

Corporate Asset Management Plan 2024-2029



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Asset Management Policy 2024-2029



Introduction

The council has a large property portfolio that has been acquired over many years. The assets that make up this portfolio are varied in both use and objectives. Altogether, the council owns over 3,492 property assets: including schools, offices, libraries, heritage assets, specialised buildings and development land/property. However, it should be noted that most of the council's property assets relate to land rather than buildings.

A key element of how we achieve policy objectives is through the management of our property assets. To support this, the council will adopt a new Asset Management Framework that comprises of three separate sections as shown below:

- Asset Management Policy (AMP)
- Asset Management Strategy (AMS)
- Asset Management Action Plan (AMAP).

It is intended that Neath Port Talbot Council's Asset Management Framework will define the principles, criteria and processes through which decisions will be made regarding the use of the council's assets.

It establishes:

- What the corporate approach or attitude is to the council's property assets
- What behaviours are expected
- What principles are going to be followed

This structure allows us more flexibility to update the documents, as each part of the framework potentially has a different lifespan. The benefit of this approach is that many elements of the Asset Management Policy will be constant for several years, whereas the Asset Management Strategy will have a slightly shorter lifespan and is more likely to be subject to change.

Sitting outside of the framework will be the Asset Management Action Plan which describes the specific activities that will enable the council to achieve the objectives of the Asset Management Policy 2024- 2029.

The Action Plan will be populated and approved by the council's Head of Property & Regeneration. Where necessary, it will continually change to reflect achieved actions and capture new priorities and initiatives as they are identified. Therefore, the Action Plan is not a policy document.

The adoption of the Asset Management Policy 2024-2029 and Asset Management Strategy 2024-2027 will supersede the Strategic Asset Management Plan (2016-2021).

Asset Management Policy – Our Objectives

This Asset Management Policy establishes clear principles by which we will manage our land and buildings. It will remain in place for the next five years but be reviewed regularly to ensure it is still relevant to what the council is trying to achieve. It is designed to make sure that the property asset strategy is reflected in the decisions made by all parts of the council.

We have set out five policy objectives. These objectives together with the actions and behaviours that complement them set out Neath Port Talbot's commitment to strategic asset management and to delivering public value through the effective management of our assets.

1.

To plan and manage land and property assets as a corporate resource to improve the well-being of the people of Neath Port Talbot.

2.

To provide the right property, fit for purpose, in the right place, to meet local economic, environmental and social needs, and to plan for a future resilient Neath Port Talbot.

3.

To manage and maintain property effectively, efficiently and sustainably and to optimise public value outcomes from the acquisition, management, and disposal of assets. This includes optimising financial returns and commercial opportunities from the rationalisation and disposal of land and buildings.

4.

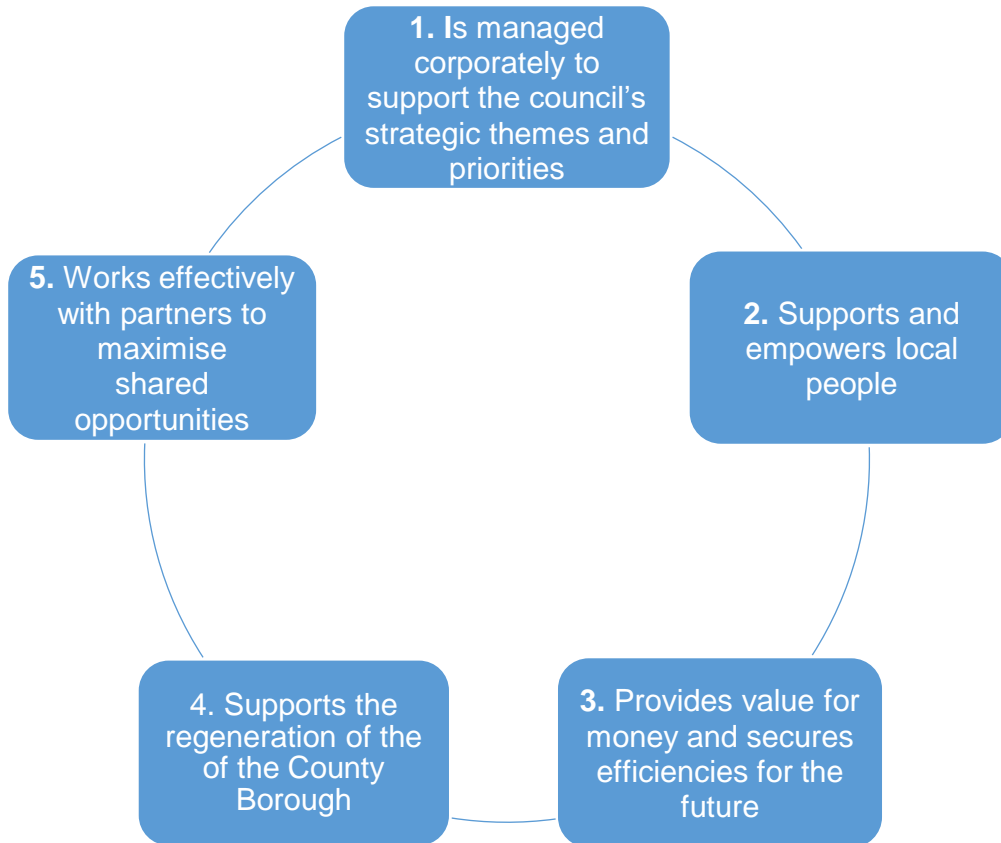
To use land and buildings to stimulate sustainable development and growth, together with supporting local business needs and encouraging new business to the area, whilst ensuring a prosperous Neath Port Talbot.

5.

To promote collaboration where it can provide benefits for service delivery, efficiencies and value for money as well as providing benefit to the economy, environment and well-being of the people of Neath Port Talbot.

Our Mission

Our mission is to develop an effective, efficient and economic property and land portfolio which



Our Objectives

To support the five key strands of our mission we have set out the actions and behaviours for the five key policy objectives on the following pages. These describe the council's commitment to property asset management and to achieving the benefits that can be delivered through the effective use of its portfolio. These objectives are important for the decisions made in respect of our property assets.



Our Objectives - Actions and Behaviours

To support the five key policy objectives, we have set out the necessary actions and behaviours below. These set out the council's commitment to property asset management and to achieving the benefits that can be delivered through the effective use of the property asset portfolio.

1. To plan and manage land and property assets as a corporate resource to improve the well-being of the people of Neath Port Talbot.

- Forward plan our land and property assets to ensure that they can respond to changing needs.
- Help tackle climate change by identifying opportunities to manage our assets in a way that contributes to decarbonisation, improves biodiversity and supports community cohesion.
- Seek to engage the right people and organisations in the planning and management of assets for the long term.
- Have clear corporate decision-making and challenges on all property matters.
- Property budgets are managed corporately to prioritise key investment needs.
- Property is integrated with other resources.
- Ensure an effective balance between corporate and service priorities.
- Work to ensure that property information is accurate, current and comprehensive.

2. To provide the right property, fit for purpose, in the right place, to meet local economic, environmental and social needs, and to plan for a future resilient in Neath Port Talbot.

- Work to provide property that is flexible and is planned to respond to changing needs.
- Make a positive contribution towards net-zero carbon by seeking to ensure that our assets are as sustainable as possible in design, construction, operation and maintenance.
- Work with different assets to understand their requirements and ensure that assets are strategically aligned.
- Work to involve local people, diverse communities and partners to seek to ensure that assets provide benefits for the people of Neath Port Talbot.
- Work to ensure that the property is suitable and sufficient for service delivery.
- Work to ensure that property is secure, safe to use and fulfilling statutory requirements.
- Work with our service areas to understand their longer-term requirements, to plan for the future.
- Making our property accessible to all our customers.



3. To manage and maintain assets effectively, efficiently and sustainably and to optimise public value outcomes from the acquisition, management, and disposal of assets.

- When acquiring and managing assets according to best practice, we will consider how they will be used in the long term and identify potential alternative uses where appropriate.
- Provide safe and healthy buildings appropriate to their intended use and we will work to identify issues quickly and effectively.
- Follow best practices and relevant guidance when acquiring, managing and disposing of assets.
- Work to improve public value outcomes by integrating wider policy objectives into our asset management.
- Challenge the current use of assets and identify opportunities for collaboration across the public and third sectors.
- Work to involve a diverse range of key stakeholders to ensure assets are managed and maintained according to best practice.
- Ensure property is suitably managed and maintained within budget constraints.
- Seek efficiencies in occupancy and utilisation and continue to introduce new ways of working.
- Challenge the cost of property activities to drive performance improvement.
- Seek to optimise financial returns and commercial opportunities.
- Ensure that property is as sustainable as possible in design, construction, operation and maintenance.
- Aim to reduce energy and water consumption, and CO2 emissions, using renewable energy where appropriate.
- Minimise waste wherever possible.

4. To use land and buildings to stimulate sustainable development and growth, together with supporting local business needs and encouraging new business to the area, whilst ensuring a prosperous Neath Port Talbot.

- Use key assets to stimulate and support regeneration and inward investment.
- Utilise investment for income generation and to create local employment and training opportunities.
- Manage our non-operation portfolio effectively, balancing regeneration needs, job creation and income generation.
- Identify a future supply of land, suitable for housing and employment needs.

5. To promote collaboration where it can provide benefits for service delivery, efficiencies and value for money as well as providing benefit to the economy, environment and well-being of the people of Neath Port Talbot.

- Work to foster long-term collaborative working with other public sector organisations.
- Work with other agencies to promote co-location and joint service delivery.
- Work to support the integration of health and social care.
- Encourage the use of assets by the Voluntary, Community and Faith Sectors through Community Asset Transfer opportunities.



Asset Management Strategy 2024-2027



Introduction

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The adoption of the Asset Management Policy 2024-2029 and Asset Management Strategy 2024-2027 will supersede the Strategic Asset Management Plan (2016-2021).

Asset Management Strategy

The Asset Management Strategy establishes clear principles by which the council will manage its land and buildings. It will remain in place for the life of this plan but will be reviewed and amended within three years to ensure the property portfolio fully supports the council's Corporate Plan. The current strategy is built around the following five key objectives:

1.

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4.

To use land and buildings to stimulate sustainable development and growth, together with supporting local business needs and encouraging new business to the area, whilst ensuring a prosperous Neath Port Talbot.

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Key Drivers

The council will ensure that the properties it uses make a positive contribution to the way that it operates and delivers front-line services. It will continue to work to fully understand all its service priorities and how they may change in the future, and how the property portfolio can support its wider corporate strategies.

The council's property assets are costly to run and maintain, and we need to ensure that we maximise the benefits that we derive from them. These benefits may be monetary, but could also relate to benefits to service delivery, communities or opportunities to drive growth.

Many of the council's property assets are old and their design and structures provide challenges if we want to use them flexibly as our service and operational needs change. The use and occupation of buildings can also have detrimental environmental impacts, particularly those with ageing plant and services. Effective management of the property portfolio, including consideration of investment and decommissioning could help minimise these harmful impacts.

There are many factors that will shape the council's future property portfolio. Some will be driven by our own direction and within our control, others will be externally influenced. However, by having clear strategic property objectives and strong corporate governance, we can ensure that the estate is managed and that decisions are made in a way that supports the priorities and objectives within the Corporate Plan and its associated strategic documentation.

