

# **Corporate Asset Management Plan 2018/23**

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**In consultation with:**

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**Community and Children's Services**

**Director of Education and Lifelong Learning**

**Director of Regeneration and Planning**

## **FORWARD BY THE CABINET MEMBER FOR CORPORATE SERVICES OF THE COUNCIL**

I am pleased to present the Council's Corporate Asset Management Plan for Property Assets for 2018/2023 (CAMP).

We are still facing very challenging times in Local Government with falling budgets and increasing demand for services we need as a Council to respond positively by improving operational efficiency, improving the financial performance of our property assets and to seek opportunities for enhanced collaborative working.

The cost of owning and operating premises is the largest single expense that the Council faces after staff costs. It is essential that the Council's portfolio is kept to the minimum level necessary for delivery of services and every effort is made to operate efficiently and reduce costs.

We must continue to challenge our assets and look for opportunities to use space more effectively and reduce the amount of office accommodation we use.

This CAMP reflects on the good work undertaken in this area over the past five years and sets out how the Council's property assets will positively contribute to the achievement of many of the Council's strategic objectives, outlining the programmes being implemented to achieve this aim.

We need to make a real difference by demonstrating a willingness to use our property assets innovatively.

***Councillor Mark Norris***

***Cabinet Member Corporate Services***

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## **Section 1 Introduction**

### **1.1 About the CAMP**

#### **1.1.1 Purpose**

This document comprises the Corporate Asset Management Plan for Property Assets (CAMP) for the period 2018/2023.

The CAMP provides the high level strategic framework for managing the Council's property portfolio, which includes all land and buildings, owned or leased by the Council, with the exception of infrastructure assets.

There are numerous definitions of asset and property management. The definition set out in the RICS's 2008 Public Sector Asset Management Guidelines is:

“Strategic Asset management is the activity that seeks to align the asset base with the organisation's corporate goals and objectives. It ensures that the land and buildings asset base of an organisation is optimally structured in the best corporate interest of the organisation concerned”

There are many challenges facing local authorities, such as modernising service delivery and getting the most from resources. By prioritising asset management, removing silos within the authority, working with a variety of partners, aligning assets to priorities and assessing whether the asset base is performing at its optimum, local authorities will be more able to meet these challenges.

Strategic Asset Management helps maximise the benefits derived from our land and buildings. The primary aim is to support delivery of the Council priorities, to meet service requirements, to raise revenue through rental income and to comply with regulatory and statutory duties.

The CAMP outlines our vision and approach to the strategic management of the assets of Rhondda Cynon Taf County Borough Council. The primary aim is to maximise the benefits derived from our land and buildings, to support delivery of the Council priorities, to meet service requirements, to raise revenue through rental income and to comply with regulatory and statutory duties.

### 1.1.2 Linkages

The CAMP is designed to complement RCT's strategic policy direction, which directly influences frontline service delivery. It has been developed to support the priorities of the Corporate Plan, Capital programme and the Corporate Financial Strategy.

Asset Management remains a Council priority and the service will be key in securing other service improvements such as the reduction in the Council's office accommodation, the provision of community hubs and the 21<sup>st</sup> Century Schools programme.

The CAMP also provides a critical link between the overall strategy for the Council's property assets and Service Plans. This is provided through the production of annual Service Asset Management Plans (SAMP) which set out key service work streams that have a property dimension.

The CAMP has been deliberately produced at a high level as significant activity will determine the performance and outputs over the next 5 years. It sets out a practical policy framework and strategy designed to meet the needs of RCT.

### 1.1.3 Strategic Context

The overall direction for the Council for 2016-2020 is set out in the Council's Corporate Plan "The Way Ahead". The Council's vision is

***"For a County Borough that has aspirations, is confident and promotes opportunity for all."*** The Council's purpose and the reason why it exists is ***"to provide strong community leadership and effective services for the people of Rhondda Cynon Taf to enable them to fulfil their potential and prosper"***.

The Council is focused on the following three priorities:

1. Economy – Building a strong economy
2. People – Promoting independence and positive lives for everyone
3. Place - creating neighbourhoods where people are proud to live and work

The Council has set itself four principles which apply to all three priorities all of which have a property element:

1. Provide essential services well
2. Help people and communities help themselves
3. Build a sustainable County Borough
4. Live within our means

The Council understands that property is an essential element in delivering the vision of the Corporate Plan.

#### **1.1.4 The Well-being of Future Generations (Wales) Act 2015**

The Well-being of Future Generations (Wales) Act ('the Act') requires that the Council demonstrates how it incorporates the sustainable development principle.

The Corporate Estates Division together with service divisions ensures services are delivered to meet the needs of the communities. This is demonstrated in the cross cutting reviews, such as the Community hubs and also be embedded in the Service Asset Management Plans.

#### **1.1.5 Service Planning and Asset Management**

##### **1.1.5.1 Service Asset Management Plans**

Service Asset Management Plans (SAMPs) inform the CAMP and provide a key strategic link between service planning and the management of assets. All service groups are required to define their property asset requirements in a SAMP on an annual basis. It has been recognised that the quality of the SAMPs are variable. This has been somewhat addressed by the introduction of an electronic proforma, an annual consultation with stakeholders and support offered by the Estates Management team. An overview and update of the process is provided through the Asset Management Working Group meetings. A copy of the current proforma is at Appendix 1

The SAMP process has identified a number of areas for consideration at Appendix 2 and responses will be developed to these service issues through the life of the CAMP subject to the availability of funding strategies.

The CAMP is subject to constant review to ensure that the Council maintains a strategic up to date approach to the management of its assets.

##### **1.1.5.2 Corporate Asset Management Working Group**

The Corporate Asset Management Working Group (CAMWG) is a group that meets at least three times a year to discuss property issues from a corporate perspective. The CAMWG is chaired by the Head of Legal Property and Estates and comprises senior representation of all Directorates of the Council that utilise property assets. The Group is well represented demonstrating the continuing commitment to the CAMP and the priority of asset management by the Council at a senior level.

## **1.2 About Rhondda Cynon Taff**

### **1.2.1 The Communities Served**

Rhondda Cynon Taf is the third largest Local Authority in Wales by population.

The County Borough was formed in 1996 as part of the reorganisation of Local Government. Rhondda Cynon Taf County Borough Council was formed by the merger of the former Mid Glamorgan districts of Rhondda, Cynon Valley and Taff Ely ( with the exceptions of Pentyrch and Criegiau). The population of the County Borough is 234,400 , consists of 99,700 households and has 7 neighbouring local authorities.

Rhondda Cynon Taf covers an area of the South Wales Valleys stretching from the Brecon Beacons in the North , to the outskirts of Cardiff in the South. It comprises a mixture of urban, semi – suburban and rural communities, situated in mountains and lowland farmyard.

### **1.2.2 Rhondda Cynon Taf Council Political Structure**

A total of 75 councillors are elected to represent the people of Rhondda Cynon Taf serving 172,673 electors.

Rhondda Cynon Taf adopted the Leader and Cabinet system in 2002. The Cabinet is made up of the Leader, Deputy Leader and 8 other Cabinet members who take key and significant decisions, whose role is to:

- Provide leadership
- Propose the budget and policy framework
- Implement policy through Chief Officers

The Cabinet is an important part of decision making in Rhondda Cynon Taf County Borough Council. However Full Council ( a meeting to which all Councillors are summoned) also has a central role to play. Amongst the Full Council's functions are to:

- Approve or reject the budget and policy framework
- Elect the Leader and Deputy Leader of the Council
- Adopt the Constitution
- Appoint Committees to be responsible for Overview and Scrutiny functions and regulatory matters

The Council's Constitution specifies the functions that are the responsibility of the Council and Cabinet respectively.

The Council is facing financial and service challenges as it adjusts to a significant reduction in budget. Financial pressures are affecting not just the Council but all of our partners whether in the public, private or community and voluntary sectors. The Council is working to ensure public spending continues to provide ever greater value for money services through proactive and innovative collaborative works and projects wherever possible.

### **1.2.3 Organisational Structure**

The Council’s Senior Leadership Team consists of the Chief Executive of the Council and other senior officers who are responsible for the management of the Council on a day to day basis.

There have been a number of restructures of senior management roles during the lifetime of the Corporate Asset Management Plan 2013-2018. The restructure of the senior management roles has delivered a reduction in costs and also allowed the Council to evolve ensuring efficient service delivery in response to the current financial challenges it is facing.

## **Section 2 Strategic Management of RCTs’ Property portfolio**

### **2.1 The Existing Asset Base**

The Council owns a diverse range of land and property assets that support and enable the Council to achieve its corporate objectives. The quality, condition, sustainability and suitability of our operational assets have a direct bearing on the quality and deliverability of front line services. Asset management has a high profile in the Council, being actively driven by both political leadership and senior management of the Council.

The estate consists of a variety of assets including schools, libraries, depots and waste disposal sites, cemeteries and crematorium site, allotments, offices, community centres, homes for the elderly, theatres and investment property.

Broadly the portfolio is made up as follows:

Table 1 Summary content of RCT’s Property Portfolio

Asset Class	Number
Operational	531
Other Land/Buildings	2550

A detailed breakdown of the Council’s property assets is provided at Appendix 3

The assets are valued on a rolling programme basis in accordance with statutory criteria. The value of the Council's property estate is £576M (figure correct as at the 31<sup>st</sup> March 2018).

## **2.2. Asset Rationalisation**

### **2.2.1 Capital Receipts Programme**

The identification, marketing and disposal of surplus or under-utilised property is a priority for the Council as the resulting capital receipts supports the Capital programme. A schedule of surplus land/ buildings is collated by the Estates Management team and is regularly monitored and updated.

Although market conditions remain challenging preparation work continues in order to bring the sites forward to the market. A variety of methods of disposal are used, including auction and public tender.

The gross capital receipts generated from assets disposals over the past 3 years is as below:

Table 2 Capital Receipts from Asset Sales

YEAR	CAPITAL RECEIPT
2015/16	£1,010,026
2016/17	£935,567
2017/18	£3,327,566

The projected gross capital receipts target for 2018/19 is circa £9.6M however this figure will be adjusted during the year as it is recognised that not all proposed disposals will complete during 2018/19 due to market conditions.

### **2.2.2 Housing Sites Programme**

During 2017 a comprehensive review of the whole of the Council's land holding was completed. This resulted in the identification of approximately 80 sites that have potential for housing development. The sites have been categorised in terms of short term, medium term and long term developments. The sites have been further categorised by ranges of possible densities.

Table 3 Housing Sites programme

No. of plots	Number of sites	Term
1-2 plots	11	Short term 11 Medium term None Long term None
2-5 plots	33	Short term 24 Medium term 6 Long term 3
5-10 plots	11	Short term 4 Medium term 2 Long term 5
10 plus plots	23	Short term 14 Medium term 4 Long Term 5

### **2.2.3 RCT Together programme**

Due to the austerity measures the Council restructured its services which resulted in a significant number of operational premises being declared surplus. As part of the package of measures Cabinet approved a mechanism entitled the RCT Together programme under which community based organisations were able to apply for use of the premises on withdrawal of the Council services. The RCT Together approach was launched on the 25<sup>th</sup> March 2015.

Under the RCT Together programme, which focuses on facilitating a collaborative approach, the Council has entered into formal arrangements with various community groups and third party organisations. Details of the programme are shown at Appendix 4.

To facilitate the programme the Council operates a Concessionary Lettings policy which has been slightly updated. A copy of the updated Concessionary Lettings policy is provided at Appendix 5

### **2.3 Corporate Office Accommodation Strategy**

The Office Accommodation Strategy has evolved since the CAMP 2013/18. The Council has been actively reducing the number of buildings it owns and rents to save money to safeguard frontline services and to help tackle the challenge of delivering key priorities with less money.

