and in relation to office accommodation, in some cases exhausting opportunities to offer partnering / sharing opportunities with partner organisations and or re categorising surplus assets into the commercial portfolio to generate additional revenue income. The operational portfolio has reduced over the plan period. This has been due to significant efforts to decant from leasehold office accommodation and accommodate office based staff within the freehold operational estate. The success of the transfer of operational buildings and sites namely in the operational areas of libraries , community centres and the parks and outdoor leisure categories has been instrumental in the reduction of many day to day obligations.</p>	
Theme 2	Improving Customer Experience
<p>Where we are satisfied that property is a necessary component of service delivery, we will:</p> <ul style="list-style-type: none"> • Continue to improve the customer experience and customer access to services in Council property, whether it be for visitors, users or residents through review and consultation. • Continue to achieve more intensive use out of our property which should, in part, allow us to release properties which are no longer needed, whilst still maintaining services. Where they arise, we will take opportunities to, extend the use of our properties (e.g. schools, libraries), and co-locate Council services uses, as well as co-locate 	

with services provided by other public sector providers (e.g. health and police). In appropriate cases, this will include co-location with third sector providers and possibly the private sector.

Theme 3	Improving the Way We Work
<p>Workstyle – Linked to Theme 1 to improve space utilisation, through better space planning, and increase flexibility. Our objective is to continue to maximise the opportunity to locate the majority of our office workers in the main Civic office locations at The Quays, Neath, Pontardawe and Port Talbot, to capitalise on the good working environment that these buildings provide. To do this, the Council will continue to both improve on the utilisation of desks and to promote more flexible methods of working, including remote and home working that improve efficiency and enhance service delivery. In some cases it may be that staff will not need desks in Council offices at all. In this way we will reduce the Council’s office floor space and reduce running costs by vacating old and obsolete office buildings. To make sure that we continue to use our space efficiently and effectively we will rigorously monitor space utilisation within our office buildings. This approach will be flexible enough to allow for some variation (if justified) but will provide a framework for future office planning decisions.</p>	
Theme 4	Climate Change / Energy / Carbon
<p>The continued drive to reduce both the consumption of energy and water resources, and the Council’s carbon emissions will be achieved by:</p> <ul style="list-style-type: none"> • Reducing the number of buildings, and overall floor space, from which the Council operates by improving space utilisation and building efficiency. • Making the remaining building stock as energy efficient as possible. • Ensuring that ‘environmental and sustainable design’ is a key consideration in all new build projects. • Investigate and assess commercial opportunities for energy related schemes across the County to derive socio economic and commercial returns. e.g. District Heating 	
Theme 5	Efficiency & Effectiveness
<p>Co-location – The desire of the Council to seek opportunities for Co-location with public and third sector partners as well as as possibly the private sector has already been mentioned above under the heading “Improving the Customer Experience”. Co-location will also have the benefit of more efficient use of capital and revenue expenditure through more efficient construction costs and running costs.</p> <p>Capital spending prioritisation - All capital spending proposals are vetted by the Capital Programme Steering Group which contributes to the formulation of the Council’s capital programme which is included in the Five Year Financial Plan. There is a framework for project assessment currently being introduced (Programme Project Management) and this will be developed over the next few years to ensure that there is a standard assessment methodology for major projects including consideration of whole life costing.</p> <p>Performance Management – The Council currently uses performance measures which are specific to property efficiency and effectiveness, which are reported in the Annual Property Performance Reports. These measures have the benefit of being used by other Local Authorities in Wales and enable us to benchmark ourselves with them. In the future our performance measures will also be directly associated with the Council’s drive for lean systems and transforming the way it delivers each of its services. The Council will also look to develop Key Performance Indicators (KPI’s) for the commercial estate. The measurement of performance in all its guises will require continual improvement of the reporting options which inform the performance measurement. The Council’s condition and building survey information will need to keep up with the demand of performance measurement.</p> <p>Capital release and running cost reductions - Wherever feasible we will seek to rationalise the property portfolio to make it more efficient and effective and to release surplus property. This will allow us to release capital in the cases</p>	

where surplus property can be sold in the market and it will also allow us to reduce our running costs.
Maintenance –The Council has a current maintenance backlog of some £132.6m which is down 12.5% on the reported backlog figure back in 2009/10. The Council will strive to ensure that this figure does not increase in real terms and it will seek to reduce this over the next five years by vacating and if necessary replacing old outworn buildings.

Theme 6

Commercial Outlook

Linked to key objective 6, to continually review the non- operational and surplus portfolio and continue to maximise the commercial opportunities of the estate, whilst considering new opportunities of developing and investment property portfolio.

