

# Corporate Asset Management Plan

2023-2028



## CONTENTS

FOREWORD

1. INTRODUCTION
2. CORPORATE STRATEGY (INCORPORATING WELL-BEING OBJECTIVES)
3. CORPORATE PROPERTY AIMS
4. CHALLENGES & KEY PRIORITIES
5. SERVICE REQUIREMENTS
6. SUMMARY OF EXISTING PORTFOLIO AND CURRENT PERFORMANCE
7. ACTION PLAN

APPENDICES

- A. PERFORMANCE DATA

## **FOREWORD BY COUNCILLOR ALUN LENNY, EXECUTIVE BOARD MEMBER FOR RESOURCES**

We are facing a challenging environment, with increasing demands for our services against a background of funding pressures and rising costs.

Integral to dealing with the current challenges is the way we use and manage our diverse range of property assets.

A substantial amount of development has taken place in various areas around the County in recent years. We are committed to continue with this investment, with significant capital allocated to schemes to improve educational, social and health related facilities along with generating economic growth. We are determined to use our assets to work with partners to support the regeneration of our Town Centres. We will also continue to identify opportunities for major land-based development to attract significant investment to the County, whether through our own land ownership or joint venture agreements that we have with Welsh Government.

In accordance with the Well-being of Future Generations (Wales) Act, we are looking at the long-term and how to work better with communities and partners to prevent problems by taking a more joined up approach. Along with our partners in the Public Services Board (PSB) we continue to work towards the future collective needs. As an Authority we have committed to become carbon neutral by 2030. Our assets will play a significant part in achieving this aim by reducing our administrative estate and therefore our emissions and improving the performance of our retained assets. We will also be working on opportunities to generate power and sequester carbon on our land and buildings.

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

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

## **1. INTRODUCTION**

The Corporate Asset Management Plan sets out the Council's broad strategy for its property assets over the next 5 years. It builds upon previous work to ensure that what we have identified as our main property related aims, align with the Corporate Strategy and Well-being objectives.

We will ensure that when making any decisions we consider the impact these decisions or actions could have on people living their lives in the County and on their future. We will do this in a manner which seeks to carry out sustainable development, improving the economic, social, environmental and cultural well-being of Carmarthenshire. We want to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. In order to do so we will need to consider the following:

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

## **2. CORPORATE STRATEGY 2022-2027 Developing Carmarthenshire together: One Council, One Vision, One Voice**

Following Local Government elections in May 2022, the administration published a vision statement setting out its priorities over the next 5 years. Our Corporate Strategy and service delivery plans set out how we will deliver this vision: -

The Corporate strategy identifies 4 Well – being objectives. These are set out below aligned with our key asset aims & implications

No	Well-being Objective	Asset Aims & Implications
1	Enabling our children and young people to have the best possible start in life.	<ul style="list-style-type: none"> <li>• Continued review &amp; implementation of Modernising Education Programme</li> <li>• Investment required to facilitate the implementation of Universal Primary Free School Meals</li> <li>• Integrated community learning provision &amp; support within schools</li> <li>• Safeguarding facilities &amp; services through Community Asset Transfers.</li> </ul>
2	Enabling our residents to live and age well	<ul style="list-style-type: none"> <li>• Further investment in existing and new facilities to provide extra care and specialised services</li> <li>• Investment in strategic leisure sites and collaboration with community groups to safeguard facilities &amp; services.</li> <li>• Investment in Housing provision including buy back of former Council Homes.</li> </ul>
3	Enabling our communities and environment to be healthy, safe and prosperous	<ul style="list-style-type: none"> <li>• Investment in strategic sites across the County to promote economic growth.</li> <li>• Continue to provide retail, commercial and rural business opportunities through the Council's property portfolio.</li> <li>• Purchasing town centre assets for residential &amp; commercial provision</li> <li>• Review of Council's estate to meet its net zero carbon commitment by 2030. Further investment in technology to make better use of present resources and off set carbon footprint.</li> <li>• Land acquisitions to allow further investment and improvement to highway and cycling infrastructure across the County.</li> </ul>

4	<p>To further modernise and develop as a resilient and efficient Council.</p>	<ul style="list-style-type: none"> <li>• Implementing opportunities from Hybrid Working.</li> <li>• Sharing accommodation.</li> <li>• Rationalising offices &amp; generating revenue or capital receipts.</li> </ul>
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### 3. PROPERTY AIMS

Our Corporate Property objectives are:

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

These complement how we measure our progress within the Corporate Strategy and annual performance report under the objective of using our resources economically, efficiently and effectively.

### 4. CHALLENGES / KEY PRIORITIES 2023 –2028

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

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

- **Ensuring our assets contribute to our commitment of being a net zero carbon local authority by 2030.**

Buildings and land, form an essential element in meeting our climate related aims. We will continue to review our portfolios to deliver carbon savings and

generate innovative solutions to sequestration, enhancing biodiversity, energy generation and tree planting.

- **Securing the benefits of Hybrid Working in relation to reducing corporate revenue costs and focusing on Town Centre Regeneration**

We will continue to review portfolios with emphasis of rationalisation, sharing accommodation, agile working and increasing potential for revenue generation. Better use of space has allowed various disposals or vacancies since the last plan including No's 1, 2 and 5-8 Spilman Street, Pibwrlwyd, Crown Precinct, No's 2 & 4 Coleshill, Ty'r Nant and Parc Amanwy, providing both revenue savings and contributing to the Capital Programme by raising capital receipts. Greater focus on hybrid working across the administrative estate will allow the potential for further savings through income generation.

A programme of consolidation across our office estate has commenced with a series of relocations in Llanelli. Ty Elwyn has accommodated several additional teams under hybrid working and improved use of space. This has led to vacant space in other parts of our estate being available for other public sector or private use.

Carmarthen Town will be the focus of attention in 2023 with a series of moves to consolidate our administrative presence in the Town to align with regeneration aims. St David's Park will be vacated and offered for sale, with staff relocating primarily to County Hall and 3 Spilman Street.

Work is underway to review Ammanford Town Centre and the potential for office accommodation to align with other developments for regeneration purposes.

- **Supporting the regeneration of our rural communities**

Through the work of the Rural Affairs task Group and ten towns initiative we will focus on supporting the improvement of the digital infrastructure and ensuring sustainability in our rural communities. Our Rural Estate has recently been the subject of a review to highlight the issues and opportunities within the portfolio and the sector generally. This will culminate in a revised strategy to support and align with the Council's regeneration aims for our rural communities.

- **Ensuring retained assets are fit for purpose.**

We will continue to review portfolios and requirements to assess fitness for purpose and disposal of underperforming assets to allow investment in core / new stock. Examples include the Modernising Education Programme where significant investment has been made over recent years to bring our portfolio up to the required standard in various locations across the County in relation to Primary and Secondary school provision. Further investment is programmed to ensure that all parts of the County benefit from the best educational facilities available.