The Council has accelerated this process and property rationalisation has been identified as one of the 6 “key whole authority priorities” in the Council’s Corporate Plan 2016-2020. We have set a challenging target of reducing office accommodation by 20% by 2020. The core objective of office rationalisation is to reduce the number of office buildings and consolidate staff into fewer buildings. The reduction in the office footprint will result in a reduction in overall revenue costs and maintenance backlog. Surplus buildings can be sold ( resulting in a capital receipt ) or leased ( ensuring continued use of the building either commercially or by the third sector).

The Council’s office portfolio is divided into Strategic and Non Strategic accommodation. The Strategic buildings consist of premises considered to form the core of the office accommodation and are likely to be utilised in the medium to long term. The non strategic buildings include premises currently utilised but potentially could be suited to disposal if circumstances permit.

### **2.3.1 Current Position**

During the course of the CAMP 2013/2018 a number of significant actions were undertaken in support of the strategy Site surveys were undertaken to identify and consolidate vacant office space working closely with Service Groups to ensure the right service areas were relocated together wherever possible

During 2017/18 the accommodation strategy saw approximately 600 staff moves across 15 buildings.

As a direct result of this, the newly formed Health Improvement and Education Wales department was able to rent 3066sqm vacated office space at Ty Dysgu, Nantgarw from the Council which will bring in 200 staff into the area and providing a substantial annual income.

The regional Coroner’s office relocated in its entirety from offices at Cardiff and Aberdare to a Council vacated building at Courthouse Street, Pontypridd.

A Council occupied two storey office block at Fairway Court saw 57 staff relocated to two locations within the Council's ownership and the premises served as a temporary home for 117 staff while improvement works at a large Council office building were carried out allowing relocation there. This building will see the original occupation by 400 staff increase to re-occupation by 550 staff with agile working contributing to the increase. The 117 staff were relocated from Council occupied office space at The Valleys Innovation Centre. The latter then allowed for the space to be occupied by the Joint Education Service and it became income producing accommodation at a market rent.

The election function has been transferred to a more suitable central location promoting easy storage and record keeping as well as better physical access. This resulted in the release of 200sqm of office space now occupied by 57 staff.

The Table below details the offices that have been vacated by office staff.

Table 4 Vacated Offices 2016/ 18

	Property Description	% of office accommodation footprint	Vacation date	Disposal/ lease
4007	Housing Advice Gelliwastad Road Pontypridd	1.36%	08/06/2017	Used as a site office for the Taff Vale project and temporary occupation by service area staff pending relocation to a previously empty building undergoing refurbishment works
4058	Court House Street (1) Pontypridd	1.98%	24/03/2016	Lease to Third Sector dated 5/5/2016
4112	Municipal Offices / Town Hall Pentre	2.52%	15/7/2016	Sold at Auction 22/12/2017 Capital Receipt £60K
4035	Mountain Ash Town Hall	1.94%	21/10/2016	Vacant
T0060	Ty Pennant Catherine's Corner Pontypridd	2.93%	21/10/2016	Early surrender of Lease 08/11/2016
4056	Court House Street (2) Pontypridd	3.31%	27/1/ 2017	Occupied by the Coroner's Service and the Council's Electoral Service
13008	Heddfan	4.09%	20/07/2018	Sold at auction 24/08/18 Capital Receipt £605K

As a direct consequence of the Accommodation Strategy the Council's growing file storage issue was addressed and a previously poorly used central space, in a large office unit occupied by the Council, became the organized storage space for in excess of 6500 boxes of files and the Council's title deeds. Progress is being made with electronic bar coding being used to control file/deed retrieval and return as well as destruction in accordance with Council file retention policies. The bar coding of the title deeds is complete.

### 2.3.2. Proposals for the Current Plan Period

The Council has also vacated two additional buildings ahead of target securing a reduction of circa 18.14 % reduction in office floor space. The Council will be vacating Fairway Court when the current lease comes to an end in 2019. Details provided in the table below:

Table 5 Offices to be vacated 2019/20

UPRN	Property Description	% of office accommodation footprint	Proposed Vacation Date	Disposal / Lease
T0069	Fairway Court ( Unit 2)	3.13%	June 2019	Lease determines by effluxion of time
4125	Valleys Innovation Centre	3.39%	6 July 2018 Note - Vacated ahead of schedule	Occupied by the Joint Education Service

There are opportunities emerging to relocate the large ICT team and the data centre from a Council site housing 240 staff and identified for the Extracare programme and therefore needing to be vacated.

The next phase of the strategy will see further collaboration between the Estates Team and the ICT teams in order to further progress the Agile Working Agenda to reduce the office space portfolio.

The Council's overarching Digital Transformation Plan has been in place since January 2016 under which the Council has embarked upon an agile/ flexible working strategy. This supports the accommodation strategy by reducing the actual number of desks utilised by staff as a result of hot desking and reducing the storage space needed across the Council.

There are currently 8 operational hot desk facilities spread across the County Borough. The locations are identified in the Table below:

Table 6 Hot desk Facilities

Aberdare Library
Llantrisant Leisure Centre
Rhondda Fach Sports Centre
Treorchy Library
Ty Glantaff
Valleys Innovation Centre
Ty Elai
Bronwydd

A working partnership between the Council and Merthyr Tydfil County Borough Council enabled a joint submission for Welsh Government Asset Collaboration funding to purchase 250 sensors together with access to a software system, “Occupeye”, which allows analysis of workspace utilization. The data provided allows consideration of further office rationalization and potential to share accommodation. The use of the “Occupeye” system is now underway in identifying underused desk space and will be intrinsic to the agile working/space use programme.

Proposals to further consolidate the file storage at Ty Elai will be put forward in 2018/19. The extension of the bar coding system to allow file management and destruction centrally will support scanning and allow the Council to move to a well controlled paperless environment.

The office accommodation strategy has resulted in a huge turnaround of furniture and equipment moves and a need to store these items both for the short and long term. Previously, the Council has utilised existing vacant buildings on a temporary and revolving basis. In order to create maneuverability of these items and to support the rapidity of the moves, the Council took on a 2 year lease of a small industrial unit specifically for the purpose.

Options to re-design the currently held furniture are being explored. Potentially this will create a stock of suitably sized desks and cupboards for the smaller space requirements of agile working.

The reduction in meeting spaces has been met with a corporate approach and a proposal is being trialed to allow all staff to book rooms across the portfolio by way of the central Inform system.

## **2.4 Community Hubs**

The Council’s approach to building resilient communities and early intervention and prevention includes the development of Community Hubs that provide a range of citizen based services in one or a number of closely located buildings in priority neighbourhoods. The facilities will support a preventative approach that enables individuals and families to access support as early as possible to prevent problems from escalating.

Community Hubs will include a range of services provided by the public and voluntary sector. Bringing services together will provide a better public service offer and create economies of scale in terms of staffing and building costs. Making better, more cost effective use of our community assets and reinvesting resources in fit for purpose buildings will enable services to be sustainable in the longer term.

Ten geographical areas of the County Borough have been identified and a phased approach over three years is proposed for the development of 8 to 10 Hubs and neighbourhood networks. The areas have been ranked in accordance of greatest need as follows:

- Rhondda Fach
- South Cynon
- North Rhondda
- South Rhondda
- Mid Rhondda
- North Cynon
- North West Taff Ely
- North East Taff Ely
- South East Taff Ely
- South West Taff Ely

The key area of focus is to identify potential Hub buildings for each area following a mapping exercise of existing public and third sector assets and services and to enabling efficient, joined up and cost effective use of community assets to ensure the sustainability of services by using existing assets differently.

A Council operated hub is situated at Porth Plaza and includes a library, childcare facilities, private training businesses and the one 4 all centre. A café is being set up and installed and it is anticipated that it will be operational during 2018/19.

St Mairs is to be leased to Age Connects and will include a cafe, community rooms, information/advice centre, GP surgery and chiropody

A Council operated hub is proposed for the former Mountain Ash Day Centre and will include a library, community rooms and cafe.

The former Ferndale Infants School will be a hub building leased to the third sector group with the Council will take an underlease for a library facility. The hub will provide childcare, a library and communities for work offices as well as community rooms. It is anticipated that the lease will be signed before the end of 2018 subject to funding being granted.

## **2.5 Shared Services**

The Cwm Taf Pilot Study Report "A Regional Approach to collaboration" was carried out by Cushman Wakefield on behalf of the Cwm Taf Public Service Board (and Welsh Government) and published in 2017. The report cut across several authorities and public services, for example the Police and Ambulance Services with RCT as the defined lead authority. The key recommendations from the report were:

- Cwm Taf Regional Pilot Programme for regional asset management
- Strategic asset Management of the Cwm Taf estate
- Establishment of a Regional Property Board
- Welsh Government be approached regarding resource gaps

The board has been set up and meetings scheduled.

The aim of the programme is to achieve regional collaboration in terms of service provision and rationalization of accommodation held by each party seeking lessened costs and improved services.

## 2.6 21<sup>st</sup> Century School Programme

### 2.6.1 21<sup>st</sup> Century Schools Band A Programme

Good progress has continued across the whole programme as identified in Table 6 below. Programme Steering Group meetings continue to take place, together with interim Forward Planning meetings and Education Capital Planning meetings to ensure the whole programme is being monitored and managed in accordance with the agreed time and budget constraints. The budget for the programme is £175M.

Table 7 21<sup>st</sup> Century School Band A Projects

Project:	Target Completion Date:	Progress:
<b>Project 1 - Sobell Redevelopment</b> New 1600 pupil secondary school, new community leisure facilities.	May 2015 (School)	Complete 
<b>Project 3 - Y Pant Redevelopment</b> 1400 capacity school, refurbished 1970'S block, demolition of clasp building and removal of all portable buildings.	March 2017 (School)	Complete 
<b>Project 4 - Porth 3-16</b> new build and refurb to provide 330 primary and 810 secondary pupil spaces.	August 2018	Complete 
<b>Project 5 – Mid Cynon Valley - New 270 capacity primary school.</b>	August 2018	Complete 
<b>Project 6 - Tonyrefail 3-19</b> predominantly new build school to provide 300 primary and 1,190 secondary pupil spaces.	August 2018	On target 
<b>Project 7 - Welsh Medium Provision – Tonyrefail</b> Refurb of existing primary to accept new use.	October 2018	On target 
<b>Project 8 - Tonypandy 3-16</b> new build and refurb to provide 480 primary and 780 secondary pupil spaces.	August 2018	Complete 
<b>Project 10 – Treorchy Primary –</b> 5 Classroom extension, with provision for staff room to suit whole (expanded) school.	August 2015	Complete 
<b>Project 11 – Cymmer Primary School - Extension &amp; refurbishment works</b>	November 2018	On target 
	<b>Target Completion Date:</b>	

Project:		Progress:
Project 12 - Llwynceilyn Primary School – Refurb of existing primary to accept new use.	September 2018	On target 
Project 13 – Treorchy 11 – 19 New build science block and refurb of existing block.	August 2018	On target 

Demolition of the former Michael Sobell Sports Centre was concluded and the new athletics stadium has been constructed in accordance with the revised programme. Projects 4, 5 and 8 progressed well and were handed over for occupation in accordance with the programme.

Projects 7 and 12 have commenced in accordance with the programme and are currently on target for completion within the agreed timescale.

Projects 6 and 13 have all continued to progress well with phases 1 on both projects handed over in accordance with the programme. However, phases 2 onwards have been delayed slightly due to unforeseen works and Project 11 has also suffered a delay to the original completion date as a result of unforeseen works and a revised target date has been agreed with all stakeholders.

Corporate Estates continue to employ dedicated resources to manage the programme and use robust procedures to monitor progress and deliver projects. Individual project programmes feed into a master programme and regular reviews are undertaken with Education and Lifelong Learning.

Corporate Estates have worked closely with Planning, Highways, Procurement, Finance and ICT during the design development and have continued to support Education and Lifelong Learning with attendance at Governors meetings and school consultation events for each of the projects.