The property portfolio must be able to respond to change and meet the requirements of our front-line services and back-office functions. The future use of the property portfolio must be informed by the collective needs of all the council's users. The Council will develop this understanding through the implementation of this strategy.

The council wants its property portfolio to provide fit-for-purpose, efficient and sustainable assets. By routinely challenging the performance of its portfolio, it can ensure that it derives the maximum benefit from the most efficient, flexible and best quality buildings and ensure that its buildings are appropriately utilised and support the user and customer experience.

The size, makeup and geographic spread of the property portfolio gives a real opportunity to reshape it to support organisational transformation and change to service delivery models and ways of working. By creating flexibility in the estate, it will be better placed to respond to opportunities for change and to collaborate with partners and communities.



Corporate Context

The council's revised purpose, vision, values and well-being objectives within the Corporate Plan shows how it will contribute to the economic, social, environmental and cultural well-being of Neath Port Talbot and the seven national well-being goals contained within the Well-being of Future Generations (Wales) Act 2015.

Central to this, is the principle of sustainable development, which is embodied through the '5 ways of working' as set out in the Act:

Long-term: the importance of balancing short-term needs with the need to safeguard the ability to meet long-term needs

Integration: considering how the council's well-being objectives may impact upon each of the well-being goals, on their objectives, or the objectives of other public bodies

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 council serves

Collaboration: acting in collaboration with any other person (or different parts of the council itself) that could help the council meet its well-being objectives

Prevention: how acting to prevent problems from occurring or getting worse may help public bodies meet their objectives

These five ways of working are the foundation of a range of council strategies and plans, which in turn will shape what is needed from our land and buildings over the course of the current decade and beyond. Moreover, the council recognises that property is a critical component in delivering the council's Corporate Plan and the Strategic Change Programme.

The Corporate Plan set out the following well-being objectives:

- **WBO 1** – Best Start in Life
- **WBO 2** – All Communities are Thriving and Sustainable
- **WBO 3** - Our local environment, culture and heritage can be enjoyed by future generations
- **WBO 4** – Jobs and Skills – local people are skilled and can access high-quality, green jobs

Property assets should be aligned with the council's Wellbeing Objectives as well as delivering other objectives and priorities. Moreover, the use of the council's assets must be maximised to ensure effective service, community and financial benefit.

In planning and reviewing its land and buildings assets, the council will consider key local and national circumstances to either mitigate impacts or exploit opportunities. Some of the key drivers shaping this Asset Strategy and Asset Management Framework are:

- The Climate Emergency and the council's commitment to Net Zero Carbon emissions by 2030
- The Economy, including the current cost-of-living impact on residents
- Public Sector Finances, including reductions in grant funding, inflationary pressures and rising energy costs
- Regeneration of town centres and villages
- Local Development Plan Review

To achieve alignment and remain effective, the following objectives are set for the Asset Strategy and Asset Management Plan:

- Manage property as a corporate resource
- Provide fit-for-purpose property assets to meet current service needs and plan for future requirements
- Drive efficiencies in the use of property and utilise the estate to optimise financial and social returns whilst contributing to sustainability outcomes
- Use property assets to stimulate the local economy and support regeneration
- Support communities by collaborating on the use of property with partners

In developing the Asset Management Plan the following priority outcomes have been set, whereby the council will:

- adopt a **central strategic approach** to property decisions and a single point of accountability for land and buildings
- provide a consistent approach and service level for all clients, improve governance and assurance of compliance by fully adopting a **Corporate Landlord Model**
- **rationalise** land and building assets whilst improving the fabric and management of those that remain
- **reduce running costs** and develop a more sustainable estate with a reduced carbon footprint
- **increase income** through commercialisation and disposal of surplus assets
- **transition from reactive to planned maintenance** and reduce backlog repairs
- **improve building environments** for customers and employees
- embrace **new ways of working** to deliver outstanding services and support the adoption of the localities model
- ensure **buildings are fit for purpose**, safe and welcoming places

It is essential that the Corporate Asset Management Framework sits alongside the council's various strategic plans and that whatever we do with our property portfolio supports what the council as a whole is trying to achieve. This can often be a challenge as there are often conflicting demands on the property estate, and we must ensure we have a robust approach in our decision-making. We also need to balance demand from our services for properties that support them as well as demands from our communities for properties that support local needs.

The Asset Management Strategy is also informed by:

- The Medium-Term Financial Plan
- The Future of Work Strategy
- The Digital, Data & Technology Strategy
- The Corporate Risk Management Policy
- Capital Strategy and Capital Programme
- Local Development Plan
- Biodiversity Duty Plan
- Decarbonisation and Renewable Energy Strategy
- Public Participation Strategy
- Neath Port Talbot Culture Strategy
- Housing and Homelessness Strategic Plan

Overarching priority areas, which form the basis of all property-related work include:

- The Maintenance Strategy
- Accommodation Strategy
- Statutory Compliance
- Energy/Carbon Management/Decarbonisation
- Disposals and Property Review

Medium Term Financial Plan, Capital Strategy and external funding

The council's Medium Term Financial Plan and Capital Strategy provides the framework within which we ensure our financial resources are managed effectively so that service and financial planning are fully aligned with the council's priorities.

The impact of Covid-19 on the council has been significant both financially and in the way the council delivers its services. Alongside this, the current high inflation, cost of living crisis and other financial challenges that the council faces are expected to continue throughout the life of the Medium-Term Financial Plan.

This financial position creates challenges for the council. At a time where the availability of resources is likely to be at the lowest, the council is entering a period where the demand for financial resources to deliver its strategic ambitions is at its highest.

This strategy will be critical in setting the strategic direction of our land and buildings, so that the council can prioritise investment decisions, based on sound business case principles that provide the best overall outcome for the council and the people of Neath Port Talbot.

The capital programme is prioritised and agreed upon through a corporate approval process and is supported in part by capital raised from the disposal of surplus property assets, which is a funding source for the capital programme. By continually reviewing the performance of our property assets through our asset challenge programme, we can ensure that we identify opportunities to rationalise the estate and maximise wider benefits, including the support of the capital programme.

This Asset Management Strategy outlines the council's approach to priority projects that focus on our commitment to schools, carbon reduction, regeneration, affordable housing and redevelopment of town centres. These priorities are currently supported by the Capital Programme and external funding streams which include, but are not limited to the following projects:

- Sustainable Communities for Learning (formerly 21st Century Schools Programme)
- Sustainable Schools Challenge
- Welsh-Medium Education
- Planning of School Places
- Co-located Childcare provision
- Accessibility works
- Improving the Condition of Schools
- Renewable and Low Carbon Energy
- Green Infrastructure and Open Spaces
- Celtic Freeports
- The Technology Centre
- SWITCH
- Town Centre Regeneration
- Employment & Business Start Up Space
- Valley Industrial Units
- NPT Rent Rescue Purchase of Properties and Maintenance
- Former Crown Buildings Development - Phase 3
- Hillside Secure Unit Phase 2

- Neath Transport Hub
- Supported Living New Build
- Margam Castle Stonework Repairs
- Pontardawe Arts Centre Cinema
- Crymlyn Burrows Transfer Station Site Improvements
- Advanced Manufacturing Production Facility
- Homes as Power Stations
- 6 Station Road
- Margam Country Park EV Charging and Public Facilities
- Aquasplash - Kiosk Upgrade (Phase 3)
- Residential Development Sites/Self-Build Wales Scheme
- Extra care facility
- Cemetery Review

Regeneration

Regeneration is one of the central aims of the council's Corporate Plan and there are significant opportunities for the council's land and property portfolio to support these strategic aims. The property section works closely with the regeneration team to maximise the regenerative potential of the council's assets for the benefit of the county borough. However, strategic regeneration schemes are not limited to council owned assets. The Regeneration section also supports the delivery of the external regeneration schemes alongside external strategic advisors and where necessary with the support of property section.

The following are examples of schemes /projects that the council will seek to bring forward during the lifetime of this document:

SWITCH

SWITCH will carry out research to support the steel industry and supply chain to improve competitiveness by increasing product capability and reduce carbon emissions to meet legislative requirements. This will be achieved by strengthening collaboration between industry and academia and increasing the level of applied research to accelerate the adoption of improved products and processes.

Aberavon Seafront Strategy - Project Delivery

To deliver priority projects which will be identified in the forthcoming Aberavon Seafront Strategy (due for completion in May 2024). Ten priority projects will be identified within the strategy that will require varying levels of investment in the public realm, land acquisition, build costs etc.

Remediation of Harbourside

Harbourside is a Council owned brownfield land on the fringe of the town centre and is well located at Harbour Way and adjacent to the Port Talbot Railway Station. It provides an excellent opportunity to bring forward a strategic employment site that has also been identified within the Freeports boundary. However, the site is also heavily contaminated. Therefore, there needs to be significant remediation undertaken before any development can take place.

TWI Expansion

TWI are a successful company specialising in non-destructive materials testing. They have recently entered into the nuclear sector and secured large contracts with EDF and Rolls Royce. They are looking to expand their existing operation as well as potentially creating a new facility on third part land. Gap funding will be required.

Skills Centre of Excellence (AMPF)

The National Net Zero Skills Centre of Excellence is aimed specifically at preparing the national, regional and local labour markets for the transition to a low carbon economy, addressing existing skills gaps, and equipping them with relevant skills for the medium and long term.

Metalbox

Split approximately 150,000 sq. ft of industrial space into multiple units. This will create much needed industrial space for local growth and expansion, and will attract Investment enquiries into the NPT area.

To add further value, the potential to install combined green technology to generate and store power is being investigated.

Nant y Cafn Business Park

The Council is currently in the process of delivering 6 new start-up units under the UK Government's SPF in the Dulais Valley. However, there is an additional 4 acres of land available at the site. The Coalfields Regeneration Trust have come forward with a proposal to build an additional 54,000 sq. ft. of new units, which will require Gap Funding.

Baglan Energy Park – Remediation

Its proximity to the M4 and Port Talbot make the land owned by WG at Baglan Energy Park a key strategic employment site within Neath Port Talbot. However, as a former BP Chemicals site, it is contaminated and will need significant remediation to be undertaken before any future development can take place.

Redevelopment of Port Talbot Town Centre

As part of the work undertaken in the creation of the Port Talbot Innovation District, we will consider master planning areas of the town centre. Particularly, around the Civic Square and Civic Centre. In addition, the redevelopment of the 'Riverside' area, together with Bethany Car Park and Bethany Chapel. This will be with a view to producing a mixed use town centre development.

Wildfox

Plans for a £250m adventure resort in Port Talbot's Afan Valley. The resort will include a 50-bed hotel, spa, restaurant, viewing area, 570 lodges and biking and walking trails. The Council continues to work closely with Wildfox, alongside key partners such as Neath Port Talbot College, to ensure that local people, businesses and communities are at the heart of the plans for the project. Preparation works for 2023 have now concluded and on-site work will commence in Spring 2024.

Our Land and Buildings

The council's property portfolio extends to over 3,942 separately listed land and building assets, with a current total gross book value of over £600 million (as of 1st April 2023). It should be noted that this value does not represent the Market Value of all the council's assets, as operational assets such as schools are valued using specialised methods of valuation. Therefore, whilst this is not the amount the council would receive if it sold all its property assets, it does demonstrate the council's considerable property resources.