The condition of our assets is integral to delivering our aims and objectives. Our condition team within Place and Infrastructure continue to roll out a programme of detailed inspections in order that it can advise services of current and future liabilities in order to take a planned approach to maintenance and renewal, aligned to future delivery needs.

- **Sustaining Community Assets**

We have achieved significant progress in Community Asset Transfers, with parks, playgrounds and amenity assets. Following consultation with relevant stakeholders we updated our Community Asset Transfer procedures. We took on board feedback from Town & Community Councils and third sector parties involved in numerous transfers over the past ten years in renewing our CAT procedures. We will continue to help interested parties in maximizing the benefits of local management.

- **Greater collaborative working on property related matters.**

We will continue to work with Public Service Board and other partners to highlight areas for joint working and sharing accommodation and services.

- **Generating Capital Receipts**

We will continue with our 5-year disposal programme, highlighting additional sales via rationalisation to maintain contribution towards the Capital programme. Receipts for the last two years have amounted to around £2.78m, with further disposals planned. This Details of performance against disposal targets are contained in Appendix A

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

We will continue to consider the potential for assets to be held and managed via alternative delivery models as part of service reviews to ensure the effectiveness and efficiency of our delivery. This supports our transformation strategy and opportunities for commercialisation and different models of operation.

## **5. SERVICE REQUIREMENTS**

Section 2 summarised the high-level implications from our strategic aims. This section sets out a summary of the individual needs of our various services. The Council's services have either reviewed their Service Asset Management plans or are



under review in order to facilitate the review of this Corporate AMP. This plan is reviewed annually at a high level to reflect any substantial changes in legislation or policy which would have significant property implications.

Whilst not exhaustive nor exclusive, the current and anticipated future service property implications are summarised below:

Directorate / Property Category	Core Drivers for Change	Property Implications
<b>Chief Executive</b>		
Regeneration	Carmarthenshire Economic Recovery & Delivery Plan  Review of land use	Investment in infrastructure, Site development & premises to encourage and support business growth / economy  Investigate and revise potential use of various portfolios for carbon sequestration, phosphate mitigation, enhancing biodiversity, generation of power, food production etc leading to potential implications for proposed disposals and acquisitions.
Administrative Buildings	Hybrid working Office accommodation strategy Inter-agency working (e.g., Social Care & Health) Changes in service delivery Net Zero Carbon Commitment Condition of stock	Rationalise, undertake improvements to core stock, and reduced running costs  Enhance utilisation of existing office accommodation  Sale or letting of vacant space to generate additional capital and /or revenue receipts  Reduce Carbon Emissions through rationalisation and investment in core sites
Industrial Property	Promoting and facilitating expansion of business opportunities.  Condition / Age of present stock	Investment in infrastructure and new developments e.g., Cross Hands  Refurbishment of portfolio e.g., Glanamman units.

Directorate / Property Category	Core Drivers for Change	Property Implications
Depots	<p>Condition and Investment in current portfolio</p> <p>Changes in service delivery e.g., waste collection</p> <p>Opportunity to further rationalise depot provision and centralise in strategic areas</p>	<p>Capital investment required to make fit for purpose</p> <p>Additional land and property acquisition</p> <p>Revenue / capital generation to allow investment in retained stock</p>
County Farms	<p>Investment to meet Pollution Regulations</p> <p>Condition of Estate</p> <p>Adoption of Rural Estate Policy</p> <p>Moving Rural Carmarthenshire Forward June 2019 – Report &amp; recommendations of the Carmarthenshire Rural Affairs Task Group</p> <p>Current challenging financial climate in rural sector and post Brexit concerns.</p> <p>Making effective use of portfolio to support farming initiatives</p>	<p>Consideration to be given to issues such as Retention</p> <p>Diversification restructuring of the present portfolio.</p>
Livestock Markets	<p>Reconfiguration of Landlord &amp; Tenant relationship</p> <p>Changing demands leading to challenging financial climate</p>	<p>Review &amp; monitoring of responsibilities on servicing &amp; maintaining significant plant and machinery.</p> <p>Longer term implication on revenue generation &amp; appropriateness of ownership.</p>
Provision Markets	<p>Challenging financial climate and impact on retail sector</p> <p>Competition from other retail Centres</p>	<p>Continued investment / enhancement to ensure assets promote town centre vitality e.g., Llanelli Market</p>
Commercial Property	<p>Challenging financial climate and impact on retail sector</p>	<p>Utilisation of assets to promote town centre regeneration</p>
Customer Service Centres	<p>Alternative provision Channel shift</p>	<p>Investment in new Hub in in Carmarthen</p>
Electoral & Civil Registration	<p>Office Accommodation Strategy</p>	<p>Potential impact on office rationalisation and revenue savings</p>

Directorate / Property Category	Core Drivers for Change	Property Implications
<b>Education &amp; Children</b>		
Community Education Centres / Learning	<p>Integration with other Services</p> <p>Drive to enhance partnership working and widen participation through the Carmarthenshire Adult Community Learning Partnership</p> <p>Changes in the WG grant funding methodology and non-statutory nature of service</p>	<p>Potential to enter into agreements to share accommodation.</p> <p>Greater space requirements. Additional space in Llanelli potentially provided via Goods Shed development, however town centre will continue to be the focus corporately.</p> <p>Requirement for similar solution in Ammanford.</p> <p>Increased pressure on funding premises maintenance due to review of grant conditions</p>
Children's Services	Efficiency savings and Capital Receipt requirements following hybrid working review on the Administrative Estate	Potential relocations to alternative accommodation and co-location
Youth Support Services	Delivering access to opportunities & support for young people across the County	Continue to work with partner organisations in integrating youth provision within multi use premises and explore external funding opportunities for expansion.
<p>Schools</p> <ul style="list-style-type: none"> <li>- primary</li> <li>- secondary</li> <li>- nursery</li> <li>- special</li> </ul> <p>-Pupil Referral Units (PRUs)</p>	<p>National Sustainable Communities for Learning Programme (Formerly 21st Century Schools Programme) as part of the Education in Wales: Our national mission agenda commitment to deliver schools fit for the 21st century</p> <p>Carmarthenshire's Welsh in Education Strategic Plan (WESP)</p> <p>Rapidly changing demography of Carmarthenshire resulting in volatility of secondary and primary school roles, and changing patterns of demand</p> <p>Education Act 1996 – provision of school places</p> <p>Corporate objectives to support the development of coherent early years education and childcare programmes</p>	<p>Requirement to improve the overall stock of buildings, ensuring that ongoing repairs and maintenance costs are minimised</p> <p>Need to plan for school places to match supply with demand – reducing surplus places in the primary sector and address accommodation pressures where they exist across all sectors</p> <p>Support the WEST and provide additional investment / places to facilitate the growth in demand for Welsh Medium education</p> <p>School rationalisation programme to free capital and release revenue</p> <p>Property review and options appraisal in line with review of MEP</p>