Regeneration

Whilst Regeneration is not a stand-alone theme, it is a significant area worthy of separate reference within this section of the report.

As part of its approach to the regeneration of the County Borough, the Council has used its property assets to facilitate and deliver regeneration projects and to lever in funding from external sources. The Council has achieved considerable success in securing external funding to deliver major regeneration programmes and projects to the benefit of the residents of the County Borough. The following regeneration plans have been used as a framework for intervention:

- Neath Integrated Territorial Strategy
- Port Talbot Integrated Territorial Strategy
- Waterfront Regeneration Strategy
- VVP Programme Strategy
- Destination Management Plan
- Aberafan Seafront Plan
- Community Regeneration Strategies e.g.: Glynneath and Pontardawe

On the basis of these policy frameworks, significant regeneration investment is being made in the following areas:

- Port Talbot Harbourside – Infrastructure improvements to potential employment sites. Promotion of private sector led investments.
- Port Talbot Town Centre – Housing, transportation, commercial, employability and public realm projects under Vibrant and Viable Places Programme.

- Neath Town Centre – Commercial led mixed use development of the town centre. Improvements of key buildings in the town centre.
- Aberafan Seafront – Housing, public realm and leisure related investments to promote the Seafront as a place to live and visit.
- Valley Communities – Public realm and community projects within valley communities.

Current economic conditions, the constraints on local government funding and the reduction in the availability of capital grants will make the delivery of regeneration projects more challenging in the future. The Council is therefore looking to become more innovative in their approach through delivering projects in partnership with other organisations and through the use of alternative forms of funding e.g.: loan funding. The Council will continue to maximise the use of its land and premises assets in achieving its regeneration goals and in leveraging additional finance. The Council will also seek to take advantage of ‘opportunity purchases’ at favourable values, to facilitate future regeneration schemes.

Organisational Issues

Property Review and Action Planning – to put in place the strategy explained in the themes and explained in the property categories overleaf, the Council will need to review property issues systematically. The reviews will be selected as follows:

- By geographical area, prioritising this over time. This might be on a ‘priority area’ basis (e.g. a regeneration area which needs urgent attention) or on a “neighbourhood basis” and this can sometimes be done by combining more than one neighbourhood management area into one review which will speed up the process. These reviews will not simply involve property matters but will require a clear service and corporate input as these will drive the property issues.
- Using the newly created Annual Property Management Plan to continue the practice of reviewing some categories of property across the whole County Borough from time to time as the need arises. It will be important that these reviews are followed by action to address the issues and challenges.

Electronic Property Terrier (TPMS) - As already mentioned under “Performance Measurement” the key to the development of effective property reviews and strategies is the availability and accessibility of up to date core property data via the Council’s in-house TPM system. It is fundamental to the delivery of the Asset Management function that the development of the

database continues in line with the increase in demand of the users. In this regard the joint Property and ITC review of TPMS is scheduled during 2017-18.

A provisional list for the reviews is as follows:



- Public Conveniences review
- Depots & Stores – review of Tregelles Court operations
- Day Care services review
- Corporate Agile Working review - ICT & Property.



ACCOMMODATION

- Depots & Stores – review of Tregelles Court operations.
- Review of Council First Stop Shop operations.

COMMUNITY/NEIGHBOURHOOD

- To develop a programme of neighbourhood area property reviews throughout the county for Pontardawe, Afan Valley, Swansea Valley, Amman Valley, Port Talbot Waterfront, Vale of Neath & Dulais Valley.

REGENERATION

- Regeneration Plan.

Property Services and Corporate Capacity

To carry out the work outlined in this Plan requires a corporate approach and staff resourcing.

Whilst the Council manages its property corporately via the Property and Regeneration Division, it is important that property review work and service review work is integrated, so that review work which involves property becomes a corporate activity. In addition to the programme Boards, the Council will set up specific project Groups to achieve that.