Assets	Gross Book Value per Fixed Asset Register as of 1 st April 2023
	£
Schools	390,638,928
Residential Homes etc.	55,264,068
Sports Centres	42,604,624
Other Land & Buildings	112,334,303
Surplus Assets	13,184,091
Assets Held for Sale	1,980,100
TOTAL	*616,006,114

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

There is currently a wide range of assets within the council's property portfolio delivering a mixture of front-line services, indirect service provision and support to local communities. These assets comprise schools, libraries, offices, care homes, car parks, public conveniences, leisure facilities, depots, community assets transfers and assets used to generate a commercial income.

The table below provides an overview of the council's property estate by the number of assets (properties) in each asset category and the number of units within each asset category. Please note that some properties may have a number of units within a single property. For example, a school may have a number of units (buildings) that make up a single school property. Additionally, some units may be part of a single building. For example, within the commercial category, Baglan Bay Innovation Centre is a single property but is made up of 38 units.

Operational		
Category	Number of Assets	Number of units within the asset category
Education	77	188
Civic Centres	5	7
Libraries	9	11
Leisure Centres	9	11
Country Parks	12	66
Social Services	9	12
Museums, Art & Visitor	4	9
Cemeteries & Crematorium	7	11
Council Depots	9	20
Housing & Homeless	8	8
Multi Storey Car Park	2	2
Bus Stations	3	6
Community Centres	2	2
Gypsy & Travellers Sites	2	4
Public Conveniences	13	13
Total	171	370

Non-Operational		
Category	Number of Assets	Number of units within the asset category
Garages	40	391
Community Assets Transfers	67	87
Industrial Estates	12	234
Commercial	32	226
Vacant Buildings	19	29
Total	170	967

As service delivery changes, our assets will need to change to support the council's objectives. This may mean that we need to invest in new assets to ensure that they provide a service that is fit for the future and to maximise the benefit to the people of NPT.

Moreover, without the careful management of the council's assets, there is the potential to waste money by keeping land and buildings that are no longer fit for purpose. All assets have value and if they are no longer required, the council should repurpose them for another operational use or alternatively dispose of them to unlock their value and use or invest the capital receipt or revenue elsewhere.

We should not own assets for the sake of it, they need to have a purpose and we need to constantly challenge this purpose. However, it should also be recognized that the reasons for holding assets will vary and as a result, we need to make sure that we measure their performance correctly. This means that the performance of each asset must be linked to the strategic purpose for holding it.

The functional and financial performance of the council's property assets should be monitored and assessed and subject to the following tests:

- Is there a clear rationale for owning or holding property?
- Does a particular asset assist service delivery or generate income?
- Is there any beneficial purpose in its retention? For example, a regeneration opportunity or a wider public service benefit?
- Are the individual properties fit for their intended purpose?

Portfolio Categorisation

To make suitable and effective property decisions with respect to each asset, the asset base has been categorised into the following categories:

Category	Definition	Performance Assessment Considerations
Operational	<ul style="list-style-type: none"> • Place shaping • Workforce transformation • Service delivery / rationalisation • Performance improvement 	<ul style="list-style-type: none"> • Efficient and effective use • Minimise cost of occupation • Improved utilisation • Maximising building energy efficiency
Heritage and community value assets	<ul style="list-style-type: none"> • Release & stewardship • Protected & supported • Potential New Ownership Models 	<ul style="list-style-type: none"> • Must be protected because of historic, heritage value • Social value assessment
Development & regeneration	<ul style="list-style-type: none"> • Business growth interventions • Asset Management 	<ul style="list-style-type: none"> • Where potential alternative value exceeds existing use • Delivery of alternative uses through strategic planning
Disposal	<ul style="list-style-type: none"> • Capital programme 	<ul style="list-style-type: none"> • Surplus land and buildings, that do not fit into any of the above categories

Disposals

Land and property assets will be considered for disposal and potentially surplus to requirements if any of the following statements apply:

- The asset no longer makes a positive contribution to the current delivery of council services.
- The asset has no potential for future strategic regeneration and/or redevelopment purposes.
- An alternative site can provide a more cost-effective and/or efficient point of service delivery.
- There is no adopted and resourced plan/policy/ strategy, which will bring the asset into beneficial use in the near future.
- Consideration of long-term income streams as an alternative to disposals

or

- There is no potential for shared use with partners.

The council manages an active disposal programme for surplus assets and this will continue over the plan period. This process will release capital for reinvestment, as well as providing revenue savings. There is a range of disposal methods that can be utilised, depending on the circumstances of each case. Each transaction will be considered on its merits and a positive decision taken as to the method of disposal.

Acquisitions

Land and property interests should be considered for acquisition if the following circumstances apply:

- The acquisition will make a positive contribution to the current delivery of council services.
- The acquisition will make a positive contribution to reducing occupation costs.
- All other methods for the delivery of the service have been investigated and an options appraisal has been undertaken which highlights acquisition as the economic and efficient means of service delivery.
- The acquisition of the interest has the potential for future strategic regeneration and/or redevelopment or contributes to wider corporate objectives and appropriate funding has been identified.



Corporate Landlord Approach

The Head of Property & Regeneration is responsible for the Corporate Landlord function.

The concept of a Corporate Landlord is that the ownership of an asset and the responsibility for its management and maintenance is transferred from service areas into the corporate centre. The service area then becomes a Corporate Tenant and their priority is to plan and deliver their service.

The function of the Corporate Landlord is to ensure that all services are adequately accommodated and to maintain and manage the associated land and property assets. The Corporate Landlord's responsibility also extends to the acquisition, development and disposal of land and buildings.

Moreover, the Corporate Landlord is responsible for asset planning, review, feasibility and options appraisal that account for the needs of all service areas, whilst making decisions based on the overall corporate priorities. Fundamentally, the Corporate Landlord seeks to ensure that all property decisions are taken with the full benefit of professional property advice.

Although, a Corporate Landlord approach has been adopted by the council, it has only been completed in part. A primary focus for the next three years will be finalising the implementation of the Corporate Landlord approach and ensuring that all services buy into this approach and understand their roles.

Over the life of the plan, the full adoption of the Corporate Landlord model will ensure that the Corporate Landlord is responsible for the following activities:

- Capital Programme - Client, Contract and Project Management.
- Building Compliance - Reactive, Statutory and Planned Preventative Maintenance.
- Energy/De-carbonisation.
- Facilities Management (in relation to cleaning, catering, security, caretaking and other asset-based activities).
- Estates and Valuation Services.
- Strategic Asset Management Planning.
- Management of the Council's Commercial Property.
- Commercial Development
- Design and Project Management
- Energy Management

The day to day management of properties will be undertaken by the service occupying the buildings with the support of the Property & Regeneration service. Each building will continue to have an 'officer in charge' as a nominated responsible person who will liaise with Property & Regeneration. There has traditionally not been a formal council-wide approach but this is an area that will now be reviewed in the context of a Corporate Landlord model and Future of Work strategy.

To ensure that the property portfolio aligns with the corporate plan, the council will formally adopt a corporate landlord policy and strategy within the next 18 months.

Governance

Having good governance ensures that property decisions are made transparently and inclusively. This includes having a clear programme that shows how service areas are involved and contribute to the planning and decision-making process in terms of asset requirements, whilst ensuring that the Asset Strategy and Asset Management Plan are overseen at a corporate level via the Strategic Asset Management Group.

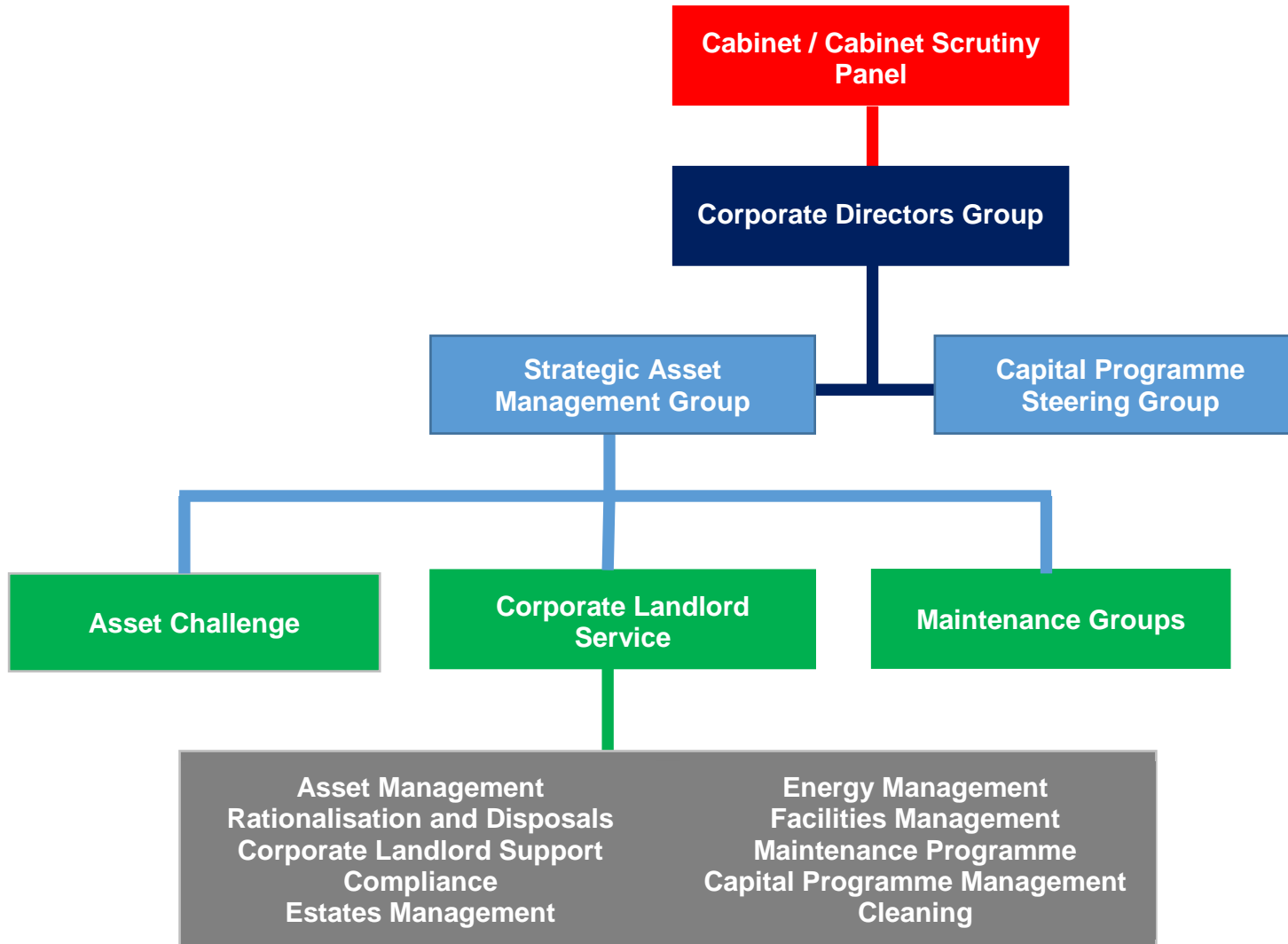
The purpose of the Strategic Asset Management Group is to strengthen corporate governance, promote strategic asset management, enhance transparency of property decision-making, and drive up performance of property resources. Its primary role will be to ensure alignment with the strategic direction of this Asset Strategy, whilst scrutinising the effectiveness of property assets in delivering the council's priorities, supporting service needs, and contributing to the efficiency of the council.