Directorate / Property Category	Core Drivers for Change	Property Implications
	<p>School Standards and Framework Act 1998 – efficient and effective use of scarce resources</p> <p>Drivers encapsulated in Carmarthenshire’s Sustainable Communities for Learning Programme (Formerly Modernising Education Programme) for development of schools as community assets</p> <p>Food Safety, Hygiene and Allergen / Specialist Diets Standards</p>	<p>Provision of accommodation in the right location, of the right size and offering the right number of school places with the appropriate facilities to foster improved educational standards</p> <p>Review design of existing schools to allow greater use by community and partner organisations</p> <p>Investment required in school kitchens to meet current standards and facilitate the implementation of the Universal Primary Free School Meals (UPFSM) offer</p>
<b>Environment</b>		
Parks Playgrounds and amenity areas	Concluding Community Asset Transfers	Financial Contributions to facilitate transfers
Waste transfer Stations/ Depots	Delivery of national recycling targets. Circular Economy	Service / facilities currently under review. Investment in restructuring the present portfolio with potential acquisition of additional land and new premises. Interim arrangements include leasing in temporary additional space.
<b>Communities</b>		
Day Centres for older people	<p>Changing demography of County - ageing population.</p> <p>Review of service to determine provision of future accommodation to deliver against legislative requirements and Council’s vision.</p> <p>Potential to develop Community Hubs</p>	<p>Incorporating provision within extra care scheme developments where appropriate.</p> <p>Review of current portfolio. Investment in core premises.</p> <p>Sharing accommodation with public sector partners the 3<sup>rd</sup> sector &amp; community organisations</p>
Day Centres for People with Learning Disabilities	Review of service to determine provision of future accommodation to deliver against legislative requirements and Council’s vision	Future requirements will be met around small strategically placed existing community based facilities and community hubs, involving refurbishments & relocations

Directorate / Property Category	Core Drivers for Change	Property Implications
Care Homes for the Elderly	Service currently under review to determine provision of future accommodation to deliver against legislative requirements and Council's vision	consider options for expansion on existing sites
Physical Disability Service	Legislative requirements Partnership working	Sharing accommodation with partner organisations. Investment in storage requirements to meet service needs.
Leisure, Cultural & Outdoor Recreation General	Financially efficient and Sustainable Making best use of indoor and outdoor assets Access for all (Socially / geographically) Meeting and driven by customer needs Working with partners to provide facilities Net Zero & circular economy principles, minimising waste Supporting and driving economic growth and tourism Well-being of Future Generations Evidence Social value of services Supporting the voluntary sector as providers of many 'grass-roots' facilities Demographics: ageing population; health inequality; and childhood obesity specifically	Ensuring buildings operate efficiently, reducing energy costs and maximising occupation 24/7 operating Hybrid delivery (physical / virtual) Range of delivery models: direct; lease; license; co-locations; partnerships and integration with other services (Health / Schools etc). Adaptive spaces Protecting our environment and promoting bio-diversity Accessing potential Shared Prosperity and other external funding streams to support investment

Directorate / Property Category	Core Drivers for Change	Property Implications
Leisure Facilities (Leisure Centres and Swimming Pools)	<p>Integrate and mainstream service to deliver on economic, educational and health outcomes</p> <p>Support Town Centre Regeneration</p> <p>Support Community Hubs</p>	<p>Deliver, integrate and operate new Leisure and wellness facility at Pentre Awel, Llanelli. Consider options for alternative use of existing Llanelli Leisure Centre</p> <p>Support Town Centre Regeneration in Carmarthen, integrating health and fitness offer with Health</p> <p>Complete site school / club infrastructure upgrades at Amman Valley Leisure Centre (Tack and All-weather pitch)</p> <p>Support Town Centre Regeneration in Ammanford with potential commercial leisure to help drive footfall and revenues</p> <p>Develop a new natural and artificial pitch provision strategy for the County</p>
Theatres	<p>Maintain current level provision for CCC operated Theatres at: Y Ffwrnes, Llanelli; Lyric, Carmarthen; and Miners, Ammanford</p> <p>Provide improvements in service delivery through innovative partnership arrangements</p>	<p>Ongoing investment in maintenance; technology and digital streaming capabilities</p> <p>Support investment (through external funding) in voluntary amateur companies and venues, including village halls</p>
Archives	National standards to protect and conserve important archive collections	Fully integrate the new Archive building at the rear of Carmarthen Library and maximise its potential for educational social and health related benefits.
Libraries	<p>Desire to meet National Public Library Standards.</p> <p>Aim to improve access and increase participation across the community</p> <p>Hybrid offer: physical; mobile; online; 24/7 vending kiosks</p>	<p>Review outreach services to include: Mobile; housebound; rural provision and kiosk / vending offer.</p> <p>Where possible consider co-location opportunities/asset transfer to reduce asset costs</p> <p>Develop themes of: Connect; Engage; Evolve; Partner; and Anchor (regenerating town / rural locations)</p>

Directorate / Property Category	Core Drivers for Change	Property Implications
Museums (including Dylan Thomas Boat House) & Art Galleries	<p>National Standards for museum provision</p> <p>Growth in tourism and in user Expectations</p> <p>Promoting and strengthening the unique Culture of Carmarthenshire</p> <p>Growing collections</p> <p>Co-location and multi-purpose sites</p>	<p>Continued development and maintenance of: County Museum in Abergwili (linking with Tywi Gateway Trust for gardens, and integrating with Tywi Valley Cycle path); Parc Howard (working alongside Town Council and friends groups to develop a new café offer)</p> <p>Completion of new Museum of Land Speed, Pendine (as part of wider attractor project) from 2023.</p> <p>Develop a long-term plan for the future of Kidwelly Industrial Museum</p> <p>Develop an accessible Museum storage facility as part of Carmarthen Town Centre Regeneration project, working in partnership with the National Museum for Wales</p> <p>Delivery of Oriel Myrddin re-furbishment and expansion project, supporting independent trust through transition to opening summer 2024</p>
Outdoor Recreation	<p>Outdoor education and learning as part of curriculum in Wales.</p> <p>Driving inwards investment, through regeneration and tourism</p> <p>Environment (Wales) Act 2016</p>	<p>Continued investment in strategic facilities such as Country Parks and the MCP to drive income and help cross-subsidise non-statutory elements of service.</p> <p>Enhancing facilities along our Carmarthenshire Coastline to include motorhome provision</p> <p>Delivery and management of Pendine attractor site working with Pendine Community Council to include 42-bed hotel; F&amp;B offer; outdoor play facilities; enhanced parking and motorhome provision</p> <p>Coastal protection and environmental enhancement works.</p> <p>Alternative model of provision for Outdoor Education Centre and service.</p>

## 6. THE EXISTING PORTFOLIO AND CURRENT PERFORMANCE

We have highlighted above our key priorities together with a high-level summary of service property requirements. This section summarises our current portfolio and how well it meets current and future needs. A detailed analysis is contained in Appendix A

### WHAT DO WE OWN AND OCCUPY?

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

There are 252 stalls / shops in the Provisions Markets and some 412 industrial units. The non-operational (investment) portfolio comprises some 108 commercial properties, made up of a mixture of ground rents and primarily retail units together with land holdings awaiting development. In addition, the Authority manages over 9,000 Council houses which are subject to a separate asset management plan.