### 2.6.2 21st Century Band B School's Programme

Approval in principle to the Strategic Outline Programme (SOP) has been received from Welsh Government (WG) and the lists of schemes are included in tables 7 and 8 below. Due to the need to undertake a comprehensive consultation process, each scheme has been anonymised at this stage. Early desk top high level option studies have informed the SOP and the next stage of the process will be to undertake detailed site feasibility studies once the consultation process has ended and feedback incorporated into the proposals.

The SOP projects are split into Capital (CAP) funded projects where WG are providing a 50% contribution to the overall cost of the project and Mutual Investment Model (MIM) funded projects where WG are providing a 75% contribution to the overall construction and life cycle cost for the next 25 years. Table 7 below includes all CAP projects with a total value of £86.23M and Table 8 below contains all MIM projects with a total construction value of £81.65M. Target completion dates are indicative only at this stage and are subject to the outcome of statutory consultation process, detailed feasibility studies and obtaining appropriate Planning Permission.

**Table 8 Capital Funded Projects**

<b>Project: (CAP)</b>	<b>Target Completion Date:</b>	<b>Progress:</b>
<b>CAP 1</b> Demolition of existing school and construction of new 450 pupil school plus integrated new flying start facility	September 2022	On target 
<b>CAP 2</b> 4 classroom extension to accommodate 100 pupils within existing welsh medium primary school	September 2022	On target 
<b>CAP 3</b> Extension and refurbishment of existing school to accommodate new 150 place primary and 30 place nursery school and creation of new middle school	December 2022	Not started 
<b>CAP 4</b> New 480 place primary school and 60 place nursery school and creation of a new middle school	December 2022	Not started 
<b>CAP 5</b> Demolition of existing school and new welsh medium school with 360 primary places and 60 nursery places.	December 2022	Not started 
<b>CAP 6</b> New classroom block extension for 250 pupils	December 2022	Not started 
<b>CAP 7</b> New classroom block	December 2022	Not started 
<b>CAP 8</b> New 200 pupil extension block and sports hall	May 2023	Not started 
<b>CAP 9</b> New welsh medium classroom block	September 2023	Not started 

**Table 9 Mutual Investment Model Funded Projects**

<b>Project: (MIM)</b>	<b>Target Completion Date:</b>	<b>Progress:</b>
<b>MIM 1</b> Demolition of existing school and construction of new 300 pupil primary school	September 2024	Not started <input type="checkbox"/>
<b>MIM 2</b> Demolition of existing school and construction of new 480 place primary school	September 2024	Not started <input type="checkbox"/>
<b>MIM 3</b> Construction of new 390 place primary school	September 2024	Not started <input type="checkbox"/>
<b>MIM 4</b> Demolition of existing school and construction of new 480 place primary school	September 2024	Not started <input type="checkbox"/>
<b>MIM 5</b> Demolition of existing school and construction of new 420 place primary school	September 2024	Not started <input type="checkbox"/>
<b>MIM 6</b> Demolition of existing school and construction of new 360 place primary school	September 2024	Not started <input type="checkbox"/>
<b>MIM 7</b> Part demolition and extension to existing school to create a 540 pupil primary school	September 2024	Not started <input type="checkbox"/>
<b>MIM 8</b> Construction of new 300 place welsh medium primary school	September 2024	Not started <input type="checkbox"/>
<b>MIM 9</b> Demolition of existing school and construction of new 420 pupil welsh medium primary school	September 2024	Not started <input type="checkbox"/>

## **2.7 Redevelopment of the Taff Vale Precinct**

The redevelopment of the former Taff Vale precinct at Pontypridd is a £50M project that will deliver an ambitious three building, office led, regeneration scheme. The redevelopment will consist of a mixture of offices with a gym and library.

Corporate Estates are working closely with Planning and Regeneration to deliver the next phase of the Taff Vale Redevelopment Project. An enabling works contract was completed during January and March 2018 to prepare the site ready for piling operations. The contract works commenced on 26 March 2018 and progress with piling and substructures has progressed well.

The Officer 'Project Steering Group' and 'Project Board' continue to meet regularly and provide direction/assurance for the project. Regular progress/stakeholder meetings/workshops are currently being held during the design and build process.

## **2.8 Regeneration**

There is an increasing focus on Town Centre regeneration to act as a stimulus to draw in business and people, and contribute to prosperity, growth and community cohesion. Strategic asset management has an important role in "place- making" by shaping the look and feel of public spaces into more vibrant and sustainable communities.

During the life of this plan we will be identifying and acquiring strategic properties to aid the regeneration process. This will provide the basis of an investment portfolio to facilitate that aim.

## **Section 3 Management of Utilities**

Corporate Estates have a dedicated Energy Team to manage the Council's energy portfolio. This 'One Stop Shop' approach oversees the purchasing of energy, consumption and energy conservation. The Energy Team administer and monitor the Council's the energy accounts, ensuring best value is achieved for the authority.

With the SystemsLink Energy Management software the energy data is available to users via the Web Module portal. By connecting to the portal, users can see their energy consumption and invoice data that is invaluable to encourage awareness and behavioural change.

## **3.1 Energy Management**

The Council's budgets face a significant annual cost for the energy consumed from delivering services through its property portfolio. Despite significant improvements over recent years, the cost of energy is around £4.8M. The Council therefore has a commitment to improve the energy efficiency and reduce emissions of Carbon Dioxide from its premises.

The objective is to strive to adopt best practice in management of energy, reduce consumption, eliminate energy wastage and thereby make a positive contribution to meeting the national and international climate change obligations in the UK.

This will include the following objectives:

- To reduce energy use, together with carbon emissions in Council buildings.
- To increase the supply of renewable energy generated from renewable sources.
- To identify and promote the use of further local and community renewable energy schemes and sustainable energy sources and technologies within both Council properties and the local community.
- To work with partner organisations from the Public, Private and Voluntary Sectors to deliver energy management schemes and power generation from renewable sources.
- To provide access to advice and raise awareness of energy and transport efficiency for all areas of the community including Council staff, the general public, businesses and community groups. To work with key partners, including other public sector organisations, to develop and implement the Energy Management Policy.

### **3.1.1 Metering and Data Collection**

The primary function of any energy management system is to ensure that it is founded upon accurate energy consumption data. As well as energy invoice reconciliation, this data can be used for reporting purposes or to develop cost effective energy efficiency improvement programs.

The Council has invested in Automatic Meter Reading (AMR) SMART & Half Hourly consumption reporting Technology on many of its energy meters. This technology allows the utility companies to obtain accurate metered data for billing and consumption monitoring. This modern metering technology is expected to generate consumption savings for each site by raising awareness and encouraging better housekeeping. This data will be accessible through the SystemsLink Energy Management System.

The UK Government has stipulated that all ‘dumb’ energy meters in the UK must be upgraded to the latest Smart Meters by the end of 2019. Smart meters allow the suppliers to access the new meters remotely to obtain accurate monthly consumption data on which to base their invoices.

### 3.1.2 Staff Behavioural Change

The Council will continue to seek to identify opportunities to influence staff actions in this area, within available resources. With access to the new SystemsLink web module, building managers will now have the ability to log on and see their energy consumptions and utilities invoice data.

### 3.1.3. Display Energy Certificates (DEC’s)

Display Energy Certificates are a requirement of national Government legislation. All publically accessed buildings of over 250m<sup>2</sup> and under Council control must have Display Energy Certificates displayed. The Council’s Energy Team manage this compliance and also use the statistics generated to identify potential for energy conservation projects.

## 3.2 Invest to Save

The Council has been actively investing to improve the energy efficiency of its premises over a number of years. This work has been funded by RCT’s Invest to Save Energy Conservation programme. The benefits of the improvements works are monitored through changes in consumption at premises following improvement works. By way of example, the anticipated and actual savings achieved over recent years is shown in the table below.

Table 10 Saving through Investment in Energy Efficiency Schemes

Year	Total Investment	Total Annual Savings
2014/15	£311,655	£74,605
2015/16	£863,989	£192,308
2016/17	£990,381	£203,608
2017/18	£718,671	£193,397

## 3.3 Energy Projects

There are a range of other work streams in place that are intended to improve energy efficiency. These include:

**Larger Renewable Energy Schemes** - The Council and Welsh Government are continually looking at potential renewable energy projects and encouraging investment to support the Council's drive to deliver a carbon neutral service. The Council will consider the business case for investment, within the context of its Capital Programme and Financial Strategy.

The Council are assessing all available parcels of land for consideration for large solar fields and wind turbine projects to further increase the renewable energy portfolio.

**New Innovations** – The energy team are always looking at new technologies and innovation to bring new concepts for renewable energy in to RCT. Recent installations of fuel cell technology within our portfolio, has opened further opportunities for hydrogen development in electricity and heat generation.

### **3.4 Carbon Reduction**

#### **3.4.1 The Carbon Reduction Commitment Energy Efficiency Scheme (CRC)**

The Carbon Reduction Commitment Energy Efficiency Scheme (CRC) is a mandatory reporting scheme which requires the Council to accurately determine, record and report on an annual basis, carbon dioxide emissions derived primarily from the use of electricity and natural gas in Council buildings.

Under changes announced during the 2016 UK Government Budget Statement, the Carbon Reduction Commitment Scheme will be abolished in 2020 (along with the Climate Change Levy).

A new replacement environmental business tax regime will be established which will be based upon a tax levied per unit of energy delivered to customer. A Consultation Paper on the new scheme will be released by the UK Government in due course.

The Council will continue to meet its obligations under the CRC, whilst seeking to reduce costs, in so far as this is practical.

#### **3.4.2 Climate Change Levy**

The Climate Change Levy (CCL) is charged on all deliveries of fuel or energy which are to be used for non-domestic or non-charitable purposes.

Under changes announced during the 2016 UK Government Budget Statement, the Climate Change Levy in its current form will be abolished in 2020 (along with the Carbon Reduction Commitment Scheme).

A new replacement environmental business tax regime will be established which will be based upon the old CCL scheme i.e. tax charged per unit of energy delivered to customer.

A Consultation Paper on the new scheme will be released by the UK Government in due course

### **3.5 Water Management**

#### **3.5.1 Background**

The Council currently uses Dwr Cymru Welsh Water for Water & Waste utilities and currently spends just below £1M with Dwr Cymru Welsh Water. However, the Council has 460 sites with 970 active buildings that will each have water/waste accounts and are set up as individual customers to Dwr Cymru Welsh Water.

The Council's Water Management Policy is attached at Appendix 6

#### **3.5.2 Systemslink**

Our goal is to get all of the Council's water accounts into the SystemsLink Energy Management system and bills paid through a consolidated billing system which will support other improvements to the way the Council manages its water consumption and infrastructure. However, due to Dwr Cymru Welsh Water's current metering and billing systems, this is not a simple transition and requires significant infrastructure and systems investments by Dwr Cymru Welsh Water to help up with our goal.

#### **3.5.3 Water saving measures**

The Council has previously worked with Dwr Cymru Welsh Water on a campaign for reducing water consumption and waste management. Our higher consuming sites were assessed and water saving measures were implemented. A rolling programme of school refurbishments has seen the introduction of push taps, with automatic electronic sensor taps and non staff toilets fitted with systemisers to reduce flush cycles and various other automated systems. This was highlighted make considerable financial savings for Council and these water saving practices have since been introduced into all Corporate Maintenance projects & refurbishments.

#### **3.5.4 New Build Projects with BREEAM Excellence**

Building regulations has seen several recent updates and now have seriously addressed energy and water saving measures which has seen developments in automated services. Several of the Council's new build projects have seen the introduction of state of the art water saving strategies with leak detection systems. These systems are expensive and can only be justified on larger sites where water leaks may be overlooked for long periods of time. These systems feed back

to a Building Management System and form part of an early detection system of water problems that has the potential of saving thousands of pounds of wasted water. This level of system monitoring coupled with automated flushing systems is considered to be the most efficient water management and ideal for BREEAM projects of a sufficient size to justify a Building Management System and staff to manage the alarms generated by the system. However, this type of system is very difficult to justify a payback as a retro fit option and not suitable for all buildings.