To promote a corporate approach in the use and management of the council's property assets, the Strategic Asset Management Group performs the following key functions:

- **Asset Strategy** - contribute to the formulation of the council's Asset Strategy and core principles for the corporate management of property, endorsing for adoption by the Senior Leadership Team and approval by Cabinet.
- **Strategic Asset Planning** - contribute to the assessment of needs and consider priorities for portfolio reviews, investments, acquisitions, and divestment plans.
- **Challenge the status quo** - in particular, the retention of underperforming assets, existing portfolio risks and potential efficiencies from following best practice.
- **Asset Management Plan** - scrutinise the proposed Asset Management Plan Action Plan, ensuring alignment with the Corporate Plan, Strategic Change Programme, Capital Strategy and Medium-Term Financial Strategy.
- **Governance** - monitor statutory and constitutional compliance in property transactions and ensure asset management decisions are rational and evidence based.
- **Estate Transformation** - scrutinise the current performance of our property portfolios, commission property reviews to consider the scope for optimising financial and social returns and identify any need for refocussing alignment to meet current priorities.
- **Collaboration** - promote links with partner organisations to share facilities and leverage public assets to deliver integrated public services for residents and facilitate social, economic, and place-based regeneration for the county borough and region.

Governance Structure

The diagram below outlines the organisational structure for the governance of corporate land and building assets.



Corporate Directors Group (CDG)

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

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 Digital Services, HR, Finance and Property & Regeneration.

Capital Programme Steering Group (CPSG)

Recommends to Corporate Directors Group the distribution of capital funding to Service areas. The Capital funding consists of Welsh Government funding, assumed capital receipts and an annual allocation of funding to support Prudential Borrowing. Also, monitors the delivery of the agreed Capital Programme, together with considering and recommending to Corporate Directors Group/Cabinet/Council (as appropriate) in year allocations from the Capital Programme Contingency.

Maintenance Groups

Allocates and monitors the revenue maintenance budgets across the operational portfolio.

Corporate Landlord Service

The Corporate Landlord Service will sit across services as the 'asset' support, working to ensure that as part of the corporate approach, service and corporate goals are having their property needs met.

This officer group will work with services to develop and support strategy and to provide a 'check and challenge' approach with regards to services' asset and capital investment requirements.



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Management of Land & Property

The Head of Property & Regeneration is responsible for Asset Management and has a professional property team to help optimise asset performance. The retention of a professional property team recognises the importance of 'inbuilt intelligence' through the retention of key property related service areas. This retains knowledge and expertise at the heart of delivery and reduces any burden or overreliance on external professionals.

This strategy endorses the continuation of a coordinated property service, whilst drawing in private sector support when needed to drive innovation/change and major asset-related project delivery.

Property & Regeneration Team

The Property & Regeneration Team comprises property professionals providing the professional and support expertise to manage, maintain, develop and maximise the council's property portfolio.

Strategy Outcomes

The council's vision for corporate asset management is to manage assets efficiently and effectively to support the achievement of its corporate priorities and outcomes. Good asset management provides appropriate structures and governance arrangements to ensure assets are utilised appropriately in support of service delivery. In the current financial climate, it is important that resources are prioritised to ensure investment has the biggest and most positive impact for the local community.

To demonstrate that assets are being managed efficiently and effectively, a number of performance measures will be monitored for each asset category. These strategic outcomes will demonstrate the effective implementation of the corporate asset management strategy and can be summarised as follows:

Compliance: ensuring assets comply with statutory and regulatory requirements.

Condition: maintaining assets to a satisfactory condition to support service delivery.

Suitability: ensuring assets are fit for purpose.

Sufficiency: ensuring available assets meet current and expected service demands.

Accessibility: ensuring assets are as accessible as possible to all service users.

Sustainability: maintaining assets to ensure maximum operational life and minimising the potential negative impact on the environment.

Monitoring and Review of the Strategy

The oversight and monitoring of progress against this plan and the associated Asset Management Action Plan, will be the undertaken by the Strategic Asset Management Group who will then report annually to the Corporate Directors Group and Cabinet.

The Strategic Asset Management Group will monitor and review the strategy on an annual basis. The risk register will also be reviewed and updated at this time.

As part of its review, the Strategic Asset Management Group will as a minimum carry out the following tasks:

- Annual reporting against agreed performance matrices
- Six monthly reporting against the Action Plan
- Quarterly exception reporting on major projects
- Annual approval of a Property Performance report summarising the progress made in the preceding 12 month period

The Strategic Asset Management Group will also where appropriate establish working groups to manage the separate strands of the strategy, whilst also making recommendations to Corporate Directors Group, Cabinet, and Council.

The Strategic Asset Management Board will also undertake a progress review of the plan in 2027 to ensure the strategic direction of the plan remains robust and deliverable, whilst also making any changes considered necessary.

Portfolio Performance

The strategy will provide an increased emphasis on both data and intelligence gathering in the delivery of the Corporate Asset Management Plan.

During the first year of this plan, we will develop a performance management framework, that will identify the key data needs to support our work, with a programme of data collection.

Key areas of property performance for which we will be developing performance measures and performance targets are likely to include:

- Condition
- Maintenance spend
- Running costs
- Energy efficiency and carbon performance
- Utilisation and vacancy rates
- Income and debt recovery
- Capital receipts
- Fitness for purpose

Challenging our Assets

It is appropriate that the council regularly reviews the assets within its portfolio to ensure they remain fit for purpose and aligned with its corporate priorities and objectives.

The effective challenge of the council's assets is a key part of its asset management strategy. The performance of each asset against strategic and policy objectives will feed into any asset challenge process. This means that each asset should be subject to regular scrutiny to assess whether they are delivering or remain capable of delivering their objectives.

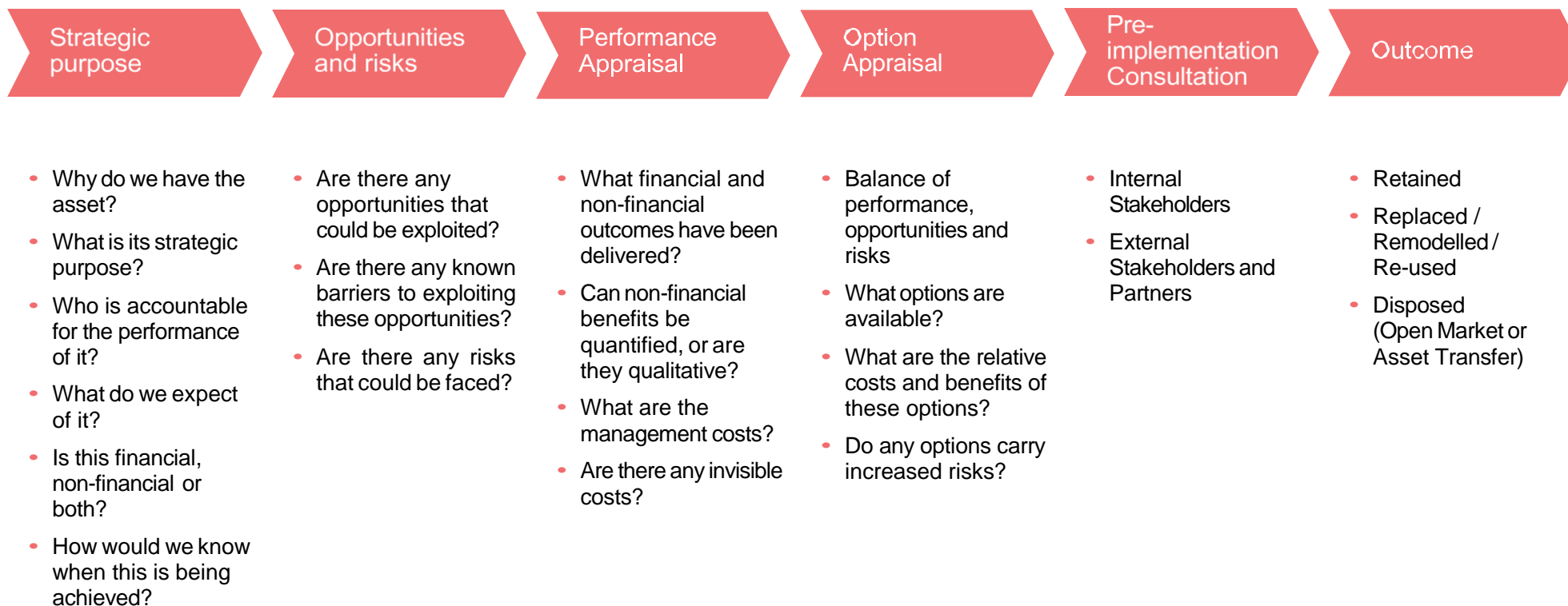
The Asset Challenge process means that we intend to review our asset portfolio on a continuous rolling programme. This process explores the utilisation of assets, along with an analysis of running and maintenance costs, together with geographical location. This ensures that the future of those buildings that are not considered to be providing best value are reviewed appropriately before a final decision is made on them. The ultimate aim of the Asset Challenge is to reduce costs and identify those assets that should be retained and/or receive investment, as well as identifying those assets that are surplus to requirements and suitable for disposal.

The implementation of the asset challenge process will enable NPT to make informed choices about the future of its assets in a structured and objective fashion. The Strategic Asset Management Group will provide oversight of the asset challenge process, with relevant decisions referred to cabinet/council.

The process will be divided into two phases: an annual review of the strategic purpose and performance of an asset and then a process for evaluating any decisions relating to an asset. To do this, each asset is assessed using a systematic challenge process, ensuring that every asset has been fundamentally tested against a common set of criteria. The outline of the challenge process is set out below.



Challenging our Assets



Asset Challenge Process

Stage 1 & 2 - Annual Review Cycle

Stages one and two of the asset challenge process should be undertaken annually.

The purpose of assessing the strategic fit and performance of an asset is to determine whether there is an opportunity to change how the council uses the asset. This may lead to a decision being put to Members.

1. Strategic Fit and Purpose

This part of the process decides whether an asset has an identified use and purpose, which enables service delivery in line with corporate and service strategies.

In making the assessment, the following should be considered:

- Why do we have the asset
- How does the asset contribute to and/or detract from our corporate priorities?
- Which category does this asset sit within?
- What is its strategic purpose?
- Does this asset meet our expectations for this category?
- Who is accountable for the performance of it?
- What do we expect of it? Is this financial, non-financial or both?

2. Performance of the Asset

The financial and non-financial performance of an asset will vary depending on the category and strategic purpose of the asset.

In making the assessment, the following should be considered:

- What financial and non-financial outcomes does the asset deliver?
- What financial and non-financial benefits are associated with the asset?
- Can non-financial benefits be quantified, or are they qualitative?
- What are the management costs?
- Are there any invisible costs?

No threshold criteria are set for whether an asset is performing strongly or otherwise. The parameters for a strongly performing asset will differ depending on its category, use and condition.

Stages one and two as outlined above should be used to decide whether there is scope in an asset category to identify opportunities for improvement and/or to do something different.

If as part of the annual review cycle an asset is not suitable or not needed for either purpose, it then moves to Part 2 and the Asset Decision Process.

Stages 3 to 6 - Asset Decision Process

Stages three to six of the process should be undertaken when, following assessment of strategic purpose and performance, assets in a category are no longer providing a benefit for the council.