A programme of reconciliation is undertaken between the records held by individual service departments and the council's asset register. There is a five-year rolling programme of valuations with 20% of the portfolio valued each year. The non-housing portfolio has an estimated value of £891 million. Due to market fluctuations in relation to construction costs and material increases in the housing market the relevant asset valuations were indexed linked as at March 31, 2022. It should be noted that due to the nature of our portfolio and accounting requirements the valuation in the accounts does not represent the market value.

Department	Main Category	No. in Portfolio
<b>Chief Executives</b>	Admin Building/Office	14
	Commercial Estate Property	108
	County Farm	24
	Depot	7
	Industrial Estate	20
	Market	2
	Mart	4
	<b>Communities</b>	
	Care Home	7
	Country Park	3
	Day Centre	5
	Gallery	1
	Leisure Centre	6
	Library	14
	Museum	3
	Theatre	3



<b>Education &amp; Children</b>		
	Community Centre	2
	Primary School (incl Church Schools)	95
	Secondary Schools	12
	Special Schools	2
<b>Place and Infrastructure</b>		
	Car Parks	55
	Parks	12
	Public Convenience	9

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

### **WHAT'S THE CONDITION OF OUR ASSETS?**

A desktop review of condition data highlighted no change in properties assessed as satisfactory and a slight reduction in good performing assets. A similar small reduction in poor performing assets was found alongside an increase in assets assessed as bad. It is important to note however that these assessments are primarily desktop exercises based on building inspectors' knowledge with an average applied for sites with more than one establishment.

A team of four property condition surveyors has been established within Place and Infrastructure to undertake detailed inspections, scheduling works required and associated costs. The team has just finished its first year of a five-year programme where the aim will be to complete surveys on all our non-housing portfolio. The first year focused primarily on our rural estate together with an element of our administrative portfolio. The remaining assets have been prioritised with the educational portfolio being the focus of surveys over the coming year. Progress of the 5-year programme of surveys will be monitored and reviewed on a 6 monthly basis.

A more detailed survey of our estate is likely to identify additional issues which could bring assets currently viewed as satisfactory into a lower grade of poor or worse in condition terms. A recent example would be Town Hall Kidwelly which was classed as poor, but subsequent detailed surveys highlighted major structural issues with the premises with significant remedial costs.

By improving its information on the Council's buildings, the Maintenance Division will be able to produce a planned programme improving strategic decisions on service review and future funding pressures. It will be essential in delivering future property rationalisation and reinvestment programmes to continue the drive for further improvements required in this area.

Condition surveys of our rural estate have recently been completed and has been the subject of a report to Cabinet on maintenance and other matters affecting the portfolio. The condition survey team is now looking at a prioritised approach across the remaining administrative, depot, educational Leisure and social care portfolios.

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

The current capital maintenance programme shows a three-year requirement of over £35 million. This estimate mainly covers essential issues known to service providers and property inspectors. The total scale of the backlog to bring about the required uplift in condition category is anticipated to be significantly higher.

The maintenance budget in the 5-year Draft Capital programme has been set at approx. £2.8m for 2023/24, around £3.25m for 2024/25 and approx. £3m for the remaining 3 yrs.

## **WHAT DOES THE ESTATE COST TO RUN?**

The total premises related costs for 2021/22 was approx. £19.5m covering repairs & maintenance, energy, business & water rates, rents, cleaning and insurance costs. In comparison with the 2019/2020 financial year (approx. £18.4 m) there was an increase of around £1.1m. Whilst the Council has been able to mitigate the effect of some of the utility increases through its procurement process in this period, the general increase in energy on new acquisitions together with other factors such as inflation on construction related activities has brought about additional costs.

The increase has had a greater impact across certain portfolios such as leisure and Education.

Unsurprisingly, the premises related costs fell for the majority of sites during the 2020/2021 period to approx. £16.7m with less use or closure of certain asset categories during the Pandemic.

Whilst the Council has benefitted from lower fixed tariffs with energy suppliers, the review of contracts for 2023 onwards will inevitably increase costs and add to the financial pressures. It's currently estimated that the increased tariffs on gas and electricity across our non-housing portfolio will result in a requirement for an additional £8 million.

## **HOW SUITABLE IS THE ESTATE TO THE USERS AND SERVICES?**

In comparison with previous assessments, the outcome of recent suitability and sufficiency surveys has not highlighted significant changes in the views of services. These assessments cover a range of criteria such as location, connectivity, parking etc. depending on the use being made.

They should not be confused with condition surveys and results, which has been referred to previously and is undertaken by building inspectors.

Approximately 86 % of the portfolio is seen by the services operating the assets as either good or satisfactory in terms of suitability and the criteria mentioned above. In terms of space requirements (sufficiency) approximately 90% of the Council's stock is seen as good or adequate. Services will need to continue to challenge property

suitability in order to strengthen service asset management plans as part of business planning and ensuring robust linkages with capital requirements and the Corporate Strategy.

## HOW SUSTAINABLE IS THE ESTATE?

We approved a [Net Zero Carbon \(NZC\) Plan](#) on 12<sup>th</sup> February 2020 following the declaration of a Climate Emergency and our commitment to become a NZC local authority by 2030.

The Plan is a living document that consciously adopts a pragmatic approach by focusing on measurable, operational issues within our control. The scope includes carbon emissions (tCO<sub>2</sub>e) from our non-domestic buildings including schools.

The Plan requires performance reports on progress towards becoming a net zero carbon local authority by 2030 to be published annually.

The [first NZC Plan Progress Report](#) (March 2021) reflected on our 2019/20 carbon emissions.

The [second NZC Plan Progress Report](#) was approved by Cabinet in October 2022 and reflects on our 2020/21 carbon emissions.

Below is a summary of our property related achievements from the above plans towards becoming a net zero carbon local authority -

- Our [Re:Fit Cymru Phase 1 project](#) was completed in 2022 and is projected to save £315,726 and 675 tonnes of carbon equivalent (tCO<sub>2</sub>e) each year – these savings being guaranteed by Ameresco, our Re:Fit Cymru service provider, under an Energy Performance Contract. We are currently in discussions with Ameresco to develop a new and significant larger Phase 2 project for approval in 2023. We have recently secured Welsh Government Low Carbon Heating feasibility funding for six primary schools that are currently heated by oil
- We are developing a 'Fabric First' methodology to new build construction projects to ensure a high level of energy efficiency for new facilities entering our building portfolio. This is underpinned by a commitment to incorporate the quality assured 'Passivhaus' Standard. Several of our new building, including schools, have achieved Passivhaus Standard certification and thus deliver enhanced performance in terms of energy usage and internal environment:
- We are currently rolling out of a comprehensive programme of 'smart' meter installations for our gas, electricity, and water meters. This will enable consumption data to be automatically imported daily to our SystemsLink energy management software system to provide enhanced data accuracy that enables us to better identify opportunities for savings.