### **3.5.5. Current Situation**

#### **3.5.5.1 Deregulation Of Water**

In 2017 England has seen the deregulation of Water supplies for larger customers but there are currently no immediate plans to regulate in Wales. The UK Government's vision is for a resilient and sustainable water industry, which is innovative and efficient, continues to attract long term investment and keeps customers' bills affordable for English customers. The introduction of greater retail competition in England through the Water Bill will help achieve this. This is currently taking place in England but will have an impact on Dwr Cymru Welsh Water as they do currently have supply areas in England and will have to adapt their systems accordingly with resultant benefits for Welsh based customers including RCT-CBC.

Dwr Cymru Welsh Water also recognises that some form of deregulation is a possibility in the future for Wales and therefore preparing to meet the requirements that may be imposed upon them and has prompted them to review and future proof their systems. In order to address these issues Dwr Cymru Welsh Water and CLAW have got together as a Dwr Cymru Welsh Water Metering with NPS Energy Sub Group to work together to identify barriers and solutions. During CLAW meetings several points were raised regarding meter reading difficulties, data management, consolidated billing and the possibility of automatic meter reading.

### **3.6 Site Management**

Despite the increasing use of technology, the role of the Site Manager/Supervisor is still an important one. Effective energy efficiency and carbon reduction requires active participation by energy users themselves. All site managers have a responsibility to ensure that good energy management practices are implemented by their staff.

Effective energy management starts with ensuring that energy invoices are accurate and that regular meter checks are made to ensure that the service area only pays for the energy it actually consumes

## **Section 4 Operational Management of RCT'S Property Portfolio**

### **4.1 Role of the Building Manager**

#### **4.1.1 General Duties of Building Managers**

The Council has a duty to ensure that all its operational buildings are managed safely and in accordance with legislation. In order to achieve this, each operational premise has a designated senior member of staff within the service that occupies the asset to co ordinate and manages on-site activity.

Council policy regarding Health and Safety and Building Managers roles can be found in the following documents produced by the Human Resources team:

- Site Managers Guide to Health and Safety in Offices
- Site Managers Guide to Health and Safety in Day Centre
- Registered Managers Guide to Health and Safety inn Residential Care Homes
- Managing Contractors Policy

Corporate Estates maintains a register of Building managers for each asset operated by the Council. The information is held in the Corporate Estates' estate management data base, Technology Forge.

#### **4.1.2 Guidance for Building Managers**

The Corporate Asset Management Working Group has produced a summary guidance note setting out the key generic activities or building managers. This does not extend or modify the responsibilities as set out in legislation and the detailed guidance produced by Human Resources.

The guidance note is at Appendix 7.

### **4.2 Property Management**

#### **4.2.1 Overall Condition of the portfolio**

The Council's property portfolio is largely comprised of premises transferred as a legacy from previous Councils. The premises comprise a range of ages and variety of architectural styles. As a consequence the Council's property portfolio can present particular maintenance challenges.

The current condition of the portfolio, as reported to the Local Government Data Unit Wales in September 2017 is shown in the Table below:

Table 11 Condition of the Portfolio as at September 2017

RCT Schools

Category	Definition	%
A	Good	16.5
B	Satisfactory	44.5
C	Poor	35.8
D	Bad	2.9

Council Buildings excluding schools

Category	Definition	%
A	Good	6.1
B	Satisfactory	49.5
C	Poor	12.9
D	Bad	1.1
No category		30.3

This assessment is based partly on condition surveys (where available) and otherwise as a desktop exercises.

The back log maintenance figure for RCT schools is circa £54.5M and the backlog maintenance figure for the Council's buildings excluding schools is circa £20M

The Council will continue to manage maintenance budgets on the basis of need and priority, in order to ensure operational premises are available for use in a satisfactory condition. The Council will seek to maximise maintenance budgets, insofar as resources allow. In addition the Council will seek to reduce the portfolio overall, through the various work streams set out in this plan.

**4.2.2. Funding for Works**

Funding for building maintenance remains a challenge for the Council. In practice a higher proportion of the budget is required to fund reactive maintenance tasks, rather than planned maintenance, than ideally would be the case. It is necessary to prioritise carefully the targeting of maintenance works.

A specialist maintenance team operates within Corporate Estates providing advice to operational managers and budget holders as well as managing certain aspects directly. Responsibility for revenue and corporate budgets for maintenance are devolved to a series of budget holders across the Council. In practice specific programmes of work are agreed annually between service managers and specialist technical staff.

Implementation of maintenance works programmes requires a co-ordination of roles between site managers and corporate officers.

The Council will continue to maximise the impact of maintenance investment by prioritising and targeting activity at key areas of need. Co-ordination with service priorities is an essential part of this process.

#### **4.2.3. Statutory Testing / Risk Assessments**

As an owner and user of property, the Council has specific obligations to manage certain components and processes within premises for which it is responsible. Examples are shown in the table below:

Table 12 Examples of statutory testing/risk assessment

Management of Asbestos
Legionella risk assessments
Fire risk assessments
Gas soundness testing
Inspection of electrical systems and portable appliances
Lift safety checks
Fire alarm / Emergency lighting

In order to meet and record the discharge of its obligations a series of procedures have been established. Broadly, the strategy is for portfolio wide obligations (for example asbestos surveys and legionella risk assessments) to be managed by technical specialists within the Corporate Estates Directorate and site specific actions to be organised by building managers. Fire risk assessments are procured on behalf of the Building Manager by the Corporate Maintenance section of Corporate Estates. The Building manager is required to review the report and action any recommendations.

Similar arrangements are available to schools with devolved budgets should they choose to “buy back” into the Council’s services.

The Council will continue to actively manage these components and processes and remain sensitive to changes in regulation throughout the plan period.

### **Section 5 Key Operational Issues for Service Delivery**

#### **5.1 Service Asset Management Plans**

##### **5.1.1 Purpose**

Service Asset Management Plans (SAMP) provides a key strategic link between service planning and management of assets. It is essential that all SAMPs are in a consistent format to provide meaningful data to assist with the ongoing updating of the Corporate Asset Management Plan.

The three main purposes of the SAMP are to:

- Define the property required to deliver service objectives;
- Compare requirements to the current portfolio;
- Identify key areas for change over the life of the plan.

### **5.1.2 Method of Production**

SAMPs are produced primarily by senior Service Managers and are based upon the operational priorities of the Council's respective services. To assist the process a standard template for SAMPs was developed through the Corporate Asset Management Working Group.

It is vital to have an efficient and effective process for capturing service needs and requirements. To simplify the SAMP process an online form has been developed and piloted and feedback obtained through the Corporate Asset Management Working Group. The online form will replace the paper template during 2018/2019.

The process is supported by the Estate management team who review the plans to prioritise property decisions in order to meet corporate aims and objectives.

Each SAMP is updated annually in December in order to be available to inform the annual updates of the CAMP.

There were clear themes running across the SAMPs and through the SAMPs meetings held with senior offices of the service areas:

- Need to reduce accommodation to support improved services
- Move towards agile working to support improved services
- File storage
- Lack of maintenance
- Co location of services

### **5.2 Service Property Portfolio Working Groups**

During 2017/18, to complement the SAMP process, individual service area working groups have been set up which allow for a more strategic service review of the land and building property portfolio held by the services. The working group consists of representatives of the service area and Corporate Estates. Meetings are held regularly to discuss case specific issues together with over arching issues. Working Groups have been set up for the Leisure service and Education and by the end of 2018/19 all portfolio holding services will be managing their respective services in this manner.

## **Section 6 Delivering Strategic Asset Management**

### **6.1 Data**

#### **6.1.1 Corporate Asset Management Data Base**

The management of property data is essential to maintain and improve accessibility of information for property professionals, service users, members, partners and the public.

The Council's property data is held on Technology Forge, an estate management data system which is based upon core information on each property the Council has an interest in, both freehold and leasehold. The system is managed by the Council's Property Information Section within Corporate Estates.

The Technology Forge system is supplemented by the Council's electronic mapping system which manages the data in payers and provides access to portfolio information in a GIS based visual way also affording access to other Council data such as Highways and Rights of Way

#### **6.1.2 Asset register**

Periodic asset revaluation is a requirement of Accounting Regulations. All public bodies must undertake a revaluation of their land and building assets at least every three years.

The main purpose of the revaluation is to ensure that the Council's assets reflect an accurate value of the property portfolio and comply with appropriate accounting regulations. The process also provides an opportunity to reflect on the strategy and value of key assets.

The revaluation also includes a valuation for insurance purposes in order to ensure that the Council's assets have adequate cover.

In addition to the programmed revaluation the advisors are required to revalue certain properties which are deemed by the Council to have increased in value in any financial year as a result of capital works or which have suffered any impairment

#### **6.1.3 Public Sector assets in the Electronic Property Information Mapping Service Database**

In order to encourage more coordination within the Welsh Public Sector Welsh Government sponsored production of an asset database. The information is held on a proprietary electronic data management system, Electronic Property Information Mapping Service (Epims), and contains a map based location of premises, together with background information on size, use, tenure, etc. Contact details are available for the owner of each asset.

The objective of the system is to improve the collective knowledge of ownership of public sector assets and thereby facilitate the sharing of facilities and a collaborative approach to strategic development.

## **6.2 Performance and Processes**

We need to measure our performance to ensure that the actions we take result in measurable improvement and to use the data to keep improving the service.

### **6.2.1 Incorporation of the Estates Management Team and Legal Property Team**

In January 2016 the Legal Property team joined the Corporate Estates Division. This has facilitated integration between the Estates management team and the legal property teams resulting in a more efficient and effective service by simplifying transactions and improving communication and processes.

### **6.2.2 Case Management System**

The case management system, Evolution, used by the Legal Property to manage its cases has been extended to the Estates Management team, with the aim of creating more efficient and effective processes. The system will be used to standardise processes, improve communication and speed up transactions. The system will be used to capture and analyse performance data which will be used to improve the effectiveness of the service.

## **Appendix 1 SAMP Proforma**

Dear Colleague It is a requirement of all our Council Services to provide their property requirements on this Service Asset Management Form from which Corporate Estates will draw relevant information in order to draft the Council's Corporate Asset Management Plan. The information that you provide should be a transparent understanding of the property held and used to enable value for money issues to be addressed and informed, service improvements to be delivered and accountable decisions to be made. In order for us to achieve this please will you ensure that you return a completed copy of this form to myself at the email below.

If you have any queries please feel free to contact Corporate Estates so may be able to help.

### **Section 1: About You**

1.1 Name:

1.2 Division:

1.3 Service:

1.3 Email:

1.4 Telephone number:

### **Section 2: About Your Service**

2.1 Please provide a description of the Service profile and organisational structure.

2.2 Please provide an overview of Services functions.

2.3 Please provide an overview of your Services property requirements

2.4 Summarise your business plan objectives with any property

2.5 Detail any deficiencies in current properties.

2.6 Please provide any stakeholder views.

**Section 3:** Performance of existing portfolio.

3.1 Please provide a statement on how you view your current properties overall performance and condition.

**Section 4:** Future property needs

4.1 Please provide an outline of your future property needs.

4.2 Please provide an indication of how you believe any future property needs can be met.

Date Completed:

## **APPENDIX 2 SUMMARY OF THE KEY FINDINGS OF SERVICE ASSET MANAGEMENT PLANS (December 2017)**

### **Children & Community Services Children's Services**

The areas of service covered within plan:

1. Early Intervention Service including Early Years & Family Support Service and The Resilient Families Service
2. Intensive Intervention Service
3. Safeguarding & Support Services
4. Cwm Taf Youth Offending Service

The services are based in various locations within the County Borough with part of the Cwm Taf Youth Offending Service (YOS) based at the law courts at Merthyr Tydfil.