To produce a full and comprehensive business case for change, officers should consider the risks and opportunities of the options to ensure all viable options are presented fairly and transparently.

All proposals for new investments, developments and acquisitions should follow the full process from stages one to six.

3. Opportunities and Risks

This part of the assessment is about understanding what opportunities could be exploited and what are the risks.

In making the assessment, the following should be considered:

- Does this asset present opportunities beyond its current use?
- Is there anything stopping these opportunities from being realised, and if so, can any barriers be removed?
- What risks would the opportunity present and how can these be managed?
- Are there any risks associated with the asset in its current form? Are these being /can these be effectively managed?

4. Option Analysis

This part of the process focuses on the use of the asset beyond service or operational requirements. This is a balance of performance, opportunities and risks.

In making the assessment, the following should be considered:

- Review of performance, opportunities and risks against our Corporate Priorities
- What options are available for the future of this asset?
- What are the relative costs and benefits of the options?
- How would risks arising through pursuing alternative options be managed?

5. Stakeholder Engagement

There will be a need to engage with both internal and external stakeholders and partners.

In making the assessment, the following should be considered:

- Internal Stakeholders
- Residents, community groups and others depending on the specific site and/or asset - site and asset dependent
- Asset Management Working Group
- Relevant decision-making committee (if necessary)

6. Asset Challenge Outcome

The outcome of the assessment will decide whether an asset is retained, re-used or disposed of through the open market or by community asset transfer.

The process of subjecting each property to the Asset Challenge determines if the asset:

- Is appropriate for current and future service needs. These properties are appropriate for current and foreseeable future service
- Better Utilisation. These properties have issues arising which require further consideration, probably through option appraisal.
- Major Investment Required: Major work necessary e.g. refurbishment, extension or even relocation.
- Long-Term Development Opportunity: Retain pending future sale for redevelopment in the long term.
- Surplus to Requirements: Disposal Programme

During the life of the framework, the Asset Challenge process will be employed to maximise a range of potential benefits, including:-

- the rationalisation of the portfolio and the early identification of surplus property to provide an ongoing stream of capital receipts.
- ensuring that opportunities for matching with other service priorities are identified and costly capital and revenue investment avoided subject to business case challenge.
- the securing of cost savings through the co-location of services (or functions within a single service area) thereby reducing the footprint of the operational estate
- the retention of only the best performing buildings in terms of energy efficiency and future liabilities
- the identification of potential risks and allowing assets to be proactively managed to mitigate impacts or projects developed that will provide alternative premises better equipped to meet future service needs.

The ultimate aim of the exercise is to facilitate the allocation of scarce capital resources to those target properties identified by the review.

Implementation of the Asset Challenge process

To prioritise the asset challenge process, asset categories will be initially reviewed in tranches during 2024/25 and assets will be assessed in order of Gross Book Value.

Asset Category	Review Period
Operational	31 st September 2024
Non-Operational	31 st March 2025
Community	31 st March 2025
Other	31 st March 2025

Our Assets



The COVID-19 pandemic intensified the pace at which new ways of working were implemented and as a result. It has decreased the need for traditional office space over the long term. It has also proven the resilience of the council's workforce to adapt to new ways of working with an almost seamless transition of thousands of employees to home working for a sustained period.

The forced rollout of agile working has not only created a more flexible workforce, it has also enabled the council to decrease the footprint of its satellite Civic Centre offices and to consider further reductions to its asset portfolio.

The key drivers for the continued implementation of agile working and the opportunities that this potentially provides to the council's property portfolio is set out below:

Closing the buildings that we don't need – operating efficiently within the office buildings that we need and disposing of the buildings we don't.

Addressing the essential maintenance needs of our remaining buildings – repairing the Civic Centre mechanical and electrical (M&E) systems and prolonging their operational lifespan; addressing critical structural issues.

Complying with statutory regulations – ensuring that actions are taken to ensure that buildings are compliant with statutory obligations in respect of Fire, Legionella and Asbestos.

Optimising income – protecting existing income streams from assets (such as the Civic Centre Car Park) and investing in buildings where additional income can be generated.

Using less energy – improving energy efficiency in our offices and other buildings and reducing running costs.

Enabling more efficient team-working – working more flexibly within our buildings, through the promotion of agile working, and providing modern fit-for-purpose workplaces.

Assets Collaboration Programme Wales - Welsh Government's strategic approach to managing land and property assets to support and promote the benefits of collaborative asset management across the public sector in Wales.

Serving our customers more efficiently – focusing on what our customers want and need, using better accessible and inclusive facilities to serve them.

Maintaining our Assets

Maintenance and statutory compliance for our buildings is a significant financial commitment for the council. The council currently has challenges relating to the age, condition and suitability of its portfolio.

Maintenance and statutory liabilities are currently estimated at £117 million with a current annual spend of around £7.9 million against this.

With increasing revenue pressures across the council and significant drives to provide service transformation and revenue savings, it is increasingly difficult for the council to provide the additional funding required to keep its assets safe, wind and watertight. This financial pressure creates the prospect of buildings potentially closing due to the lack of capital maintenance. Therefore, relevant assets must be maintained to ensure a safe working environment and to provide service delivery. It is also important that both revenue and capital funding is prioritised to the areas of most need.

The council’s strategy is to ensure that our finite and reducing maintenance resources are prioritised to appropriate buildings, where the money is most needed. We will identify these priorities by conducting a 5-year rolling programme of condition surveys that will enable a better understanding of the maintenance requirements of the council’s property portfolio. Moreover, the aspiration will be to complete lifecycle condition surveys on selected assets to cover a period of 25 to 30 years. This will enable better informed decision-making and maximise efficiencies by planning over the longer term, instead of reacting to emergencies as they happen.

A balanced approach to maintenance must be undertaken to ensure we invest in those assets we need and devise a strategy to dispose of those that we no longer require.

Our four key aims for Building Maintenance are:

1. To ensure our Buildings are safe and secure for the people who use them
2. To allocate funding to projects that will achieve the maximum positive impact
3. To achieve an efficient balance between planned and reactive maintenance work
4. Achieving maximum efficiencies in the way we procure building maintenance work

It is through a strong maintenance strategy that budgets will be spent more efficiently, with emergency or reactive maintenance spending being reduced.

The tables below identify the total maintenance spend together with the total maintenance backlog.

TOTAL MAINTENANCE SPEND	2009-10	2015-16	2022-23
Capital Maintenance:	£3,545,000	£1,608,245	£5,579,539*
Revenue Maintenance:	£2,224,623	£1,506,975	£2,295,437

TOTAL MAINTENANCE BACKLOG	2009-10	2015-16	2022-23
Buildings:	£151,350,000	£132,600,00	£116,764,410

**£3,445,127 of the capital maintenance spend is provided by grant funding with no guarantee that this level of funding will be available on a year-on-year basis.*



Decarbonisation and Biodiversity

Decarbonisation and biodiversity are key elements that can be delivered through the management of our property portfolio.

The Welsh Government has declared a climate emergency and has set the ambitious target of a net-zero carbon public sector by 2030. If the council is to meet this climate target, it must act to tackle climate change by prioritising carbon reduction and zero emissions through more responsible and sustainable asset management.

Managing the council assets responsibly and sustainably through the adoption and effective use of smart energy technologies together with renewable energy production will reduce emissions and contribute to the reduction of occupier costs. Reducing our carbon footprint and our reliance on fossil fuels will have a positive global impact as well as contributing to business efficiency and reducing fuel poverty.

We must also recognise that not all assets can be carbon neutral so we must look at opportunities to find innovative solutions for the estate as a whole.

The council must comply with the duty on public authorities to seek to maintain and enhance biodiversity, and in so doing promote the resilience of ecosystems. Measures to improve biodiversity, such as installing bat boxes and planting wildflower areas to encourage pollinators, have already been adopted across some of our assets. We must continue to increase our use of these measures together with other opportunities to maintain and enhance biodiversity across NPT's estate.

Biodiversity

NPTCBC has legal responsibilities in terms of ecology and biodiversity under a range of wildlife legislation and both national and local policy. Examples include:

- The Conservation of Habitats and Species (Amendment)(EU Exit) Regulations 2019
- The Wildlife and Countryside Act 1981 (as amended)
- The Ramsar Convention, 1976
- The Environment (Wales) Act 2016, Section 6 duty
- Planning Policy Wales, Edition 11, 2024
- First Replacement Local Development Plan 2016-2031
- NPT Biodiversity Duty Plan 2023-2026
- NPT Nature Recovery Action Plan

Management of assets (including buildings and landholdings) owned by NPTCBC will be undertaken with best practice in accordance with all relevant wildlife legislation and policies, including those listed above.

Natural carbon sequestration

Biodiversity loss and climate change are linked and therefore nature-based solutions to mitigate for the impacts of climate change can be effective

Our natural habitats in the Neath Port Talbot can play a role in tackling the climate emergency as they are able to store significant amounts of carbon, for instance, in soils, sediments and vegetation.

Taking the example of tree planting to store carbon. This can be one small element that can be used to help balance the carbon equation.

In addition, trees must be planted in the right places. Increasing tree-planting must be carefully planned and considered to avoid the loss of other important habitats.

Therefore, a combination of the protection or improvement of existing habitats and the creation of new habitats is required.

Within Council-owned assets, NPTCBC will seek to:

- Create habitats using native species, including, for example, native broadleaved woodland, scrub, grassland, heathland etc., always making sure that appropriate species are used in the right places;
- Protect existing semi-natural habitat, including, for example, native broadleaved woodland, scrub, grassland, heathland;
- Protect and restore peatland habitat where possible

Decarbonisation and Renewable Energy Strategy

The Decarbonisation and Renewable Energy (DARE) strategy was adopted by the council in May 2020. The strategy recognises that tackling climate change in Neath Port Talbot council is both necessary and urgent.

As part of the council's DARE strategy, the following objectives have been set:

- To take a coordinated approach across the council to introduce a variety of measures to reduce the council's carbon emissions whilst carrying out its business.
- To reduce energy consumption or where reduction is not possible, to use fuel sources that are less harmful to the environment.

- To address any barriers to the development of renewable energy across the County Borough and to promote the sustainable and appropriate use of renewable resources.
- To maximise opportunities for carbon sequestration and minimise carbon release through the appropriate management of our natural resources.
- To work with all our partners and local businesses on joint actions, to share good practice, maximise assets and encourage the adoption of a similar approach.
- To raise awareness so that our employees and the public can understand the options for and benefits of the choices that can be made.
- To maximise the benefits of Welsh Government funding opportunities.

Building on the overarching DARE strategy, the council on the 28th of September 2022 declared a climate emergency and is currently preparing a '2030 Net Zero Carbon Action Plan' as part of its commitment to becoming a Net Zero Carbon Council by 2030. To achieve this commitment, the council must reduce the amount of carbon it emits and increase the amount of carbon it absorbs (sequesters). Our assets could make a major contribution to this due to the carbon emissions from the energy that we use to heat and power our buildings. Together with the opportunities to utilise the land for both renewable energy and planting to offset the carbon emissions we cannot remove.

Working with Partners

The council works closely with other Public Sector organisations across NPT to explore opportunities to reduce property costs and make assets work better for its communities and customers.