The resources required to deliver the full programme will be identified and considered in the Action Plan as set out in the Annual Property Performance Report. Property and Regeneration will need to consider this resourcing issue if the full benefits of the plan are to be realised

Property Categories

OPERATIONAL PORTFOLIO			
	RELATED OBJECTIVE	RELATED THEME	ACTION
Civic Buildings & Satellite Offices	1	1	To continue to consolidate office activities through service reviews & ICT strategies. In particular moving forward the Corporate Agile Working concept through the Corporate Asset Management Group.
	2	2	
	4	3	
	5	4	
		5	
Car Parks	1	2	Review of smarter payment methods.
	4		
	5		
Community Centres	1	5	Limited future opportunities for further asset transfer. Council to collaborate with new community operators to develop sustainable services.
	2		
	3		
	5		
Leisure Centres	3	4	To continue to work in partnership with Celtic Leisure.
	5	5	
Libraries	1	1	Community Asset Transfer currently maximised. Council to collaborate with new community operators to develop sustainable services.
	2	2	
	3	4	
	5	5	
Schools	1	1	To continue delivery of the Schools Improvement Programme.
	3	4	
	5	5	

Social Services	1 3 5	1 2 3 5	To complete day care services review and review future office requirements.
Depots & Stores	1 5	1 3 4 5	Review of Tregelles Court Operations.
Playing fields, Pavilions, Parks & Open space	1 2 3	1 5	To provide support to the new community groups in the recent CAT programme.
Public Conveniences	2 3	1 5	To undertake review of the asset base in 2017.
Theatres, Museums, Art Centres & Lifelong Learning Centres	1 3 5	2 4	Ongoing review against customer expectations.
Commercial, Office & Markets Portfolio	3 6	5 6	To continue to challenge the portfolio, to increase returns whilst continuing to support SME's.
Industrial Starter Units	3 6	5 6	Produce second performance report.
Traveller Sites	3 5	4	To continue to effectively manage the Council's statutory obligations in this area.
Crematoria	3 4 5	2 4	Review to be undertaken in 2017/18.
Waste Management	4	2 4	Proposed capital improvements to the Councils two waste recycling facilities in 2017/18.
Residential	5 6	6	To review ongoing ownership and management.
Surplus Assets not for sale	6	1	To review opportunities to move assets in this category to assets held for sale
Regeneration Assets	3		Develop a Regeneration Plan to link into the AMP

ASSETS HELD FOR SALE

<i>RELATED OBJECTIVE</i>	<i>RELATED THEME</i>	<i>ACTION</i>
2	6	To achieve £3m Capital target by 2020.

INVESTMENT PROPERTY

<i>RELATED OBJECTIVE</i>	<i>RELATED THEME</i>	<i>ACTION</i>
6	n/a	To explore the acquisition of investment assets as part of the Councils financial resilience strategy.

Asset Action Plan: 2017

ASSET MANAGEMENT DATA DEVELOPMENT & PERFORMANCE

- TPMS review & development – ICT & Property.
- Property Performance review 2017

ACCOMMODATION

Public Conveniences Review:

- To continue to progress the accommodation strategy. The ongoing remodeling of various services and the recent ER/VR process requires the continual review our building stock and staffing levels within, to ensure that we make the most economic use of these assets.
- Complete a review of public toilets to assess the location of the public conveniences across the borough and the proximity of these to other public buildings along with the frequency of use of these facilities.

CAPITAL PROJECTS

School Improvement Programme:

- Award a design and build contract for the development of a new 3 -16 comprehensive school at Dyffryn Comprehensive. Site and options appraisals have been carried out to determine the preferred site and to scope out the project works and procure a contractor to ensure the new school is ready for occupation by September 2018. Once the new school block is occupied work will then follow on to demolish the existing school locks on the site and form new playing fields and sports facilities (£31m).
- Progress a design and build contract award for a 11 -16 welsh medium school for 600 pupils in the south of the county for occupation in 2018 (£17m).
- Progress the design of a new Primary School at Briton Ferry for 450 pupils with a project cost of £7.5m and prepare contract documentation to award a design and build contract to ensure a new school is constructed and ready for occupation by September 2019.
- To continue to plan, manage and deliver the 21st Century Schools programme and develop a 5 case business model for each project.

REGENERATION

- Progress a feasibility study and options appraisal for the Plaza Theatre in Port Talbot.
- Secure European funding approvals for Port Talbot Integrated Transport Hub:- Harbourside Strategic Employment Site, 8 Wind Street, Neath; the Plaza, Port Talbot and the former Magistrates Court, Port Talbot Continue to coordinate and maximise strategic funding opportunities to deliver the Council's priorities To deliver the next phases of the VVP programme, including the Plaza Cinema, Glanafan School and Police Station sites.

Asset Action Plan: 2017 cont.

- The development of the next phase of the Neath Town Centre Scheme, including the development of retail and residential units at the rear of Boots' service yard, together with the demolition of the former multi storey car park and former Tesco and Wilkinsons stores.
- Continue with the regeneration of Aberavon Seafront, including the delivery of a new adventure golf course.