The property portfolio consists of a variety of properties, including contact centres, residential homes, and respite care home

A property in Pontypridd has been recently added to the portfolio on a leasehold basis to provide a drop in centre for clients aged 16+. The lease has recently been extended.

The properties in the portfolio are for the most part adequate and the service will continue to review opportunities for greater use of agile/mobile working across the division and the implications of this on the services' current office accommodation

In conjunction with Corporate Estates the service will continue to review the leased premises in the portfolio prior to the expiry of the lease

Storage pressures continue to diminish as progress is being made with the Services' scanning project converting files from paper to an electronic social care record. This work is on-going and staff are based at the RDA Office in Llwynypia until the project is completed.

The quality of accommodation in Rhondda Principal Office is poor and whilst minimal cosmetic work has been undertaken this is not sufficient to resolve the problems; the reception area is of particular concern and there are a number of roof leaks and mould on some walls.

There do not appear to be any maintenance plans in place for the Services' buildings and this is particularly concerning for Glyncornel which is based in a local nature reserve; problems in respect of falling leaves and over grown trees are not uncommon and maintenance of the access road and car parks is also an issue which could potentially lead to claims being made against the council.

The opportunity to release Fairway Court is subject to alternative accommodation being identified for a single Cwm Taf Youth Offending Service and also for the Cwm Taf Integrated Family Support Service.

## **Corporate & Frontline Services Corporate Estates**

The team currently operates out of a single building and consists of approximately 120 member of staff working from an office environment with associated storage requirements.

The team provide comprehensive advice to the Council across the whole of the land and property portfolio. The Council's procurement function is also included in the service.

Exact office location requirements are only that the teams are easily accessible to other services and are able to carry out work across the entire geographical area of the Authority with as little time wasted on journeys as possible.

There are no strategic impediments to service delivery due to the property portfolio utilised by this portfolio.

## **Corporate & Frontline Services Streetcare**

The service occupies a large and complex property portfolio for delivery of its service.

The main base is at Ty Glantaf, Treforest (26 staff) with a satellite workshop at Ty Amgen, Llwydcoed, Aberdare (2 staff).

The Office accommodation needs to be easily accessible from reception as there are many callers per day - drivers reporting vehicle defects, problems with fuel issues, hire vehicle collection and so on.

The service has 2 vehicle maintenance workshops - one to house a minimum of 2 pits plus 3 to 4 heavy duty vehicle lifts for the main workshop with a satellite workshop having one pit and extra space for another vehicle to be worked on alongside. Both need small store areas to house vehicle spare parts and tools and outside areas for storage of oils and other vehicle fluids and waste matter like metal, oils etc. Outside areas for vehicle parking is required - both pre and post repair.

Wash down bays in both workshop areas are a must as legislation requires the underside of a vehicle to be clean for cyclical inspections. There are bunkered fuel sites in 5 different depots with underground fuel tanks. The Service repairs in excess of 450 vehicles of varying types from cars to 32 tonne skip Lorries. With organised management there is some room for small growth and a small increase could be accommodated should it be required.

The premises currently occupied are sufficient for the present needs of the Service. There may be a need to expand the Services' provision of bunkered petrol in the future to meet sustainability factors in introducing hybrid vehicles into the fleet. At present the Service only has one bulk petrol tank which is positioned in the main highways depot. It is not easily accessible to all because of the nature of the operations on site with large vehicles and plant movements. This increase in petrol will depend on the direction of the Council's alternative fuelled vehicle strategy.

The stores areas are very small but the Service manages with the areas provided.

There have been complaints about rat infestations in Ty Amgen but the nature of the operations there would make it impossible to cure.

The workshop at Ty Glantaf is fairly modern and any modifications that have been requested have been carried out.

The workshop at Ty Amgen is much older and could possibly benefit from the walls having insulation & re-cladding. It is a single sheet metal clad building which much cost a lot to heat.

## **Children & Community Services Public Health & Protection**

Delivery of Environmental Health, Trading Standards, Community Safety and Licensing Services from Ty Elai Reporting to the Head of Environmental Health, Trading Standards and Community Safety, there are approximately 100 staff based on this site. Most staff are designated as Agile workers and use a hot desk system in a 7:10/8:10 ratio.

Delivery of CCTV and Mobile Guarding Service from the Control room located on the top floor of Sardis House. The service also reports to the Head of Environmental Health, Trading Standards and Community Safety and comprises of approximately 20 staff working a shift rota over 24 hours a day.

The majority of the staff are based at Ty Elai. On site, the service also utilises specialist purpose container stores for pest control poisons, explosive storage and off road bike equipment.

The CCTV control room at Sardis House incorporates the surveillance centre for over 160 fixed CCTV cameras deployed across RCT and is supported by a stand-alone data centre in the same part of the building.

There are no anticipated new or different property requirements in the foreseeable future.

There are no Delivery Plan Objectives that have a property requirement.

The facilities on site at Ty Elai are in need of refurbishment. In particular, some communal kitchens are in very poor condition and the outside areas such as paths and footways require maintenance to ensure safety of staff on site, particularly in low light and inclement weather.

Regular representation received from staff about the condition of facilities at Ty Elai. The functionality of the "comfort cooling" system is also a cause of concern as ambient temperatures cannot be maintained. Frequent extremes of hot and cold are experienced by staff.

## **Children & Community Services**

### **PH&P - Library Service**

The Library Service sits within the Public Health, Protection and Community Services Division alongside Adult Education and the Welsh Translation Unit. The Service plays a key role in the community and provides access to a wide range of facilities including access to community meeting rooms, free internet and computer usage, easy access to information and advice, books and learning activities.

The Library Service is guided in everything it does by the core entitlements identified by the Welsh Government in the Sixth Quality Framework of Welsh Public Library Standards 2017-2020.

The Library Service currently has 13 static libraries located across the county including:

3 Area Libraries based at Aberdare, Treorchy and Pontypridd.

10 Branch Libraries at Abercynon, Church Village, Ferndale, Hirwaun, Llantrisant, Mountain Ash, Pontyclun, Porth, Rhydyfelin, and Tonypany.

3 mobile libraries operate to serve communities and locations that are some distance from a local library building. The mobile libraries also visit sheltered housing units. All routes are fortnightly.

A Housebound Service, based at Rock Grounds, is available to those who are unable to visit a branch or mobile library. Community Transport is also available to selected libraries for those who have difficulty in getting to a library.

A Schools Library Service, based at Rock Grounds, offers a loan and advisory service to all primary schools within the county and organises initiatives and activities for children and young people such as the Summer Reading Challenge designed to promote improvements in literacy skills and encourage a love of reading.

The administrative department, based at Rock Grounds, carries out all of the administrative duties required by the service and senior managers.

The Services' property requirements generally fall within two main areas:

- Support for all new build and refurbishment projects, including project management, design services and cost management.
- Property maintenance ensuring that all of our buildings are maintained in a safe condition and that we are compliant with Statutory Requirements.

The Service continues to look for opportunities for co-location in order to provide a sustainable model of delivery with specific focus on Ferndale and Mountain Ash.

As the council moves forward with its plan to establish community hubs, incorporating libraries, in key areas in order to provide more efficient and cost effective services then existing libraries may either be required to re-locate or incorporate other services into their existing building.

Current projects include the relocation of Ferndale and Mountain Ash Libraries.

The Service is investigating potential new funding sources and partnerships that could be used to provide capacity in specific areas that are currently under-resourced.

As well as providing continued property maintenance support the future property needs of the Service will revolve around the relocation of libraries and the refurbishment of branches in order to improve their facilities, including the relocation of Ferndale, Mountain Ash and Pontypridd libraries, the refurbishment of Tonypandy Library ( subject to funding) so that its facilities are improved for the use of the community and also for partners who wish to deliver services from the library and a new meeting room at Hirwaun Library so that its facilities are improved for the community.

## **Children & Community Services**

### **PH&P – Adult Education**

The Adult Education Service is part of Community Services and provides learning for adults in their local communities. The majority of learners are aged over 25 although the service does engage with some young people ages 16-14 years.

There is only one Centre that is run by the service – Garth Olwg Lifelong Learning Centre. The majority of courses are delivered at libraries or other community venues, some of which are not owned by the Council. The central team is currently based partly in Garth Olwg and partly at Ty Trevithick.

The Service requires access to libraries and other Council venues for delivery of courses.

The one Centre, Garth Olwg provides the accommodation for the majority of the team. However, there is a need for 12 desks to be accommodated at a venue other than Ty Trevithick in future.

There are no deficiencies as such at Garth Olwg although there will be a need to refresh the painting and sort out the carpet in the reception area in the coming year.

The main need will be to relocate staff from Ty Trevithick to another location to facilitate wider office moves.

Garth Olwg Lifelong Learning Centre has recently undertaken a parking consultation. To fully implement the recommendations some building work will need to be undertaken in the car park. The most expensive aspect will be to redraw the parking lines in order to create additional disability spaces and also remove a poorly designed bicycle parking area to create additional parking spaces.

Some staff will be able to work more agilely if provided with appropriate devices and/or access to agile spaces.

## **Education & Lifelong Learning 21<sup>st</sup> Century Schools**

The Service is responsible for schools, other educational premises and the 21<sup>st</sup> Century School Programme.

As well as a large portfolio of schools the Service has a number of buildings that deliver wider education and sporting opportunities for the community.

The overarching priorities of the Service is delivery of Band A 21st Century Schools Modernisation Programme, continue investment in schools to modernise and improve schools, offering excellent learning experiences for pupils, modernise school catering facilities providing restaurant/coffee shop style dining facilities.

Deliver Business Cases for Band B 21st Century Schools Modernisation Programme.

Continue to rationalise our school estate to generate savings in order to reinvest into the Council's 21st Century School Modernisation Programme.

Delivery of new 3G pitches at 4 schools which will be available for community usage in the evenings and weekends.

Continuation of our programme of 'Invest to Save' energy saving initiatives to reduce our energy and carbon in our education sites.

Implementation of the 30hr Childcare Offer supporting providers where gaps in accommodation are identified in certain parts of the County Borough.

This Service Asset Management Plan (SAMP) will, therefore, reflect the Council's strategic objectives and provide relevant information to enable informed decisions to be taken with regard to prioritisation of capital expenditure, as a means to ensure that we have premises which:

Assist and promote high standards of teaching and learning, providing our pupils, staff and other customers with high quality community schools and educational establishments which are warm, dry, secure and fit for delivery of the curriculum and for provision of lifelong learning.

Provide educational opportunities for all members of our community throughout their lives through the provision of good quality schools, and adult education facilities.

The aims of the Directorate of Education and Lifelong Learning, in partnership with our stakeholders are to:

Regularly review our building stock to ensure we have sufficient, good quality premises, of the right size, in the right place, taking into account the need for effective planning of school place provision.

Liaise with Headteachers, Governors, Heads of Service, and building managers to ensure that premises are well maintained and in good condition to provide first class facilities for the community they serve.

Promote the raising of educational standards and levels of attainment and more community use of our educational premises.

Remodel school premises so that they are best suited to the effective delivery of the new curriculum for Wales.

Promote inclusion by improving access and facilitate the use of schools and premises by children and adults of all abilities to raise achievement and support learning throughout their lives (compliance with the ALN and Education Tribunal (Wales) Act 2018) Provide a safe and secure environment for pupils, staff, and members of the public and users of our premises.

Work in partnership with all our stakeholders for the benefit of all pupils, young people, and lifelong learners and agree outputs to be achieved from investment in premises.

Ensure best value is achieved for schools and all our premises in the use of our community buildings. Promote strategies ensuring good practice in sustainability, energy conservation and efficiency.

The objectives of this SAMP are to:

Provide an agreed framework for decision making on capital spending priorities, taking particular account of strategic objectives for school improvement, such as our School Modernisation and 21st Century School Programme. This will not, however, prevent the Council acting quickly where opportunities arise or when unforeseen circumstances occur.