- We have engaged GEP Environmental to produce a bespoke emissions trajectory tool which will enable us to develop various reduction scenarios to establish milestone targets. These scenarios will be costed to address the recent Audit Wales Public Sector Readiness for Net Zero Carbon by 2030 recommendation for all Welsh public bodies to fully cost their NZC Plans. This work will feature in our revised NZC Plan to be published in 2023.
- A strategic cross departmental group has been set up to review the Councils Land holdings to highlight opportunities for energy generation, tree planting, enhancing biodiversity and Phosphate mitigation among other matters.
- To date our rural and bare land holdings has provided tree planting opportunities on 5.71ha. This area will be used to provide native broadleaved woodland and will be planted over winter 2022 to 2023 under the Welsh Government Glastir Woodland Creation (GWC) scheme. The area comprises three fields in Tregib, Llandeilo; Pendre, Kidwelly and Maesdewi, Llandybie previously used for grazing purposes.
- The Council's Energy team has reviewed our land holdings to identify 5 priority sites to take forward with the WG Energy Service. With the assistance of the Energy Service, feasibility work will be undertaken in relation to the potential for energy generation across these candidate sites.

Aligning with our keys aims and priorities, and the recommendations of the Audit Wales Springing Forward (Asset Management) review summarised below-

R1- The Council needs to apply and embed the sustainable development principle in the way it plans, delivers and monitors the management of its assets

R2- The Council needs to improve the performance management of its assets

The focus for our Land and buildings in connection with NZC 2030 will be

- **The reduction of our administrative estate through hybrid working**
- **Investment in the retained stock to make it as efficient as possible**
- **Ensuring through the design process that the effect of new developments, acquisitions and refurbishments are mitigated in relation to our present current carbon footprint**
- **Ensuring that we make the best use of our land holdings to meet Energy generation, bio diversity, carbon sequestration ,food production and phosphate mitigation aims.**
- **Reporting on a programme of acquiring Display Energy Certificates, condition reports and desk monitoring for all relevant premises for the purposes of future performance monitoring. (See action plan below)**

## 7. ACTION PLAN 2023 – 2028

Below are the Council's key actions relating to its property portfolio and related matters. Our achievements on key aims highlighted in the previous corporate AMP are in the performance summary in appendix A.

ACTION	PRIORITIES	WHEN	BY WHOM
Investment in strategic sites to promote economic growth.	<ul style="list-style-type: none"> <li>• Complete Pendine Attractor Project</li> <li>• Deliver refurbishment of Market Hall Llandeilo</li> <li>• Develop plot 3 Cross Hands working in partnership with Welsh Government and the Active Building Centre</li> <li>• Complete delivery of mixed-use scheme on former YMCA Llanelli</li> <li>• Deliver Carmarthen Hwb Project</li> <li>• Complete Phase 1 Pentre Awel</li> <li>• Complete delivery of mixed-use scheme in Market Street North Llanelli</li> <li>• Deliver Tywi Valley Cycle track</li> </ul>	<p>Jan 2023</p> <p>March 2023</p> <p>Summer 2023</p> <p>Sept 2023</p> <p>Spring 2024</p> <p>Autumn 2024</p> <p>Dec 2024</p> <p>Spring 2025</p>	Chief Executives-Regeneration & Property

Ensuring our assets contribute to our commitment of being a net zero carbon local authority by 2030	<ul style="list-style-type: none"> <li>Rationalise Administrative Estate to reduce CCC Carbon Emissions</li> </ul>	2023-2025	Chief Executives-Regeneration& Property
	<ul style="list-style-type: none"> <li>Review landholdings to highlight opportunities for energy production, tree planting, enhancing bio diversity</li> </ul>	2023-2024	Land Use-Strategic Review Group
	<ul style="list-style-type: none"> <li>Review current stock and deliver second phase of salix funded investment</li> </ul>	2023-2024	Place and Infrastructure - Energy
	<ul style="list-style-type: none"> <li>Energy team to provide programme of acquiring display Energy Certificates for all relevant CCC portfolios</li> </ul>	March 2023	Place and Infrastructure - Energy
	<ul style="list-style-type: none"> <li>Baseline data from Current Display Energy Certificates to be supplied by Energy Team</li> </ul>	April 2023	Place and Infrastructure – Energy
Supporting the regeneration of our rural communities	<ul style="list-style-type: none"> <li>Review Rural Estate for opportunities to diversify</li> </ul>	2023-2025	Chief Executives-Regeneration
	<ul style="list-style-type: none"> <li>Deliver rural regeneration via Ten Towns scheme</li> </ul>	2023+	
Ensure our assets are fit for purpose	<ul style="list-style-type: none"> <li>Review of Carmarthenshire’s MEP Programme</li> </ul>	Autumn 2023	Education and Children’s Services
	<ul style="list-style-type: none"> <li>Redevelopment of Oriel Myrddin Gallery</li> </ul>		
	<ul style="list-style-type: none"> <li>Complete infrastructure upgrades at Amman Valley Leisure Centre</li> </ul>	June 2024	Communities
			Communities

	<ul style="list-style-type: none"> <li>• Undertake prioritised programme of condition surveys</li> <li>• Improve Performance monitoring and reporting on Condition, space usage and energy performance. (Springing Forward Asset Management Audit Wales)</li> <li>• Baseline data set for portfolios subject to condition reports</li> <li>• Outline programme of remaining Condition Surveys</li> <li>• Delivery of new depot – Waste Strategy</li> <li>• Review of Care Homes</li> </ul>	<p>Sept 2023</p> <p>2022-2027</p> <p>2023+</p> <p>March 2023</p> <p>April 2023</p> <p>2023-2025</p> <p>2023+</p>	<p>Place and Infrastructure – Design and Maintenance</p> <p>Chief Executives-Regeneration &amp; Property/ Place and Infrastructure</p> <p>Place and Infrastructure – Design and Maintenance</p> <p>Place and Infrastructure – Design and Maintenance</p> <p>Place and Infrastructure - Waste</p> <p>Communities</p>
Supporting Community Assets	<ul style="list-style-type: none"> <li>• Continue to support request to transfer assets to continue service delivery</li> <li>• Transfer of Y Gat St Clears to Town Council</li> <li>• Review of St Clears Leisure Centre</li> </ul>	<p>Ongoing</p> <p>April 2023</p> <p>Ongoing</p>	<p>Chief Executives-Regeneration</p> <p>Communities</p> <p>Communities</p>
Promote and build on collaborative working	<ul style="list-style-type: none"> <li>• Monitor &amp; review use of Llandeilo Public Sector Hub</li> </ul>	<p>2023-2024</p>	<p>Chief Executives-</p>

with public sector partners	<ul style="list-style-type: none"> <li>• Pentre Awel Phase 1</li> <li>• Carmarthen Hwb redevelopment</li> </ul>	October 2024 Autumn 2024	Regeneration & Property
Reducing corporate revenue costs	<ul style="list-style-type: none"> <li>• Utilise hybrid working to rationalise Administrative Estate and associated premises related costs</li> <li>• Occupeye Desk monitor system to be installed post BWoW programme across various sites June – Dec 2023</li> </ul>	2023 - 2025  June – Dec 2023	Chief Executives-Regeneration & Property / Transformation property Workstream
Generating capital receipts	<ul style="list-style-type: none"> <li>• Deliver 5 year Capital Receipt Programme to support front line services</li> </ul>	2023-2028	Chief Executives-Regeneration & Property