Through these and other partnerships, the council will continue to explore, develop and exploit opportunities for collaborative working with public and quasi-public bodies by amalgamating asset knowledge to help promote economies of scale, sustainable levels of occupation and better working practices.

There are many more opportunities across the council to explore asset-based arrangements, including shared buildings and community/public service points. The strategic objectives will seek to:



Provide improved joined-up and customer-focussed services - enabling greater collaborative working across public service providers in the city to support individuals, families and communities.

Provide improved access to public services in NPT - reducing demand and avoidable customer contacts.

Deliver public service efficiency savings - through greater service integration and new delivery models, supporting service demand- management approaches.

Deliver greater savings in running and maintenance costs - through sharing public service buildings.

Work closely with community organisations - optimising the use of assets where the most benefit can be realised.

Contribute to wider economic, social and environmental outcomes for NPT - for example, creating new jobs in the County Borough through the Celtic Freeport.

Create standard practices for performance measurement - reviewing the metrics for building occupancy and space utilisation, void properties and rent levels across the County Borough.

Engaging with our Communities

The council is fully committed to using our assets to form long-term partnerships with suitable community organisations to help create more cohesive and sustainable communities.

In the past, we have transferred buildings to local organisations that successfully run and managed them for the benefit of their local communities. Some of these comprise lettings to community groups such as scout groups, sea cadets, RNLI facilities, access rights, gardens, allotments, community centres, slipways, and leisure facilities (boxing clubs, bowling clubs, cricket ground).

Neath Port Talbot Council has leased over 126 property assets to voluntary, community and sports organisations. Many of these leases have been in place for a number of years. These arrangements range from short-term licences to long-term leases of up to 40 years by way of a 'Community Asset Transfer' (CAT).

The external management of these facilities helps empower local communities and bring with them the opportunity for greater independence and financial sustainability. When done well, a CAT can create a meaningful and lasting change within local communities. Moreover, local people are often best placed to manage community facilities within their area.

They will usually already make extensive use of the assets and their local knowledge and hands-on management can often result in lower overheads and better value for money.

Leisure Centres are provided in key urban centres within the county borough and it is recognised the importance such venues play as part of communities.

Cremations and Cemeteries are also provided and maintained with an associated burial service.

Numerous events are held across our real estate throughout the year, ranging from fun fayres, endurance sports and open-air cinemas.

The Council is committed to using our real estate, where appropriate to do so, with community organisations for the benefit of local communities, helping them be sustainable in to the future. The overriding principle is to safeguard community facilities, meeting places, open spaces, leisure and recreation, and the natural environment.

Delivering Housing Land

Where appropriate, the Property service works closely with the Housing service to maximise the potential of certain surplus council assets to provide both private and affordable housing within the county borough.

In 2013, the Council transferred their housing stock to NPT Homes (now Tai Tarian) this means that the majority of the social housing stock across the County Borough is now managed and owned by Tai Tarian. This would have included any land that would have been deemed to be under the control of Housing Services at the time.

Neath Port Talbot Council has continued to utilise their surplus land assets to enable the delivery of affordable and private housing over a number of years. However, a key concern is the limited availability of development land that is still in the ownership of the council. Moreover, whilst housing continues to be an issue, the council's limited land resources means that there are often competing areas of need (such as economic development and regeneration). For this reason, new ways of securing land for private and affordable housing will need to be developed.

Whilst the number of potential housing sites available to the Council is limited. The Council has submitted a number of potential sites as part of the replacement Local Development Plan 2023-2038. It is hoped that once the replacement Local Development Plan has been adopted that there will be a number of new residential sites that could be brought forward during the life of the plan.

Housing Services

The importance of having a home can never be underestimated and this was acutely highlighted during the response to the pandemic. The council has faced significant challenges over recent years, but it has continued to deliver homelessness services throughout lockdown, forged new partnerships and community support groups, and strengthened existing working partnerships.

The Housing and Homelessness Strategic Plan 2024-27 sets out council's strategic approach to managing the challenges of homelessness and affordable housing across the county borough.

Demand for housing across all tenures is currently outstripping supply and the cost of housing costs is increasing. Like many local authorities, we are facing multiple challenges with limited resources and so the effective use of our land and property portfolio is vital. Where possible, we need to consider whether our surplus land and property portfolio can provide opportunities to deliver residential development within Neath Port Talbot.

Our current position is not sustainable and without drastically changing what we do, we will be unable to manage the human and financial impact of homelessness and unaffordable housing. In order to reverse demand, there is a need to undertake wholesale change to make sure the council and its strategic partners are equipped to respond to the housing and homelessness situation facing our communities. We will adopt a number of principles and priority areas to achieve this, which will include a more strategic approach to development overall. This will mean a more joined up strategic approach to working with partners to facilitate development will be adopted and close working relationships will be forged to overcome barriers and lead to more housing development being delivered.

Housing and Homelessness Strategic Plan 2024-27

The Council has identified the following four priorities for its strategic plan:

1. Implement a more strategic approach
2. Prevent homelessness
3. Increase access to appropriate affordable housing
4. Support those with social care needs to live well in their communities

Through the implementation of the housing strategy, the Council will continue to focus on tackling homelessness and identifying opportunities for the provision of housing. It will also continue to provide professional support when acquiring properties and ensure that appraisals of initial and ongoing costs are used to inform any investment decisions. We believe this strategy will enable us to take a responsive, balanced, intelligence-led approach to our Housing and Homelessness needs.





Ysgol Bae Baglan

Sustainable Communities for Learning (SCfL) Programme

The Welsh Government, through its Sustainable Communities for Learning Programme (previously the 21st Century Schools and Education Programme) provides grant funding that supports capital build projects for new and replacement schools. Since 2014 the Council has significantly benefitted from this programme. This has enabled approximately £200m of capital investment to be made in new school builds.

The Council established a Strategic School Improvement Programme (SSIP) in 2008. This programme has brought about significant change to the school estate during the ensuing period, including the construction of new build schools supported by Band A of the Welsh Government's 21st Century Schools programme of capital funding.

The SSIP is supported by a principles paper that sets out a programme of development that ensures that schools are "fit for purpose" and capable of delivering high quality education. Proposals for change are to be based on:

- educational standards
- the need for places and the accessibility of schools
- the quality and suitability of school accommodation
- effective financial management

Band A 2014-2019

Band A capital funding delivered two new build, 3-11, English-medium schools (Awel y Môr & Ysgol Carreg Hir); two new build, 3-16, English-medium middle schools (Ysgol Bae Baglan and Ysgol Cwm Brombil); and a new build, 3-18, Welsh-medium middle school on two campuses one in the north and the other in the south of the County Borough (Ysgol Gymraeg Ystalyfera-Bro Dur).

Awel y Môr Primary School opened in September 2013 and Ysgol Bae Baglan opened in September 2016. Phase 1 of Ysgol Gymraeg Ystalyfera – Bro Dur (north campus) was occupied from January 2017 with phase 2 (primary/lower school - north campus) occupied in June 2018. The new build at the south campus opened in the autumn term 2018, along with Ysgol Carreg Hir. Ysgol Cwm Brombil welcomed pupils in October 2018 and this completed the Band A projects.

Band B 2019-2023

Band B schemes included a new build Cefn Saeson Comprehensive school that was occupied June 2021, Abbey Primary School (new build primary on one site that replacing the previous 3 separate sites) was occupied April 2022 and the final phase of replacement build at Ysgol Gymraeg Ystalyfera Bro Dur in the North was occupied from January 2023.

A variation request has been submitted to include 3 new projects (new build Godre'graig Primary, extension to Ysgol Maes Y Coed Special School and a refurbishment project to create a new skills hub for secondary school aged pupils from across the county.

Future Plans

The Council has prepared a Strategic Outline Programme (SOP) for the next 10 years, including the three additional schemes from Band B and will be submitting this to WG for approval in February 2024.

Should the SOP be approved by WG then the following schemes will be developed

- Llangatwg Comprehensive – new build replacement school (2028)
- Tywyn Primary – new build replacement school (2029)
- St Joseph’s RC 7-16 school and sixth form centre (2029)
- YSGOL Hendrefelin Special School – replacement school on one site (2029)
- New WM school (2030)

Sustainable School Challenge

In September 2022, WG announced the Sustainable Schools Challenge providing £30 million (£15 million per project) that was made available to inspire the delivery of innovative, sustainable, and inspiring schools that are at one with their natural surroundings. The schools would be designed to complement their environment and enhance the character of their setting together with the quality of Welsh life.

In May 2023 the Council were formally notified that their bid was successful and secured 100% funding for a new build YGG Rhosfan.

The project involves the demolition of the existing Welsh Medium school and adjoining community buildings. The new fully integrated Welsh Medium community school will be built on the same site and will include a Welsh Immersion unit that delivers a range of educational and community services. This will be provided by the council, partner organisations and local voluntary organisations, to the benefit of the Sandfields community and communities within the wider Port Talbot area.

It is expected that this new build project will be completed in 2025

Welsh-Medium Education

NPT has been awarded WG capital grant funding for increasing its Welsh medium provision. To date the following projects have been successfully completed.

• YGG Pontardawe

The completed scheme has provided re-modelled and extended childcare and nursery facilities that provides 10 extra Welsh medium childcare places, along with 2 new build FP classrooms, a new entrance way, staffroom, meeting room and office and additional play areas, fencing and pathways, along with the refurbishment of the hall.

• YGG Trebannws

This scheme involved re-modelling and improvement works to the school to facilitate the development of a new WM LSC. Additionally, it seeks to create a new 12 place WM childcare provision and improved foundation phase facilities.

• YGG Cwmllynfell

This scheme has provided one extra classroom space and a Welsh medium childcare offer at YGG Cwmllynfell. This has increased the capacity of the school, improved Foundation Phase provision and provided space to develop pre-school Welsh medium provision.

• YGG Treges

Ysgol Gymraeg Treges, a new Welsh medium 3-11 primary school opened in January 2023 in the Neath Abbey area. Currently the school is open to Nursery and full time reception age pupils. Phase 2 of remodelling works is currently underway (kitchen refurbishment and 2 Foundation Phase classrooms)

- **YGG Tyle'r Ynn**

This project provided two extra classroom spaces and a Welsh medium childcare offer at YGG Tyle'r Ynn. It has allowed the school to reconfigure Foundation Phase classrooms to provide improved learning experiences, enabling further development of key stage 2 classrooms. The project has complemented existing community space provided at the school through Community focussed school grant funding in 2018.

- **Increased Childcare/Flying Start Provision**

In addition to Childcare provision in the above WM schools, working closely with our Flying Start, Early Years and Childcare Team, a number of other projects to co-locate early year's childcare and Flying Start settings have also been completed using capital grants.

NPTCBC has received approximately £5m from WG since 2019 for new builds to address the gaps in childcare provision in line with the Childcare Sufficiency Assessment and Childcare Offer for Wales at the following locations:

- Waunceirch Primary School
- Rhos Primary School
- Abbey Primary School

Due to lack of space on existing school sites, the following sites were selected with access and proximity to schools in mind:

- Castell Nedd Welsh Childcare Setting (24 places) – within Neath Central Development, Completion May 2022.
- Blaendulais Welsh/Bilingual Childcare Setting (completion expected during 2025).
- Cwmafan Childcare Setting (completion expected during 2025).