Improve standards of existing accommodation to meet the needs of all learners and staff, facilitate implementation of the curriculum and contribute to raising standards.

Continue to review and dispose of surplus buildings using agreed Council procedures and protocol.

Target available resources to those identified as highest priority needs and to provide a high quality learning environment for pupils, young people and lifelong learners.

Seek to maximise the resources available to meet as many priority needs as possible, by ensuring that all opportunities to obtain grant funding and financial assistance from all available sources are investigated and appropriate bids and business cases prepared to meet the requirements of the process.

Assist Headteachers, Governing Bodies, Diocesan Authorities and all other building managers to develop plans for their buildings to improve provision, raise standards and promote and encourage community usage and development.

The focus on Education is to continue to drive up standards in both early year's settings and schools and subsequently developed robust plans and allocated revenue and capital resources to deliver these priorities.

The Council's 21st Century Band A Programme in collaboration with Welsh Government continues to be our overarching priority, which includes expanding Welsh Medium Education and compliance with the ALN and Education Tribunal (Wales) Act 2018).

## ***INVESTMENT PROPOSALS***

The Council's 21st Century Schools Modernisation Programme will continue to be delivered in 2018/19 as part of a longer term investment plan. As part of that plan, the Council are working towards

No poor condition buildings by 2024-25);

- Strategic alignment of projects;
- Increased capacity for Welsh medium provision;
- Improved Community and sports facilities;
- Wrap around childcare;
- ALN inclusive agenda;
- Consideration of WG policy areas.

Band A projects highlighted previous in Section 4 of the document totalling £160m will continue to be delivered.

The Council's Band B Strategic Outline Programme of £168m has been approved in principal by Welsh Government which includes 19 draft projects which consist of a mixture of:

Two new all through schools

Three new major extensions to increase Welsh Medium capacity in one primary and two secondary schools

Two new build Welsh Medium Primary schools

Ten new build Primary schools

Two new extensions to Primary schools to cater for increase in demand for school places

Capital Planned Maintenance works of £6.876m will be delivered this financial year.

The programme will include: Kitchen Refurbishments	£0.930m
Window & Door Replacements	£0.150m
Essential Works	£0.525m
Electrical Rewiring	£0.252m
Fire Alarm Upgrades	£0.100m
Toilet Refurbishments	£0.350m
Equalities Act/Compliance Works	£0.225m
E&LL Condition Surveys	£0.075m
Boiler Replacement	£0.350m
Roof Renewal	£0.900m
Asbestos Remediation Works	£0.819m
Schools Investment Programme	£1.850m
Improvements to Schools	£0.100m
Capitalisation of IT Hardware/Software & Licenses	£0.250m
	£6.876m

## **Condition**

All schools have up-to-date condition surveys prepared by our technical officers, following their regular visits and inspections of premises. These are annually updated following site visits and inspections.

Works which are required in order to prevent a school having to close, using the criteria of 'safe, weather tight and warm' are always given the highest priority. Works that are necessary due to unforeseen events and circumstances such as fire, flood, subsidence and storm damage (that may not be covered fully by our insurance cover), or works to ensure compliance with health and safety legislation, or other legislative requirements e.g. management of asbestos, are again a high priority.

Where the general condition of a building is such that repair or refurbishment cannot be considered to be a viable, cost effective option, a new build will be considered, possibly on a new site.

## **Suitability**

Suitability is defined as how well the premises meet the needs of pupils, staff and other building users and customers and how the condition of the premises contributes towards raising standards of education provision.

Capital works undertaken to improve the suitability of educational establishments include schemes to replace mobile and temporary buildings with permanent builds wherever possible and work to ensure schools meet their curriculum obligations. Premises related works identified as key issues within ESTYN inspection reports also receive consideration where they are capital works, appropriate advice, guidance and assistance is provided where works are the delegated responsibility of schools to undertake.

Works to improve the accessibility of premises, in particular to ensure compliance with legislation are considered to improve the suitability of a building to meet the needs of its users.

### Appendix 3 Property Assets

<b>DTLR Category</b>	<b>Count</b>
Youth Centres	2
Works of Art , Museum Exhibits and Statues	28
Verges	175
Theatres	2
Surplus Assets	153
Storage Sites	6
Sports Centres & Pools	13
Sport Facilities	20
School	130
Residential Homes	13
Public Conveniences	40
Play Area	30
Parks	297
Office Buildings	20
Off Street Car Parks	88
Non-Operational	2
Museums & Galleries	3
Llwydcoed Crematorium	1
Libraries	10
Leased Out Properties	27
Land	436
Kitchen Facilities	1
Investment Properties	1
Homes for the Elderly	12
Historic Buildings	2
Highways	411
Garage Site	112
Footways & Paths	159

### Appendix 3 Property Assets

<b>DTLR Category</b>	<b>Count</b>
Drop In Centre	1
Depots & Workshops	12
Day Nursery	9
Day Centres	21
Community First Offices	12
Community Centres	46
Cemeteries and Crematoriums Sites	14
Cemeteries (Buildings)	1
Caravan Site	1
Bus Station	3
Bridges	2
Assets Under Construction	7
Allotments	74
All Schools	4
<b>TOTAL</b>	<b>2401</b>

Appendix 4 RCT Together Programme

<b>Completed RCT Together Community Asset Transfers</b>											
PREMISES/SERVICE AREA	TENANT/ORGANISATION NAME	Groups Legal Status	OF SALE BUILDING	CAPITAL RECEIPT	LEASE	LICENCE	TENANCY AT WILL	START DATE OF TENURE	END DATE TENURE	OF LENGTH TENURE	
Beddau Library	Beddau & Tynant Community Library	CIO?			1			08/12/2014	07/12/2035	21 years	
Muni Arts Centre	Muni Arts Centre	Not for profit Social Enterprise			1			21/05/2015	20/05/2040	25 years	
Maerdy Library	Friends of Ferndale	Registered Charity/Company Limited by Guarantee with Charitable status			1			07/12/2015	06/12/2025	10 years	
Llewellyn Day Care Centre Centre	Canolfan Centre	CIO			1			12/01/2016	11/01/2041	25 years	
Former Penygraig Library	Valleys Kids	Co Ltd by Guarantee	1	£80,000				03/03/2016			
Courthouse St, Pontypridd - Which building	Capacitas/Bright Futures	Voluntary Organisation/Company Ltd by Guarantee			1			05/05/2016	04/05/2041	25 years	
Barry Sidings cafe and Toilets	Bike Doctor/Paul Harris				1			23/06/2016	22/06/2026	10 years	
Cynon Valley Museum	Cynon Valley Museum Trust	Charitable Incorporated Organisation (CIO)			1			30/06/2016	29/06/2041	25 years	
Rhiwgarn Infants School	RCT Homes	Community Mutual, Non profit distributing industrial and provident society, Social Enterprise				1		03/10/2016	15/09/2017		
Gwernifor Paddling Pool	Darran Las Environmental Group				1			12/10/2016	11/10/2041	25 years	
Penygawsi (Greenfield) Llantrisant Nursery	The Feel Good Factory	Community Ltd by Guarantee with Social Aims				1		30/01/2017	28/02/2017	1 month	
Hetty Pit Engine House					1			24/02/2017	24/02/2029	12 years	
Tonteg Park (Tennis Courts)	Cllr Lyndon Walker				1			10/02/2017	09/02/2047	30 years	
Penrhiwceiber Paddling Pool	Lee Gardens Pool Committee				1			28/02/2017	27/02/2038	21 years	
Penrhiwceiber Paddling Pool	Lee Gardens Pool Committee				1			18/04/2017	17/04/2027	10 years	
Penrhiwceiber Paddling Pool	Lee Gardens Pool Committee							29/08/2018	28/08/1943	25 years	new lease extended

Parking Area - adjacent to Cambrian Lakeside Cafe	Cambrian Village Trust	CVT - Registered non profit Charity - CLL is the trading arm			1			01/06/2017	01/06/2042	25 years	
Penygraig Paddling Pool	Friends of Penygraig Park	CIO				1		19/07/2017	19/07/2018	1 year	
Penygraig Paddling Pool	Friends of Penygraig Park	CIO				1				1 year	
Ynysybwl Pool (Butchers)	Friends of Butchers Pool					1		21/07/2017	21/07/2018	1 year	
Ynysybwl Pool (Butchers)	Ynysybwl Regeneration Partnership				1			20/07/2018	19/07/2025	7 years	
Dan Murphy Day Centre	Autism Life Centre CIC	Community Interest Company (CIC)			1			06/03/2018	05/03/2028	10 years	
Maerdy Paddling Pool	Action for Maerdy Paddling Pool					1		01/07/2018	30/08/2018	8 weeks	
Treorchy Paddling Pool	Friends of Treorchy Park	Constituted community group				1		01/07/2018	30/08/2018	8 weeks	
Abercynon Paddling Pool	Action for Abercynon War Memorial Pool Group	Charitable Incorporated Organisation				1					

**TOTALS**

**2 15 7 1**

**Cases nearing completion**

St. Mairs Day Centre	Age Connects Morgannwg				1			Sept/Oct		99yrs	
Rhydyfelin Community Centre	Valleys Kids							Sept/Oct		10 yrs	
Pentre Paddling Pool (change use to Multi Use Games Area)	Canolfan Pentre							Sept/Oct		10 yrs	
Ferndale Infants School	Fern Partnership							Oct		25 yrs	



### **POLICY FOR CONSIDERATION OF REQUESTS TO TRANSFER PREMISES OWNED BY RCT TO ORGANISATIONS OPERATING ON A NOT FOR PROFIT BASIS**

#### 1. **Purpose of the Policy**

To provide a consistent approach for consideration of requests to transfer/lease premises.

#### 2. **Application of the Policy**

This policy applies to all requests to transfer/lease premises (both land and buildings) from the Council to voluntary and charitable organizations and Council priority identified service providers including commercial childcare providers. This includes schemes proposed under the WAG Community Asset Transfer scheme and those funded by the recent big lottery fund allocation.

#### 3. **Background**

The Council owns a large property portfolio from which it delivers services to the communities it serves. Often this will be undertaken by Council Departments directly, but on occasion the service will be delivered by other organisations acting alone or in partnership with the Council.

There are occasions when a community-based organisation may be best placed to provide a particular service due to the experience of that organisation or access to resources (human or financial). To provide a robust base for long term planning and to access grant funding, community organisations will sometimes request that the Council transfers control of one of its property assets to that organisation.

The Council is keen to work with others to provide effective services through a variety of delivery mechanisms. There are no objections on policy grounds to transferring/leasing property assets. The Council is committed, however, to managing its assets effectively in the long term and, therefore, before proceeding it will need to be fully satisfied that the proposals for the service and the property asset are robust, sustainable and deliverable in the long term.

#### **4. Procedure to be followed if applying for a lease/transfer**

##### **A Initial Letter of Interest**

- Identify the property or parts of a property, including any associated facilities such as car parks, open space or additional land for building. A plan would assist.
- Identify the applicant including its registered address, charity registration number (if one available), size, length of operation, existing activities, links to other prospective partners (if any) and named contacts.
- If there are existing occupiers at the premises, state the relationship of the applicant to same.
- Give a brief description of the proposal including an indicative programme. Indicate what practical or financial support will be requested from the Council (if any). State the specific outcomes and benefits to be delivered by the project.

##### **B Initial Decision**

The motivation to dispose of property in this manner is that it helps the Council achieve its aims as stated in the Corporate Plan and assists the Council in its responsibility to deliver core services. The anticipated outcomes from the proposals, therefore, will be considered in the context of key strategic documents, especially the Community Plan, the Corporate Improvement Plan and the Asset Management Plan. This assessment is critical to the process and should be undertaken by the relevant specialists within the Council.

- Property Assets are not “free” and their transfer on a long lease may entail direct or indirect costs. These will need to be quantified by Council Officers and factored into the decision.