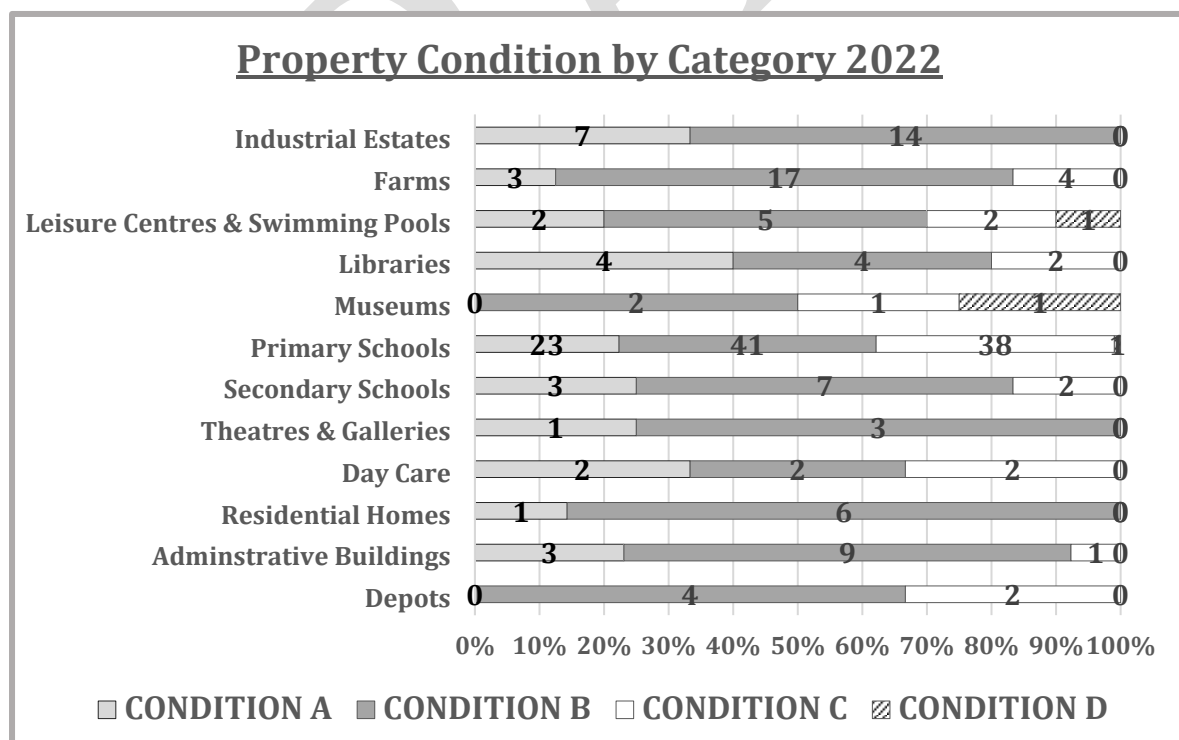


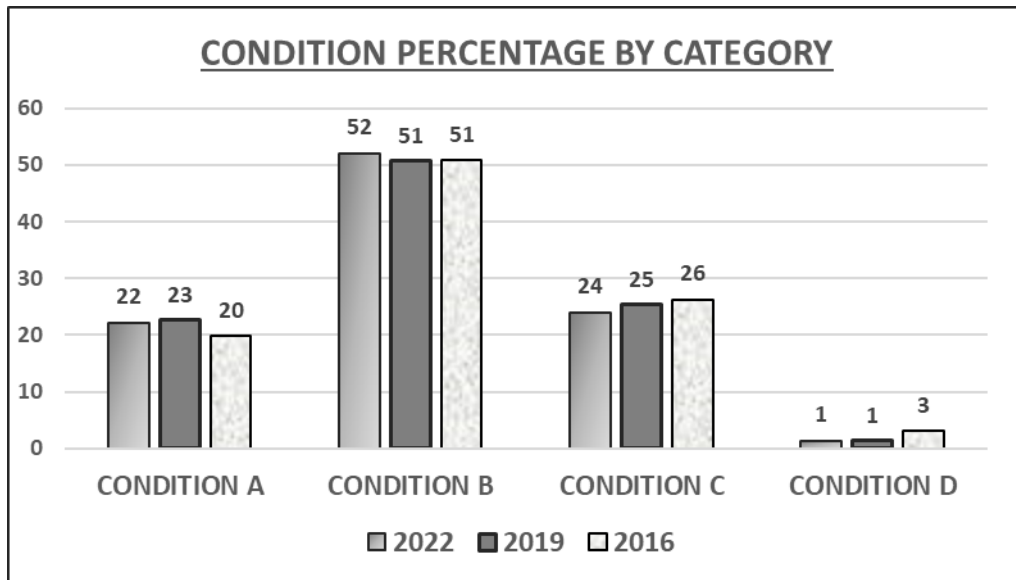
## APPENDIX A – PERFORMANCE / OUTCOMES

### Property Condition by Category

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

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





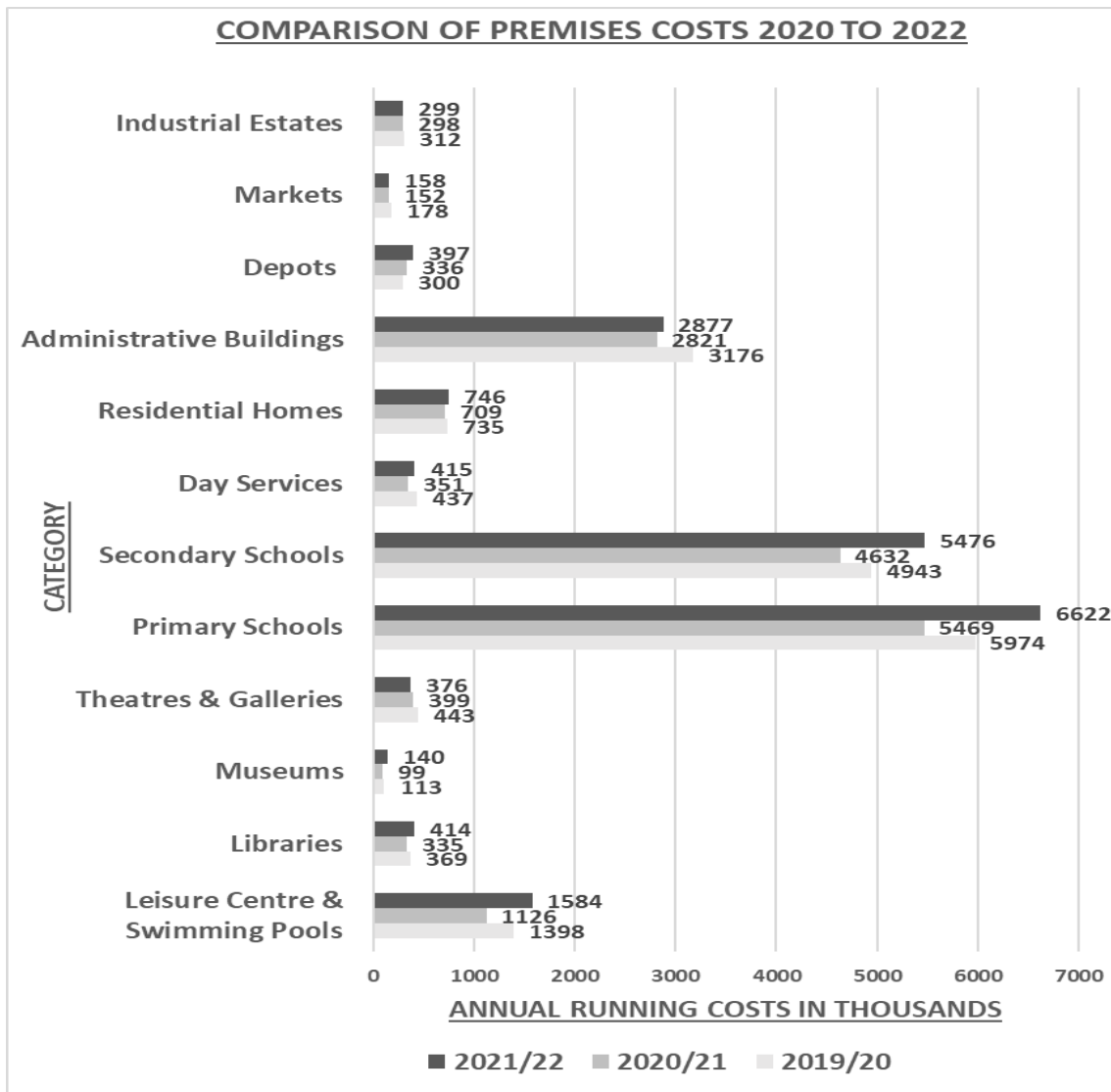
The desktop review of condition data highlighted no change in properties assessed as satisfactory (B) and a slight reduction in good performing assets (A). A similar small reduction in poor performing assets was found alongside an increase in assets assessed as bad (D)

The data is however primarily based on desktop assessments, and as referred to in the main report, a team of property condition surveyors has been established to undertake detailed inspections. These inspections will allow us to have a far better understanding of any works required together with associated costs.