Community Focussed Schools Capital Grant Funding

The Council has successfully applied for Community Focussed Schools capital funding for creating hubs at 2 middle schools, Ysgol Cwm Brombil and YG Ystalyfera –Bro Dur (south Campus), and 2 primary schools – Sandfields Primary and Melin Primary. The hubs will facilitate work with families, supporting them with all aspects of education and broader aspects such as cost of living crisis and health care. Additionally the two middle school projects will provide onsite skills hubs for pupils in the local area to access enhanced curriculum opportunities and vocational training.

Alignment with Strategic Workforce Plan 2022 - 2027 & Digital Data and Technology Strategies

The council's recent Strategic Workforce Plan (SWP) and Digital Data and Technology (DDaT) strategies recognise the need to respond to the challenges brought about by COVID-19 and other related societal changes. This means a different way of delivering our services for residents, businesses, elected members, staff and visitors, together with opportunities to exploit emerging technologies, whilst ensuring it works for as many users as possible.

For example, the Future of Work Strategy at its core is about the council having the right number of people, with the right skills and attitudes, in the right place, at the right time, to deliver the council's services.

Moreover, Digital services are working towards a hybrid cloud/on premises core infrastructure solution, which minimises energy consumption and space usage but remains safe, secure and under the council's control.

The changes that will be brought about by the SWP and DDaT strategies will transform the council's future operating model and therefore the requirements of the future operational property portfolio. The makeup of and way the property portfolio is managed must be sufficiently flexible to support and respond to these changes.

This strategy aims to support workplace changes and, where appropriate promote agile and flexible workspace to enable an effective workforce.

An asset-led transformation will deliver workplaces that can respond to the changing workplace environment and meet future working conditions. Moreover, the rationalisation of the council's overall accommodation can help drive change and significantly reduce the reliance on traditional workspace and hence assist in reducing property related costs.

Working with HR and Digital services to provide safe and flexible accommodation that allows staff to work collaboratively and remotely as needed.

Having these up to date workspaces that have ergonomically, environmentally and technically efficient equipment and services will add to the resources for attracting and retaining staff.

To enable this, the council's property assets need to have workplaces that are flexible. This can include more shared spaces (for teams, partners, and the community); accommodation that supports innovation and change (e.g. project and collaboration spaces); more informal meeting spaces, less formal office/desk space, and the ability for staff to work anywhere in the county (not just in council offices).

Whilst providing many of the council's services digitally is essential to the corporate strategy, to help avoid digital exclusion we will need to think about our customer facing spaces more deeply, what are they for and how do we design them so that they best meet the needs of customers and community but are flexible enough to change as needs shift over time.

The challenge facing the council in property terms is to be sufficiently flexible to be able to react to constant development in Digital technologies and SWP policies that affect the way that the council delivers its services. It is important that the Asset Management Strategy, together with the council's SWP and DDaT strategies, are considered in conjunction with each other so that the council is providing the necessary framework to ensure that the council's property assets provide the solutions to help it achieve its strategic objectives.

The Council's vision for how it will organise and manage its office accommodation and how its digital aspirations to use technology to support service change will have a significant impact on its current and future workforce.

As part of the recent recommendation from Audit Wales in their Springing Forward Review, the Council needs to clearly establish how their respective Strategic Workforce, Digital and Accommodation programmes are integrated. By having all three programmes overseen by a single Organisational Development Board (ODB), this provides an opportunity for the Council to ensure that interdependencies and shared opportunities between these programmes are understood and maximised. The Council is in the process of establishing an ODB.





Opportunities & Challenges

It is important that this Strategy recognizes change and those areas of emerging national, regional and local factors that may influence how the council manages, develops and disposes of its property assets over the period of the plan.

The following is a summary of the strategic opportunities and challenges the council faces that may affect or be impacted by the property estate.

Financial position: The council continues to have to set its budget against a backdrop of reductions in financial settlements and significant workforce inflation, non-workforce inflation, demand, demographic and legislative pressures.

The current inflationary situation is also placing a strain on the capital programme as the council experiences rising construction costs, at a time when external borrowing is increasing.

Economic recovery from COVID-19: In the aftermath of COVID-19, Neath Port Talbot faces an unprecedented level of economic uncertainty. The pandemic and society's response to it have delivered a cultural shift that provides the council and its partners with a unique opportunity.

That means:

- Working with partners to deliver the celtic freeports and the creation of a green investment corridor that provides for clean energy developments and innovation assets.

- Reshaping our built environment – through substantial investments to kick start the transformation and regeneration of our County and key towns
- Working with our partners to deliver the next generation of clean, green engineering jobs.
- Accelerating our journey in modernising the way we work

Climate Change/Energy Costs: The council announced a climate emergency in 2022 with an intention to be carbon neutral by 2030.

In 2021-22, buildings accounted for 71.4% of the council's operational service emissions (excluding supply chain and land use emissions).

This strategy will help by ensuring that the built environment is managed and maintained in a way that allows services to adapt and become resilient to change and ultimately contribute to the council successfully becoming carbon neutral by 2030.

The challenge to reduce energy consumption and drive budget savings at this time is critical. The rising cost of energy creates an added imperative for the council to improve the energy efficiency of buildings and to rationalise the estate where possible to enable efficiencies and reduce budget pressures.

The council is also to 'lead by example', using its direct and indirect influence to foster positive changes by other public and private sector organisations, communities and individual residents in NPT.

School investment programme: Recent investment has meant that there are now only two schools within NPT that are classed as Band D. However, there remains a substantial number of schools that are within the three different B and C categories. The council will continue to invest in its schools with a view to providing sustainable communities for learning, but it also faces strong challenges with approximately £65.6M of backlog maintenance across the schools portfolio.

There is a significant growing demand for Welsh medium education within the Neath Port Talbot area. This, and the need to expand the provision to address Welsh Government targets are articulated in the council's Welsh in Education Strategic Plan (WESP).

The council has already made significant improvements in increasing the level of Welsh medium provision, but there remain gaps which will need to be addressed during the lifetime of the current WESP.

Housing: The need for housing, including affordable housing in NPT, is acute.

Whether reacting to demographic change or growth or preventing homelessness, housing is a critical topic and one in which NPT has a vital role to play.

The Asset Management Framework will help the council achieve its housing priorities through the potential use of council owned assets to contribute to its housing objectives.

Health and Social Care: The linking of Health and Social Care has resulted in the council and public sector partners examining how these services are accessed and delivered, alongside the effectiveness of different facilities. Moving forward, we are looking at a more modern approach, providing us with opportunities to re-assess the use and occupation of associated property in alignment with asset rationalisation.

Pressure on social care budgets: The council's social care budget pressures are continuing to increase. The Office of National Statistics estimates that between 2021 and 2031 the population of Wales will grow by just over 60,000 (1.9%). Within that population growth, there is a projected increase in the proportion of older people. The population of over sixty-fives is due to increase by around 119,000 (17.5%).

This will have a significant impact on budget and resource pressures as people live longer and the support needed to provide for their continued independence increases across the population. In addition, this will bring increased numbers of people living with dementia.

There is also a continued increase in the demand for complex needs out of County / Private School placements. This creates added financial pressures. This is expected to stabilise throughout the current MTFP as a result of increased reablement work and projects designed to provide care, support and further education to people closer to home.

Ways of Working: The council made prompt and efficient changes to the ways of working during COVID-19 by accelerating hybrid working. This period of change allowed the council to review future ways of working and transition to a more flexible and agile model. This way of working has become embedded within the council's working culture, but further development is needed to ensure that future office requirements are met and service delivery to customers and clients is not harmed.

Changes to service delivery: The council provides a wide variety of core services to the community, including culture, leisure, waste services, adult social care and education.

Each of these services can be directly affected by changes in delivery needs due to increased or changing demand.

This strategy will ensure that the effectiveness and suitability of the estate reacts to the changing demands of the services.

An ageing estate: With a significant estate, formed by a wide variety of diverse types and ages of buildings, including listed buildings, the condition of our buildings is an important aspect of managing the council's portfolio.

This strategy seeks to ensure that funding is prioritised to maintain those assets most in need and ensure that standards are maintained within our buildings.

Local Development Plan: The adoption of a new Local Development Plan provides a 15-year strategy to inform and guide growth and prosperity, bringing forward both residential and economic development sites over this period. This includes land interests owned by the council that will allow the release of capital receipts, but equally the opportunity to deliver social value outcomes through the development process.

Our Forward Plan

This document outlines the key strategic objectives for the council's land and buildings over the next three years. Our Asset Management Action Plan further describes the specific activities to achieve these objectives, categorised under three key thematic headings of Strategic, Operational and Service Improvement actions. The Asset Management Strategy will be reviewed annually, whilst the Asset Management Action Plan will be managed, monitored and updated continuously to report on progress and achievements. This means that the document will be continually changing to reflect the achievement of actions and capturing new priorities and initiatives as they are identified.





Asset Management Action Plan

Introduction

This Asset Management Action Plan sets out the council's proposed asset management activities that it will be undertaking over the next 3 years.

The Action Plan is divided into three separate tables, as follows:

- Strategic
- Operational
- Service Improvements

This Action Plan not only sets out what we are intending to do but will also act as a monitor to report progress and achievement. The Action Plan is intended to operate on a rolling 3 years basis and as items on the Action Plan are achieved, so new activities and actions will come into the Action Plan. The intention is that this rolling approach will continue until the Asset Management Policy and Asset Management Strategy are revised in 2028.

Asset Management Principles

1. To plan and manage our property and land assets as a corporate resource to ensure they support our services to the people of Neath Port Talbot
2. To ensure our estate benefits the operational services by providing properties which are fit for purpose for both the current service needs and planned future needs
3. The efficient and effective management and maintenance of our properties to optimise operational use, financial return or commercial opportunities (including through rationalisation or disposal of assets)
4. To use land and buildings to enable the success of complementary council strategies. This includes the objectives of economic development, housing, and environmental strategies
5. To promote joint working with public sector and private sector partners and stakeholders where it will benefit service delivery or secure efficiencies

A: Action Plan: Strategic Actions

Action ref	Action description	Asset Management Principles (1-5)	SMART objective	2024/25	2025/26	2026/27	Accountability	Resource Implications
A1	Adopt Strategic Property Asset Management Framework 2024-2029.	1,2,3,4,5	Cabinet to approve the Corporate Asset Management Plan 2024-2029.	Apr 2024			Head of Property & Regeneration Corporate Director's Board	Internal resource
A2	Corporate Landlord Model feasibility	1,2,3,4,5	By September 2025 to have fully adopted the corporate landlord model strategy and policy		Sep 2025		Head of Property & Regeneration Corporate Director's Board	Internal resource
A3	Produce an updated Energy, Carbon & Water Management Strategy	1,2,3,5	To manage and maintain property effectively, efficiently and sustainably, together with optimizing financial return and commercial opportunities Develop a Carbon Management Strategy for the Corporate Estate. Explore renewable energy opportunities (including with partners)	Oct 2024			Head of Property & Regeneration Corporate Director's Board	Internal and External Resources
A4	C19 Economic Recovery	1,2,3,4,5	To support Economic Recovery in response to the Coronavirus (COVID-19) Pandemic.	Ongoing	Ongoing	Ongoing	Head of Property & Regeneration Corporate Director's Board	Internal Resources
A5	Asset Challenge – Rationalisation of the council's Asset Portfolio	1,2,3,4,5	Challenge the continuing use and efficiency of the operational portfolios by optimising space utilisation and consolidation into fewer buildings. To provide the right property, fit for purpose, in the right place, to meet current service needs and plans for the future Optimise the estate to reduce the burden of repairs and maintenance and reduce operating costs	Ongoing	Ongoing	Ongoing	Head of Property & Regeneration Corporate Director's Board	Internal Resource
A6	Corporate accommodation strategy	1,2,3,4,5	To produce a plan of proposed office moves together with an agreed process for implementing moves together with stakeholder communication. Civic Centres refurbishment, increase occupancy and maximise utilisation to release surplus council assets.	Apr 24			Head of Property & Regeneration Corporate Director's Board	Internal Resources