##### **C Approved to Next Stage**

This is not a decision in principle to undertake a transfer/lease and should not be considered such. It merely indicates that the proposal broadly aligns with the Council’s policy objectives and there are no reasons not to proceed to consideration in detail.

##### **D Business Plan**

It is recognised that production of a reliable Business Plan will entail considerable effort and potential expense. It is, however, critical to the process. An application cannot be considered unless a robust and fully costed Business Plan is provided. This must include the following:

- Details of all capital costs and demonstrate how these will be met, including a contingency for unforeseen costs.
- Outline the professional and managerial resources available to deliver any capital works and undertake the facilities management/maintenance roles.
- Full details of revenue cash flow (minimum 5 years) including all sources of income and costs relating to the ownership and maintenance of the premises and service delivery. If revenue support is required, identify the source and quantum of that support. It is expected that the operation will need to demonstrate it is self-supporting in revenue terms.
- Define governance structures and the roles and responsibilities of the team built to deliver the project. Indicate whether these roles are voluntary or paid.
- Demonstrate experience of and commitment to partnership working. In particular, specify how the property asset would be used to benefit the community.
- Indicate how legislative and regulatory requirements will be met eg. Equalities standards, child protection, health and safety, licensing, etc.
- Demonstrate the local need that the project seeks to meet and the basis upon which quantitative analysis and public consultation has been conducted.
- Explicitly state performance measure, service levels, participation rates, etc, upon which the proposals are based.
- Quantitatively state the outcomes anticipated, including jobs created, number of learning opportunities, parts of community reached, etc. This should be set in the context of the Community Plan and other local strategies.

- Demonstrate how the project will be sustainable in financial and environmental terms.
- Identify key risks associated with the project and the mitigation measures to be deployed.
- Provide a programme and timescale for the project. This should highlight any proposed building works, funding decisions, set up period and the time when the project would become self-supporting.

**E Verification Process**

- It is anticipated that all critical assumptions within the business model will be quantitatively assessed and based on objective analysis. The applicant may be asked to provide additional information in support of its application.

**F Consideration Paid**

The Council has a general duty under the Local Government Act 1972 to obtain best value for all disposals of its assets. The general expectation, therefore, will be that any disposal of an asset will be at its full open-market value, paid either as an annual rent or a capital sum.

Should an applicant wish to propose a rent/premium at less than market value it should:

- Indicate the sum proposed.
- Explain, in the context of the Business Plan, why it would not be possible to pay the full value.

Any request for a payment at less than value will be considered by the Director of Corporate Estates in consultation with the Cabinet Member for Property with responsibility for Property.

## **5. General Policy Considerations**

The following policy issues will apply in any case within this policy framework.

1. To help delivery of the policy objectives and long-term viability of property assets the Council will retain the freehold of property. Any assets transferred will be on a leasehold basis and the length of the term will depend on the circumstances of the case. Generally a lease of an existing building will be for a term of up to 25 years.
2. Leases will be on “full repairing and insuring” terms, ie all occupation, running, maintenance and management costs will be borne by the lessee.
3. The granting of a lease is required to enable the proposal to proceed, ie it provides a specific benefit such as access to funding.
4. The asset would be fully available for use by a range of local groups. It should be fully compliant with the Disability Discrimination Act.
5. The use of the asset should be sustainable environmentally. This should apply to future refurbishment.

2018-20



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Rhondda Cynon Taf CBC  
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# Water Management Strategy

## Background

Rhondda Cynon Taff currently uses Dwr Cymru Welsh Water for Water & Waste utilities and currently spends just below £1M with Dwr Cymru Welsh Water (2016-17 £939,313.00). However, RCT-CBC have 460 sites with 970 active buildings that will each have water/waste accounts and are set up as individual customers to Dwr Cymru Welsh Water. Grouping these accounts is currently not possible for Welsh Water as they currently stand and they recognise this as a need for change to introduce consolidated billing and portfolio account management. This situation is echoed with other Welsh authorities and has become a point for discussion with the Consortium for Local Authorities in Wales (CLAW).

The goal is to get all of RCT-CBC's water accounts into the SystemsLink Energy Management system and bills paid through a consolidated billing system which will support other improvements, to the way RCT manages its water consumption and infrastructure. However, due to Dwr Cymru Welsh Waters current metering and billing systems this is not a simple transition and requires significant infrastructure and systems investments by Dwr Cymru Welsh Water to help up with our goal.

Back in 2012/13 RCT-CBC worked with Dwr Cymru Welsh Water on a campaign for reducing water consumption and waste management. Our higher consuming sites were assessed and water saving measures were implemented by installing devices such as push taps, systemisers and various other automated systems. This was highlighted to make considerable financial savings for RCT-CBC and these water saving practices have since been introduced into all Corporate Maintenance projects & refurbishments. As an ongoing process our Energy Officers have been making recommendations where automatic water saving measures may be of benefit and including these recommendations in the Display Energy Certificate advisory reports.

## **Water Saving Measures Introduced In RCT-CBC**

### **Automatic Sensor & Push Taps**

A rolling corporate maintenance program of school toilet refurbishments has seen the introduction of push taps as a standard for RCT-CBC with automatic electronic sensor taps and alternative toggle switch style valves being installed where necessary in Primary Schools to improve hygiene issues.

### **Urinals & Systemisers**

Following on from an RCT review and the guidance provided by Dwr Cymru Welsh Water campaign, all school (non staff) toilets were fitted with systemisers to reduce the flush cycles for urinals. In 2016, RCT-CBC trialled a solenoid controlled water supply system using motion detectors in a corporate education maintenance toilet refurbishment project. When there are no occupants for a predetermined period of time, the water is turned off by the solenoid valve and therefore the systemisers stay dormant with no flushes and any dripping or damaged taps stop flowing. This results in water savings being made over the weekends and school holidays. However, more work still needs to be done with this automated system as these sensors are critical to the supply of water and prone to vandalism.

### **Toilet Flushes**

In the early 90's water meters were encouraged for small businesses and domestic properties by Dwr Cymru Welsh Water. Users were encouraged to make their own savings by reducing water consumption with several water saving devices and behavioural change campaigns. This saw an increase of radical actions such as bricks in toilet cisterns and even a development of a purpose made devices called the Hippo block and Water Buddy. However these practices presented hygiene and environmental impacts as there was an increase in chemical intervention to compensate for the insufficient flushing and the need for repeat flushing proved to be a false economy. These units have since been replaced with the new Duo Flush units that provide a more controlled volume flush and the ability to provide a quick flush when required by simply holding down the flush handle or pressing the quick flush button on certain models. This Duo Flush has now resolved the problem and been adopted as an industry standard and used throughout RCT-CBC as cisterns are being repaired and replaced.

Sensor flush systems has now been trialled with some of RCT-CBC's larger toilet refurbishment projects and also introduced into

BREEAM designs to provide hygienic hands free automated flushing. This technology is now commercially used in larger public conveniences and the durability has improved greatly to overcome vandalism and misuse.

### **New Build Projects with BREEAM Excellence**

Building regulations has seen several recent updates and now have seriously addressed energy and water saving measures which has seen developments in automated services. Several of RCT-CBC's new build projects have seen the introduction of state of the art water saving strategies with leak detection systems. These systems are expensive and can only be justified on larger sites where water leaks may be overlooked for long periods of time. These systems feed back to a Building Management System and form part of an early detection system of water problems that has the potential of saving thousands of pounds of wasted water. This level of system monitoring coupled with automated flushing systems is considered to be the most efficient water management and ideal for BREEAM projects of a sufficient size to justify a Building Management System and staff to manage the alarms generated by the system. However, this type of system is very difficult to justify a payback as a retro fit option and not suitable for all buildings.

### **Current Situation**

#### **Deregulation Of Water**

In 2017 England has seen the deregulation of Water supplies for larger customers but there are currently no immediate plans to regulate in Wales. The UK Government's vision is for a resilient and sustainable water industry, which is innovative and efficient, continues to attract long term investment and keeps customers' bills affordable for English customers. The introduction of greater retail competition in England through the Water Bill will help achieve this. This is currently taking place in England but will have an impact on Dwr Cymru Welsh Water as they do currently have supply areas in England and will have to adapt their systems accordingly with resultant benefits for Welsh based customers including RCT-CBC.

Dwr Cymru Welsh Water also recognises that some form of deregulation is a possibility in the future for Wales and therefore preparing to meet the requirements that may be imposed upon them and has prompted them to review and future proof their systems. In order to address these issues Dwr Cymru Welsh Water and CLAW have got together as a Dwr Cymru Welsh Water Metering with NPS Energy Sub Group to work together to identify barriers and solutions. During CLAW meetings several points were raised regarding meter reading difficulties, data management, consolidated billing and the possibility of automatic meter reading.

### **CLAW Energy**

The consortium is made up of seasoned Energy Managers from several Local Authorities who have all experienced issues with managing water due to poorly located meters that are often unreadable resulting in over estimated billing. Such issues have been identified and presented to Dwr Cymru Welsh Water as barriers to achieving accurate consumption management. An obvious solution would be automating SMART meters but as most existing meters are set in the ground with concrete or metal lids, the transmission of data is very limited due to signal strength and the available space for the necessary equipment is often limited. However, technology is being developed to address this at an affordable rate but due to the limitations has not been rolled out at the moment.

The CLAW sub group has held two meetings and has agreed to address several issues relating to the key areas. The plan of the group is to agree a suitable account structure and metering regime to allow accurate account management of Water Utilities.

RCT-CBC Corporate Energy Team currently manages the accounts at a site level basis and therefore has limited access to information. Historical billing data is relying on site records being maintained and not ideal for Utility Contract Management. The Energy team currently manages all energy accounts through their SystemsLink Energy Management database and the teams intentions are to get all Dwr Cymru Welsh Water accounts importable for billing data. This will allow for consumption analysis and the possibility for consolidated billing to simplify account management with clear visibility.

## **Action Plans**

The primary stage in this Water Management Strategy is to identify consumption through billing and centralise all accounts to the Systemslink energy management system that will provide visibility of all billing data. This information will provide valuable data to monitor consumption and identify areas to focus for increased savings. As the data grows consumption trends will be identified and wastage can be significantly reduced.

An agreed set of action plans have been identified in line with the CLAW Dwr Cymru Welsh Water working group and. These action plans will produce solutions acceptable to both CLAW and Dwr Cymru Welsh Water.

### **1. Provision of billing and consumption data**

It has been agreed by both CLAW and Dwr Cymru Welsh Water that data cleansing for all local authorities is an appropriate starting point and a phased approach will be required to understand the scale of the issues. Dwr Cymru Welsh Water looked at an option to have a SPID unique reference number for each property address. The SPID number would be an industry standard Meter Point Reference number that will never change regardless of customer changes. This was addressed, but would not be suitable as even their new system cannot accommodate this. The conclusion was that a unique account number will be best they can provide and will remain the same as long as we are their customer.

Dwr Cymru Welsh Water have also looked at a way of producing a compatible CSV report that may be imported into Energy Management Systems such as Systems Link, to allow a standard account format in line with existing energy utility accounts.

Dwr Cymru Welsh Water committed to a billing system upgrade in the autumn of 2017 that will have increased functionality and tests were carried out to see what output formats can be exported and samples have been sent to Torfaen CBC for testing. However, the results from the tests carried out by Torfaen CBC have proven unsuccessful as the data wasn't in TRADCOMS format that would be required for a successful import.

Dwr Cymru Welsh Water confirmed that a new project manager is being appointed to deliver the EDI solution and will be keen to consult with local authorities to understand our

requirements. Torfaen CBC will advise on TRADCOMS standard to work with RCT-CBC's SystemsLink system. Welsh Water has selected a small LA to carry out trials and Caerphilly CBC has been selected and we will be waiting for their feedback on the results.

### **Action by DCWW**

A list of RCT-CBC accounts has been prepared by the Energy Team with the assistance of RCT Finance Creditors Team and a data cleansing exercise is being carried out in readiness for the account trials.