The detailed inspections may well highlight unknown issues which could move certain assets into lower condition grades as the programme of inspections progress. The information will improve strategic decisions on service review and future funding pressures.

### Running Costs

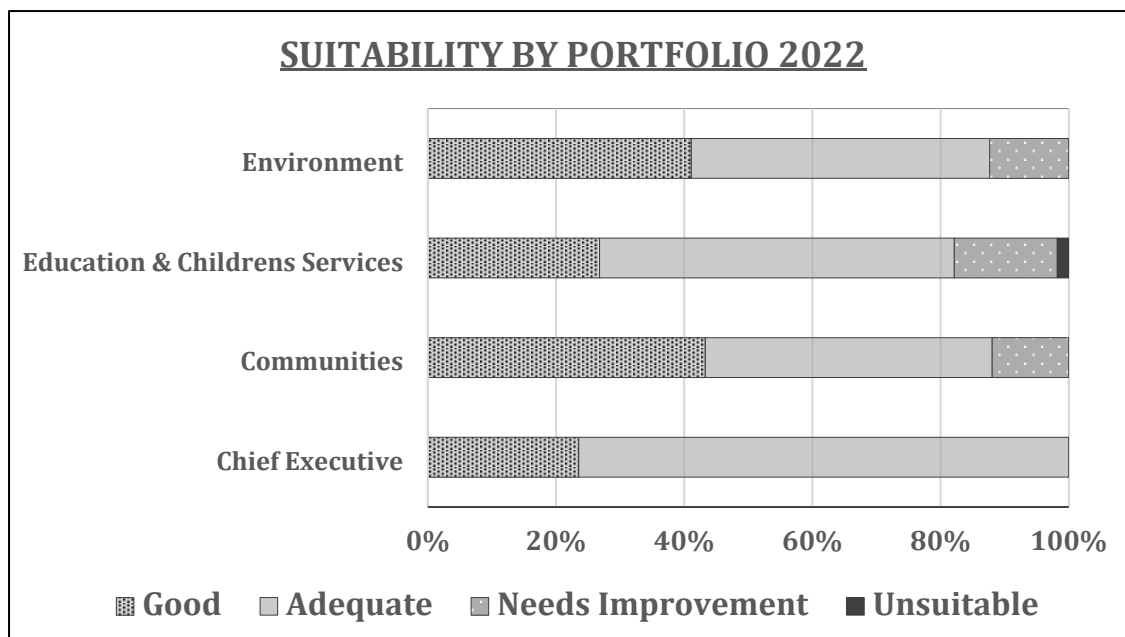
The table below shows the data on premises related costs for the main portfolios within the operational portfolio. As with previous years the Authority's schools show the highest running costs followed by administrative buildings and leisure facilities.



### Suitability of Properties

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

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



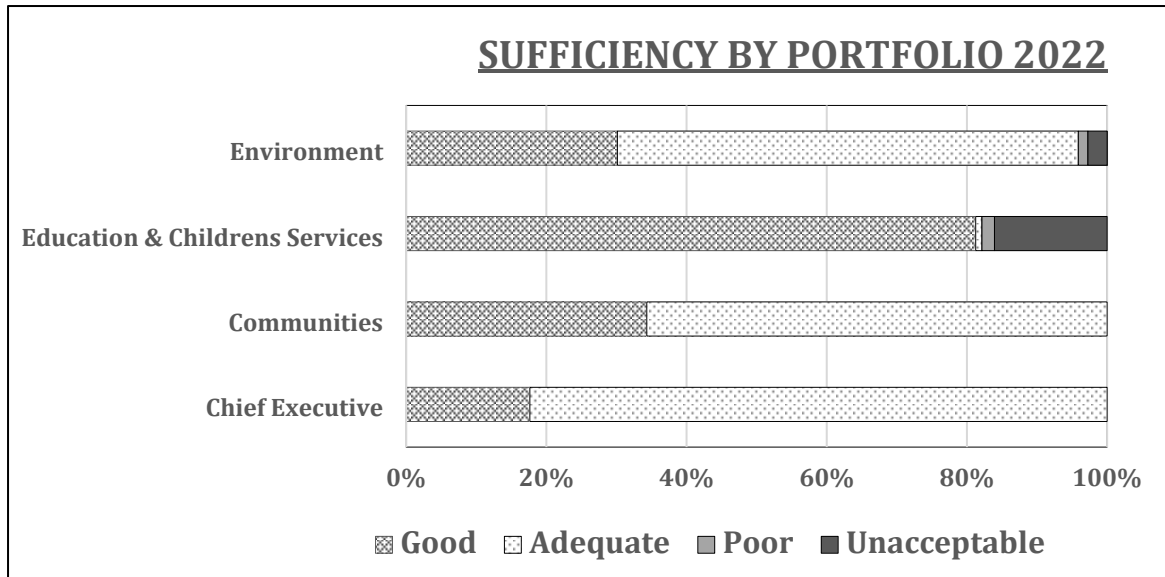
A comparison with previous suitability assessments has not shown significant changes in outcomes. This is not surprising as the assessment criteria do not normally produce major variations unless services find location requirements have altered in terms of the client base or building layouts and IT infrastructure for example require significant alterations to render the asset unsuitable.