COMMUNITY/NEIGHBOURHOOD

Community Asset Transfer:

- Complete all outstanding community leases in the playing fields, pavilions & parks review.

ENERGY/CARBON

- Development and delivery of energy "Invest to Save" programme for the Authority's operational buildings.
- Increase the awareness of energy/carbon smart technology to investigate how the Authority will be able to move towards a low carbon smart region.
- Create schools energy management programme, commencing with a pilot cluster group.
- Complete phase one of the smart low carbon demonstration projects study funded by Welsh Government.
- Develop an action plan based on the findings of the District Heating Network feasibility report.
- Implement the action plan of the 2017 Energy Performance Report.

COLLABORATIVE

Asset Management:

- Through National Assets Working Group, e-PIMS, CLAW & ACES
- CLAW, ACES & The South West Wales Region

COMMERCIAL/INDUSTRIAL /INVESTMENT

- To continue to effectively manage the commercial estate.

FORWARD DISPOSALS PROGRAMME

- To work towards the generation of £3m of Capital Receipts by 2020.

FORWARD FINANCIAL PLAN CONTRIBUTIONS

- To continue to identify and realise savings under the FFP.

2018

ASSET MANAGEMENT DATA DEVELOPMENT & PERFORMANCE

- TPMS review & development – ICT & Property.
- Property Performance review 2018

ACCOMMODATION

- Corporate Agile Working review - ICT & Property.
- To continue to progress the accommodation strategy. The ongoing remodeling of various services requires the continual review our building stock and staffing levels within, to ensure that we make the most economic use of these assets.

CAPITAL PROJECTS

- Deliver current phase of the School Improvement Programme.

REGENERATION

- Develop Regeneration Plan to link to the AMP

COMMUNITY/NEIGHBOURHOOD

Community Transfer Support Framework:

Community Asset Transfer:

Neighbourhood Reviews:

- Develop a framework for managing the assets already transferred to community groups to include monitoring.
- Continue to support the Asset Management Plan and Forward Financial Plan in delivering where achievable further transfer of assets to the community. To draft and adopt a Community asset Transfer policy for the Council.
- To develop and implement a programme of neighbourhood reviews throughout the county for Pontardawe, Afan Valley, Swansea Valley, Amman Valley, Port Talbot Waterfront, Vale of Neath & Dulais Valley.

ENERGY/CARBON

- Implement the action plan of the 2017 Energy Performance Report.

COLLABORATIVE

Asset Management :

- Set up and develop collaborative working group with external Authorities and Organisations.
- To continue through National Assets Working Group, e-PIMS, CLAW & ACES.

COMMERCIAL/INDUSTRIAL/INVESTMENT

- Deliver second Industrial Property Performance Report.
- Through representation on the Councils Income Generation Working Group, to consider and discuss the opportunities of the Council acquiring and managing a property investment portfolio.

FORWARD DISPOSALS PROGRAMME

- Continue to work towards the generation of £3m of Capital Receipts by 2020.

FORWARD FINANCIAL PLAN CONTRIBUTIONS

- To continue to identify and realise savings under the FFP.

2019 Onwards

ASSET MANAGEMENT DATA DEVELOPMENT & PERFORMANCE

- Property Performance review 2019

ACCOMMODATION

- Corporate Agile Working review - ICT & Property.
- To continue to progress the accommodation strategy. The ongoing remodeling of various services and the recent ER/VR process requires the continual review our building stock and staffing levels within, to ensure that we make the most economic use of these assets.

CAPITAL PROJECTS

- Deliver current phase of the School Improvement Programme.

REGENERATION

COMMUNITY/NEIGHBOURHOOD

Community Transfer Support Framework:

Community Asset Transfer:

Neighbourhood Reviews:

- Develop a framework for managing the assets already transferred to community groups to include monitoring.
- Continue to support the Asset Management Plan and Forward Financial Plan in delivering where achievable further transfer of assets to the community. To draft and adopt a Community asset Transfer policy for the Council.
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ENERGY/CARBON

- Implement the action plan of the 2017 Energy Performance Report.

COLLABORATIVE

Asset Management :

- Set up and develop collaborative working group with external Authorities and Organisations.
- To continue through National Assets Working Group, e-PIMS, CLAW & ACES.

COMMERCIAL/INDUSTRIAL/INVESTMENT

- Deliver second Industrial Property Performance Report.
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FORWARD DISPOSALS PROGRAMME

- Continue to work towards the generation of £3m of Capital Receipts by 2020.

FORWARD FINANCIAL PLAN CONTRIBUTIONS

- To continue to identify and realise savings under the FFP.