### **Action by RCT-CBC**

- Target Implementation – Q1 2018/19

## **2. Frequency of Billing and receipt of consumption information**

Ideally AMR – Automatic Meter Reading would make the process more automated and elevate incorrect meter reads and therefore more accurate consumption data to ease management. However, this option has not been currently available for water meters and further development is required. This type of metering will result in on costs and it was agreed that maybe a way forward is to employ a private provider to supply this service with the provision that the system is acceptable to the Dwr Cymru Welsh Water AMR specifications. As an interim measure to improve accuracy, Dwr Cymru Welsh Water have invited customers to report back if meters are unreadable due to their location and will make efforts to relocate meters to a more accessible location where practical.

Dwr Cymru Welsh Water has selected the Cello unit as a viable AMR logger as it has been successfully used with gas meters. A pricing schedule was provided. The cheapest option is for a single AMR installation £690 per year with discount for years 2 to 5 (5 years = £1,158.40). There is a half hourly read option at £1,240.99 for the 1<sup>st</sup> year and an additional £117.10 per year thereafter.

The costs indicated above may be added to the current bills and spread across a year. The use of these units have proven invaluable is detecting leaks and provide support data for non return to sewer claims.

RCT-CBC will consider this for larger consuming sites and sites and sites with historical consumption issues. However, a question has been raised regarding suitability for this technology in manholes and signal tests will need to be conducted. RCT-CBC would require confirmation that this technology is industry approved and being commercially rolled out before we recommend using this. When approved we will recommend trialling this technology to test its potential for water saving measures on a large consuming site.

### **Action by DCWW**

- Target Implementation – Q4 2019/20  
[Confirmation of industry standard will be required before any commitment]

### **3. Payment options**

Concerns were raised as Dwr Cymru Welsh Water had removed the option to pay by commercial credit card. A request has been made to Welsh Government to keep the procurement card for longer to allow authorities to adapt to the change. Dwr Cymru Welsh Water had made a decision to stop accepting cards, however, since changed their mind when Barclaycard intervened following a prompt from our procurement team. Dwr Cymru Welsh Water has agreed to keep this paying option available for the foreseeable future.

RCT-CBC Procurement has confirmed that this is not scheduled to change and will remain a valid method for payment for the foreseeable future.

### **Actioned by RCT-CBC**

- Target Implementation – Q1 2018/19

#### **4. Installed infrastructure detail and review**

Dwr Cymru Welsh Water has accepted that meters currently installed are not always in accessible locations and are actively looking at solutions to overcome this. It has also been highlighted that oversized meters are often need assessing so a mechanism is required for Dwr Cymru Welsh Water to address these issues.

RCT-CBC has informed Dwr Cymru Welsh Water that the majority of the meters are generally very difficult to access and usually difficult for a client to read due to their location, age or condition.

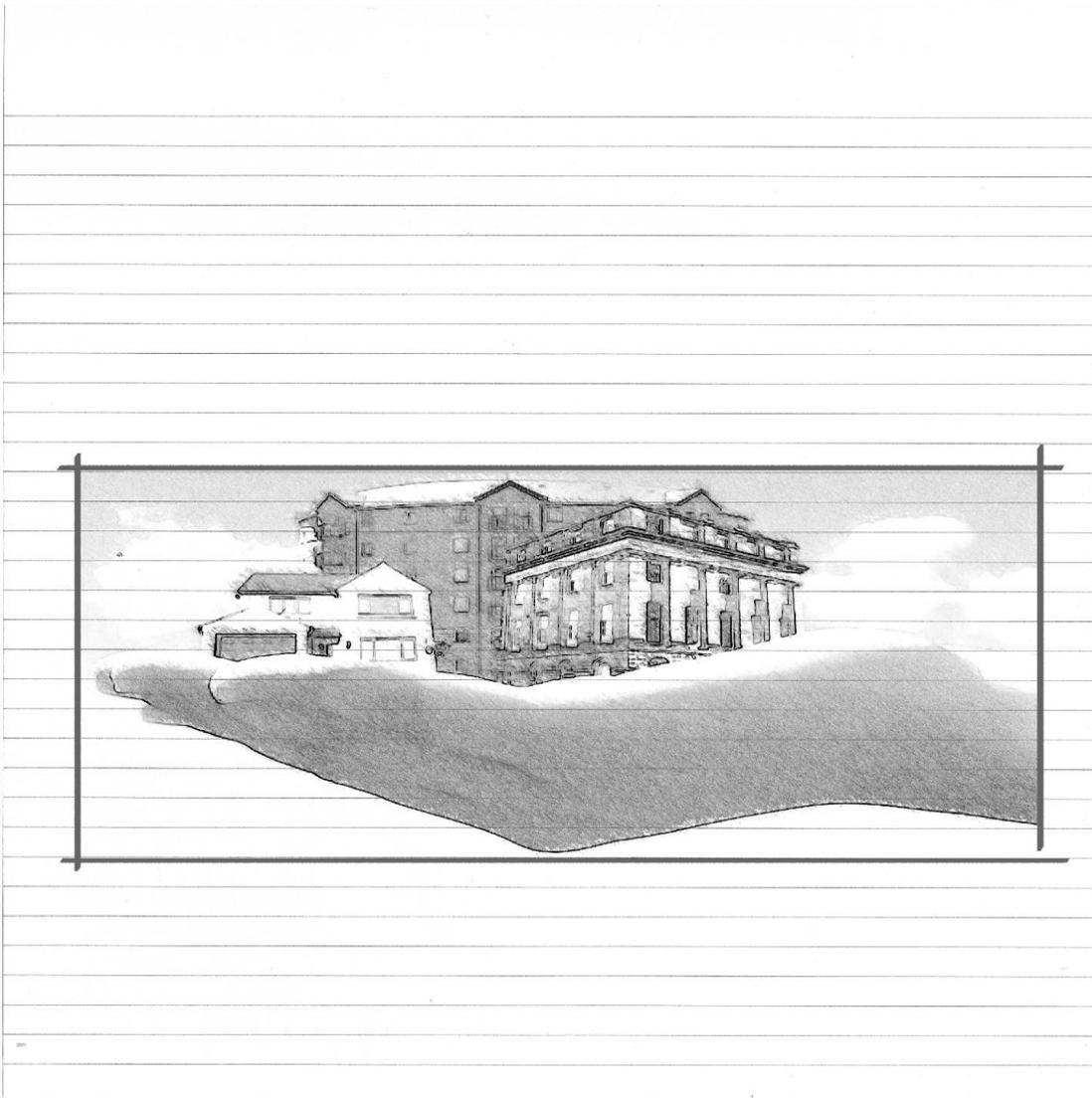
Lists of examples were provided of meters installed in challenging places and Dwr Cymru Welsh Water will be looking at them to seek the best solutions for each example. A question was put to Dwr Cymru Welsh Water regarding possible changes in water pressure if a meter was to be downsized and will be clarified at the next meeting.

#### **Action by DCWW**

- Target Implementation – Q1 2019/20

From the items listed above, RCT-CBC has made progress with Dwr Cymru Welsh Water and the CLAW working groups meetings and provides confidence that progress will resolve many issues that need addressing.

# Corporate Estates Asset Management Building Manager Briefing Note



**Background**

The Council has a duty to ensure that all its operational buildings and sites are

“Managed” by a designated senior member of staff within the Directorate that occupies the asset. To clarify this process, Corporate Estates (CE) is introducing a register of appointed “Building Managers” for each asset operated by Rhondda Cynon Taf Council. This will be held within the corporate data base of Property Assets.

The Building Manager is a member of staff appointed by the Directorate(s) to coordinate all operational activity within that premise, including fire safety management and general building safety, security, maintenance and

infrastructure issues within a building. This Briefing Note outlines the generic duties. Should any aspect require clarification please contact your designated contact officer from Corporate Estates.

Official Council policy regarding Health and Safety and Building Managers roles can be found in the following documents available from Human Resources:

- Site Managers Guide to Health and Safety in Offices,
- Site Managers Guide to Health and Safety in Day Centres,
- Registered Managers Guide to Health and Safety in Residential Care Homes.

### **Co-ordination and Communication with Corporate Estates**

There must be good communication between building occupants and CE to ensure that disruption and impact on building occupants from maintenance work is minimised. In addition, information on risks to CE staff or contractors from the activities of building occupants, and vice versa, is shared. This requires a single point of contact within each building to liaise with CE i.e. the Building Manager.

Corporate Estates has sent out a data collection form to every building in our portfolio to find out the Building Manager and their contact details on more than one occasion. Unfortunately the data which we hold appears to go out of date very quickly as we rarely get informed when things change. Therefore the Building Manager must contact our Asset Management officers at least once during the financial year to ensure the details we hold are correct.

Whenever there is a change to the Building Manager role or any contact details the Building Manager must inform CE immediately.

### **Overview of the Building Manager’s responsibilities and duties**

The duties below are generic to all buildings. They may be adapted to suit individual buildings, but the fundamental principles of fire safety co-ordination and having a single point of contact for liaison with CE must be maintained.

The Building Manager should:

- Be aware of the safety features of the building, and any particular risks on the premises e.g. high risk materials/substances/processes/equipment, or other issues identified in the building fire risk assessment (available through CE);
- Be aware of points of isolation of incoming mains gas, water and electrical services.
- Co-ordinate the building emergency procedures
- Liaise with the CE and with other occupants in a multi-occupancy building, to ensure a safe working environment;
- Be aware of the activities of building occupants, and of any proposals to make changes to the building (e.g. extensions, alterations, refurbishment, and change of use).
- Provide support to CE by undertaking routine testing of fire alarms, emergency lighting, and other safety equipment. NB This will vary from building to building, depending on the type of systems installed.
- Maintain the building emergency folder;
- Monitor and instruct maintenance staff and contractors on the premises (insofar as their activities might impact upon staff and visitors), including checking that they have authorisation to start work, and advising them of any special risks within the premises;
- Ensure that changes to the building or changes of use are notified to, and agreed with CE.
  - Ensure that any security systems (building locking/unlocking procedures, swipe card systems etc) are effective in maintaining an appropriate level of security;
  - Maintain H&S records (for building-related records);

- Undertake temperature monitoring of water and flushing of designated outlets for Legionella control (only where agreed with CE);
- Co-ordinate the provision of information to CE on residual risks from processes carried out in any areas to be refurbished;
- Notify CE where damage to asbestos-containing materials (ACMs) is identified.

## **Fire Safety**

There must be effective management of fire safety arrangements in all Council premises. In its widest sense the 'responsible person' in accordance with legislation is the Council, with 'competent persons' appointed to implement different aspects of the fire safety arrangements. Within each building, the Council appoints a competent person (i.e. the Building Manager) to co-ordinate the fire safety arrangements. Note that to be considered competent, a person requires an adequacy of training.

## **Energy Management**

The Carbon Reduction Commitment (CRC) is a mandatory scheme aimed at improving energy efficiency and cutting emissions to which the Council is committed. In order for the Council to reach its targets we require the co-operation of all Departments to play their part. Therefore we require Building Managers to:

- Read energy meters on a monthly basis and provide the information to the energy supplier where necessary.
- Use the meter readings to reconcile energy invoices prior to payment.
- Promptly report any changes to the energy meters, such as a meter replacement, to the Corporate Energy Unit.
- Refer any enquires concerning changes to the energy contracts to the Corporate Energy Unit.
- Building Managers are not allowed to negotiate any changes to the energy supply contracts.

**This note has been provided as a reference and clarification of the Building Manager duties as they currently exist and as such this**

**note should not be misinterpreted as an extension to Building Managers role. Therefore there is no option to elect to accept or decline the roles stated.**

# Corporate Asset Management Plan 2018-2023

## Amendment Record Sheet

The following are the amendments to the plan

Amendment Number	Date Signed off	Amendment	Signed off by