In addition to suitability, the current emphasis on condition surveys, coupled with the sufficiency data below (i.e., does the asset provide enough space for current and future needs) will allow an opportunity for services to robustly challenge whether their portfolios continue to be fit for purpose and what options are available.

### **Sufficiency of Properties**

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

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



A comparison with previous sufficiency assessments has not shown significant changes in results. Education and Children’s Services has the greater number of unacceptable assets, primarily due to pressures on pupil numbers and capacity issues in certain locations. Several Depots in Place and Infrastructure are at capacity, however, the portfolio is currently under review in order to try and address these matters.

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## **PREVIOUS AMP KEY AIMS AND OUTCOMES TO DATE**

<b>KEY AIM</b>	<b>BY WHEN</b>	<b>BY WHOM</b>	<b>OUTCOME</b>
Undertake substantial infrastructure and premises related investment & continue to support the capital investment programme with strategic land acquisitions and disposals	Ongoing	Chief Executives-Regeneration	<p>Phase 2 of the Cross Hands East Strategic Employment site has been completed. Property Development fund assisted development has been assisted on plot 4 of phase 1. A further site is under construction on plot 7. There is a current property development fund application being progressed through Welsh Government for plot 5. The County council is developing its own office and industrial provision on plot 3 working in partnership with Welsh Government and the Active Building Centre to seek a net zero carbon facility in operation</p> <p>The Pendine Attractor project is nearing completion which will result in the development of new all year-round tourism facilities including, Caban 44 bed hostel, Land Speed Museum, Sands sports area, event area, exhibition space, playground, overnight motor-home site and improved car parking provision.</p> <p>Works to bring Llandeilo Market Hall back into economic use are also nearing completion. The grade 2 listed building will on completion provide, a cafeteria, lettable office / retail space, commercial units and a multi- purpose events area.</p>
			<p>We have supported the Council's Regeneration Masterplan for Llanelli town centre by acquiring 15 properties and 1 development site that were vacant and underutilised, with a view to bringing these properties back into beneficial use to support the town centre economy. These property acquisitions have enabled three strategic town centre commercial development opportunities to be assembled. Two of these opportunities former YMCA and Market Street North have been successful in obtaining Welsh Government and Housing</p>

			<p>funding to redevelop mixed use properties which will include commercial and residential space.</p> <p>We have supported the delivery of Carmarthen Town Centres Economic Recovery Plan by acquiring the former Debenhams store to enable the development of a public services hub facility that will see Health, Education, Leisure and Customer Services facilities all co-located in one building within the town centre.</p> <p>We have assisted with increasing the Council's housing stock by acquiring privately owned houses that have been upgraded where required and then made available for much needed affordable housing. To date we have purchased 192 properties, with a value of approximately of £16.5m. In 2022/3 we have so far purchased 5 properties (total cost of just over £800k) with terms agreed and/or solicitors instructed on a further 12 properties (total cost just under £2.3m). This is against the original scheme target of 187 acquisitions.'</p> <p>The original target under the 5-year Housing plan was to acquire 187 homes by 31st March 2021. This target was met a year early on 20th March 2020. The scheme was suspended throughout the Pandemic and restarted in February 2022.</p> <p>Land and property acquisitions were undertaken to enable the delivery of several significant highway schemes, including a new £10m link road between Cross hands and Maesybont road and a £1.8m improvement at Tirydail lane roundabout Ammanford. Negotiations continue with various landowners to acquire the necessary sites in order to deliver the £8m Towy Valley Cycle path scheme.</p>
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Ensuring our assets contribute to our commitment of being a net zero carbon local authority by 2030	2019-2030	Environment – Energy Chief Executives- Regeneration	Phase 1 of the re-fit project has been completed. This involved a £2.5m interest-free loan secured from Welsh Government's Wales SALIX Funding Programme to deliver energy and water efficiency opportunities in non-domestic buildings including schools. Scoping opportunities for a second phase is already underway.
Ensuring properties are fit for purpose	Ongoing	Environment - Maintenance	A condition survey team has been set up in the Property Maintenance Section which is undertaking a rolling programme of surveys. These surveys will be integral to improving data on backlog maintenance and moving to a planned programme of maintenance. The Councils Farms have recently been surveyed along with elements of the administrative estate. Remaining portfolios are being prioritised based on service requirements and plans.
Sustaining Community Assets	2019 -2022	Chief Executives- Regeneration	95% of park and playground facilities have now been transferred or nearing completion under Carmarthenshire County Council's asset transfer programme with Town and Community Councils and numerous other organisations now managing and maintaining these assets under long leases.
Promote and build on collaborative working with public sector partners	Ongoing	Chief Executives- Regeneration	A Public Sector Hub has been opened in Llandeilo Municipal Offices. The offices will be shared with partners and usage monitored to inform future strategy on vacant space identified as a result of implementing the above office accommodation plan and the opportunities to expand such facilities.
Support premises related revenue savings	Ongoing	Chief Executives- Regeneration	The Regeneration section is co-ordinating the Council's Office Accommodation Plan as part of the Transformations BWoW workstream to deliver the benefits of Hybrid Working. It will allow a greater use of our resources to meet net zero carbon commitments and deal with revenue pressures stemming from significant increases in premises related costs and enable greater joint working with Public Sector Partners.



<p>Meet Capital Receipt targets of £3.141 m (2019-20); £2.1m (2020-21); £2.126m (2021-22)</p>	<p>2019 -2022</p>	<p>Chief Executives-Regeneration</p>	<p>Capital receipts achieved from the sale of surplus Council property are an important funding source for the Council's capital programme. In 2019/20 £2,74 million of capital receipts were generated against a target of £3,141 million. The target for 2020/21 was £2.1m. however the effect of the pandemic on marketing and sales resulted in £260k being achieved. The target of £2.126m in 2021/22 was exceeded with £2.126m being received.</p>
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