Action ref	Action description	Asset Management Principles (1-5)	SMART objective	2024/25	2025/26	2026/27	Accountability	Resource Implications
A7	Disposal & Acquisition Strategy	1,2,3,4,5	By September 2024 to have fully adopted the Disposal & Acquisition Strategy	Sep 24			Head of Property & Regeneration Corporate Director's Board	Internal Resource
A8	Optimise the use of collective public sector assets within Neath Port Talbot	1,2,3,4,5	To promote joint working where it will provide benefits for service delivery and in securing efficiencies Explore the feasibility of co-location opportunities with other public sector organisations	Ongoing	Ongoing	Ongoing	Head of Property & Regeneration Corporate Director's Board	Internal and External Resource
A9	Review of Community Asset Transfer Strategy (CAT)	1,3,4	Review the existing CAT strategy (in consultation with community organisations) to streamline and improve the process	Nov 24			Head of Property & Regeneration	Internal Resource
A10	Develop asset performance dashboards to meet the requirements of the Corporate Director's Board and Leadership Teams	1,2,3,4,5	To agree on a suite of asset performance metrics for presentation to Board	Sep 24	Ongoing	Ongoing	Head of Property & Regeneration Corporate Director's Board	Internal Resource
A11	Produce an updated Repairs and Maintenance Strategy	1,2,3	Explore a new maintenance strategy to ensure the council is managing and maintaining its corporate estate effectively, efficiently and sustainably.		Sep 25		Head of Property & Regeneration Corporate Director's Board	Internal & External Resource

B: Action Plan: Operational Actions

Action ref	Action description	Asset Management Principles (1-5)	SMART objective	2024/25	2025/26	2026/27	Accountability	Resource Implications
B1	Corporate Landlord guide.	1,2,3,4	To develop a Corporate Landlord Guide	Sep 2024			Head of Property & Regeneration Corporate Director's Board	Internal Resources
B2	Condition surveys	1,2,3,4	Undertake a programme of condition surveys to assess the suitability, condition, efficiency and performance of assets to be retained in the longer term and those subject to review. Ascertain maintenance backlog and highlight investment needs to improve asset performance based on the council's agreed Building Maintenance, Estate Decarbonisation and Capital Strategies.	Ongoing	Ongoing	Ongoing	Head of Property & Regeneration Corporate Director's Board	Internal and External Resources
B3	Asset Challenge.	1,2,3,4,5	To commence a programme of Asset Review and Challenge.	Ongoing	Ongoing	Ongoing	Head of Property & Regeneration Corporate Director's Board	Internal Resource
B4	The Future of Work Strategy	1,2,3,4,5	To assist in implementing The Future of Work Strategy across the corporate estate and ensure that the council continues to support home working and digital innovation.	Ongoing	Ongoing	Ongoing	Head Of People & Organisational Development Head of Property & Regeneration Corporate Director's Board	Internal Resource
B5	Deliver the Asset Valuation Programme	3	To deliver the annual programme of work associated with the Asset Valuations (20% p.a.)	Ongoing	Ongoing	Ongoing	Head of Property & Regeneration Corporate Director's Board	Internal Resource
B6	Establish and deliver the Capital Receipts Programme.	1,3,4	To deliver a programme of disposals in line with the Capital Receipts Programme and target set down in the Financial Plan.	Ongoing	Ongoing	Ongoing	Head of Property & Regeneration Corporate Director's Board	Internal Resources

Action ref	Action description	Asset Management Principles (1-5)	SMART objective	2024/25	2025/26	2026/27	Accountability	Resource Implications
B7	Statutory Compliance function (Fire, Asbestos, Legionella, Contract Management)	1,2,3,4	To manage and maintain property effectively, efficiently and sustainably, and ensure compliance with all building related statutory regulations	Ongoing	Ongoing	Ongoing	Head of Property & Regeneration Corporate Director's Board	Internal Resources
B8	Sustainable Communities for Learning Programme	1,2,3,4	Identify schemes, commission works and manage the delivery of prioritised statutory and maintenance requirements for Schools	Ongoing	Ongoing	Ongoing	Head of Property & Regeneration Head Of Support Services And Transformation Corporate Director's Board	Internal and External Resources
B9	Commercial Estate Management	1,3,4	To maximise occupancy and income through timely lease renewals, rent reviews, service charges and management of debt.	Ongoing	Ongoing	Ongoing	Head of Property & Regeneration Corporate Director's Board	Internal Resources
B10	Energy, Carbon & Water Management	1,2,3,4,5	Implement and developed energy and carbon performance improvements across the Council's operational service delivery to negate the cost impact of the current energy contract price increases.	Ongoing	Ongoing	Ongoing	Head of Property & Regeneration Corporate Director's Board	Internal Resources

C: Action Plan: Service Improvement Actions

Action ref	Action description	Asset Management Principles (1-5)	SMART objective	2024/25	2025/26	2026/27	Accountability	Resource Implications
C1	Consider how the council's reactive and planned maintenance functions can be improved.	1,2,3,4	Reactive Maintenance and Planned Maintenance are to be integrated to provide greater client guidance when making investment/ maintenance decisions and assessing value for money.	Oct 24			Head of Property & Regeneration Corporate Director's Board	Internal Resources
C2	Conclude the disposal of Burrows Yard site	1,3,4,5	Complete the disposal of land so that our assets provide a capital receipt as well contribute to the delivery of the LDP and the Corporate Plan Wellbeing Objectives in terms of employment and the wellbeing of NPT residents.	Dec 24			Head of Property & Regeneration Corporate Director's Board	Internal Resources
C3	Economic development support	2,3,4	Use land and buildings to stimulate development whilst supporting local business needs and encouraging new business Contribute to the delivery of the LDP and the Corporate Plan Wellbeing Objectives in terms of employment and the wellbeing of NPT residents	Ongoing	Ongoing	Ongoing	Head of Property & Regeneration Corporate Director's Board	Internal and External Resources
C4	Asset Management Software Review	1,2,3,4,5	Review systems to see if fit for purpose Review systems and processes with IT Implement system improvements and staff training.		Dec 25		Head of Property & Regeneration Corporate Director's Board	Internal Resources
C5	Sustainable Communities for Learning (formerly 21st Century Schools Programme)	1,2,3,4,5	Currently out to tender for a new replacement school at YGG Rhosafan, which will be followed by Llanagtwg Comprehensive. This will help contribute to the wellbeing objectives of the Corporate plan.		Nov 25		Head of Property & Regeneration Head Of Support Services And Transformation Corporate Director's Board	Internal Resources

Action ref	Action description	Asset Management Principles (1-5)	SMART objective	2024/25	2025/26	2026/27	Accountability	Resource Implications
C6	New Valley Industrial Units	3,4,5	Use land and buildings to stimulate development whilst also supporting local business needs and encouraging new business. Contribute to the delivery of the LDP and the Corporate Plan Wellbeing Objectives in terms of employment and the wellbeing of NPT residents	Dec 24			Head of Property & Regeneration Corporate Director's Board	Internal Resources
C7	NPT Rent Rescue Purchase of Properties and Maintenance	3,4,5	Will help meet the Council's Corporate Plan Wellbeing Objectives in terms of housing and the wellbeing of NPT residents.	Ongoing	Ongoing	Ongoing	Head of Housing Services Corporate Director's Board	Internal and External Resources
C9	Gelligron - Supported Living New Build	1,2,3,4,5	Feasibility study of the available options for the Gelligron site to provide a supported living accommodation new build to help meet the Council's Corporate Plan Wellbeing Objectives in terms of housing and the wellbeing of NPT residents.	Sep 24			Head of Property & Regeneration Corporate Director's Board	Internal Resources
C10	Pontardawe Arts Centre Cinema – new cinema hub	1,2,3,4	To provide a new cinema hub that contributes to the delivery of the LDP and the Corporate Plan Wellbeing Objectives in terms of community and leisure use, together with the wellbeing of NPT residents.	Oct 24			Head of Property & Regeneration Corporate Director's Board	Internal Resources
C11	Aquasplash - Kiosk Upgrade (Phase 3) – small extension	1,3,4,5	To provide a small extension that contributes to the delivery of the Corporate Plan Wellbeing Objectives in terms of community and leisure use, together with the wellbeing of NPT residents	May 24			Head of Property & Regeneration Corporate Director's Board	Internal Resources

Action ref	Action description	Asset Management Principles (1-5)	SMART objective	2024/25	2025/26	2026/27	Accountability	Resource Implications
C12	Former Neath Library	1,2,3,4,5	Looking at the feasibility of the property becoming a community hub that will contribute to the Corporate Plan Wellbeing Objectives in terms of community uses and the wellbeing of NPT residents.	Oct 24			Head of Property & Regeneration Corporate Director's Board	Internal Resources
C13	Former YOTS Building	1,2,3,4,5	Successfully obtained WG funding that will enable the refurbishment of offices. Working toward appointing contractor to carry out works. This will contribute to the delivery of the LDP and the Corporate Plan Wellbeing Objectives in terms of employment and the wellbeing of NPT residents	Sep 24			Head of Property & Regeneration Corporate Director's Board	Internal Resources
C14	SWITCH	3,4,5	Use land and buildings to stimulate development whilst supporting local business needs and encouraging new business Contribute to the delivery of the LDP and the Corporate Plan Wellbeing Objectives in terms of employment and the wellbeing of NPT residents			Jun 26	Head of Property & Regeneration Corporate Director's Board	Internal Resources
C15	Celtic Freeports	3,4,5	Use land and buildings to stimulate development whilst supporting local business needs and encouraging new business Contribute to the delivery of the LDP and the Corporate Plan Wellbeing Objectives in terms of employment and the wellbeing of NPT residents	Ongoing	Ongoing	Ongoing	Head of Property & Regeneration Corporate Director's Board	Internal Resources
C16	Conclude the disposal of Blaenbaglan site	1,3,4,5	Complete the disposal of land so that our assets provide a capital receipt as well contribute to the delivery of the LDP in terms of housing and the wellbeing of NPT residents.		Sep 25		Head of Property & Regeneration Corporate Director's Board	Internal Resources

Action ref	Action description	Asset Management Principles (1-5)	SMART objective	2024/25	2025/26	2026/27	Accountability	Resource Implications
C17	Metal Box	2,3,4	Split approximately 150,000 sq. ft. of industrial space into multiple units. This will create much needed industrial space for local growth and expansion, and will attract Investment enquiries into the NPT area.	Oct 24			Head of Property & Regeneration Corporate Director's Board	Internal Resources
C18	Aberavon Seafront Strategy - Project Delivery	1,2,3,4,5	To deliver priority projects which will be identified in the forthcoming Aberavon Seafront Strategy. Ten priority projects will be identified within the strategy that will require varying levels of investment in the public realm, land acquisition, build costs etc.	May 24				