

CABINET MEETING: 14 JULY 2016

CORPORATE ASSET MANAGEMENT PLAN 2016/17

REPORT OF DIRECTOR OF ECONOMIC DEVELOPMENT

AGENDA ITEM: 4

**PORTFOLIO: CORPORATE SERVICES & PERFORMANCE (COUNCILLOR
GRAHAM HINCHEY)**

Reason for this Report

1. To enable Cabinet to consider and approve the Corporate Asset Management Plan (CAMP) for 2016-2017.

Background

2. In November 2014 the Council, for the first time, adopted a five year Corporate Property Strategy (2015-2020), which set out a framework within which all property related issues can be addressed in a structured manner. The Strategy established clear 5 year targets designed to deliver the objectives relating to Modernisation, Rationalisation and Collaboration. The CAMP is an annual document which serves as the implementation vehicle for the Strategy. The annual targets within the CAMP contribute towards the 5 year targets in the Property Strategy.
3. The CAMP sets out various information and objectives for the operational estate. It sets out key data, reinforces overarching principles for the strategy of the estate, summarises what was achieved the year before, what is planned for the year ahead and provides explicit targets relating to the reduction in the size and cost of the estate.
4. The Council's estate is vast and running the estate is the second highest cost to the Council after staff. The ongoing changes within the Council to the way it delivers services has a strong link to the Council operational property estate and offers opportunity to review the way it operates. This supports the key three themes of the Corporate Property Strategy; Modernisation, rationalisation and collaboration.
5. Operational property is directly managed by the Council either to deliver services to the public through properties such as schools, libraries, leisure centres and day care facilities etc. or to facilitate service delivery via back office, operations and depot facilities. The operational estate consists of:

- 441 operational properties
- Total operational Gross Internal Area GIA (floorspace) over 7,750,016sqft (720,000 sqm)
- 63% of the operational GIA relates to schools
- Maintenance Backlog is estimated at over £100m
- Operational running cost 2015/16 was circa £35m

Issues

6. Property asset management is a key strategic activity which aligns service strategies with the property estate. It ensures optimisation of property assets in a way which best supports the organisations business goal and objectives.
7. The requirement for asset management is based on treating property as a corporate resource. The importance of the corporate approach is due to the significant costs and value of the Council estate and its importance in assisting with the delivery of effective Council services. Property can also act as an enabler for service change and modernisation.
8. The overarching principles for the asset management of the Council estate is best summarised in the Property Strategy strapline 'Fewer but better buildings'. The key principles of rationalisation, modernisation and collaboration essentially work towards a smaller, more efficient and fit for purpose modern estate. The targets set out in the CAMP include reducing the maintenance backlog, reducing running costs and generating capital receipts.
9. The CAMP provides a snapshot at a given point in time however, the nature of the property market and changes in demands on services means asset management is a dynamic operation.
10. The targets and end of year achievements for the CAMP 2015/16 are shown below.

		Building GIA (sqft)	Maintenance Backlog	Running Cost (14/15)	Capital Receipts
Achieved 2015/16	Achieved figure	274,083	£4,440,123	£987,867	£6,869,352
	Percentage	3.5	4.3	2.7	n/a
Reported AMP target 2015/16	Target figure	273,549	£4,300,000	£1,620,000	£6,200,000
	Percentage	3.5	4.1	4.5	n/a

11. In regards to running cost reduction, some transactional delays and review of project timescales resulted in affected properties being moved from the 2015/16 programme to 2016/17. Therefore the proposed revenue savings will still be made however they will be realised at a later date than first anticipated.
12. The new targets for this year's CAMP are:

	Building GIA (sqft)	Maintenance Backlog	Running Cost (14/15)	Capital Receipts
Target figure	325,651	£4,500,000	£1,600,000	£7,300,000
Target Percentage	4.2	4.3	4.4	n/a

13. The CAMP will be implemented through the Asset Management Board which is chaired by the Chief Executive. This board provides a strategic and corporate oversight across the Council's objectives. The board is supported by the Asset Management Working Group, a group of senior managers from across various service areas who assess and review opportunities to make better use of the estate in more detail.
14. In addition to the internal Council review of the estate the CAMP will also consider opportunities to work closer with other public sector partners. There will be quarterly meetings with Chief Executives from other public sector bodies which will deliberate ideas to better collaborate and this will be supported with bi-monthly working group meetings with property managers who will deliberate and implement ideas.
15. The CAMP will also align with the Operational Development Programme to ensure a structured approach that aligns with other Council objectives.

Conclusion

16. The CAMP sets out objectives and targets for the Council's property estate. The overarching principles being to continuously challenge the estate in order to make it more efficient and modern.

Local Member consultation

17. Member engagement will take place throughout the implementation of the plan.

Reason for Recommendation

18. To enable Cabinet to consider the 2016-17 asset management progress, objectives and principles.

Financial Implications

19. This report has no direct financial implications. Property assets used by the Council influence a significant part of service delivery and also form a large part of the revenue and capital budget of the authority. A sustainable and efficient property portfolio, based on a Corporate Asset Management Plan, will result in savings in expenditure and allow prioritisation of limited resources to assets essential in delivering improved services.
20. The budget report 2016/17 highlighted the need for the Council to make savings in relation to its property estate. The release of property, based on a Corporate Asset Management Plan, will result in savings in revenue

expenditure from the operating costs of holding property. These will contribute towards the additional savings target of £1.25M proposed from office accommodation under the 'Addressable Spend' part of the budget.

21. The budget report has also consistently highlighted the need for the Council to undertake additional borrowing in order to support the Council's Capital Programme. The capital programme includes allocations to address property condition as highlighted in this report, however significant allocations are not affordable and relinquishment of assets can help minimise the backlog and allow the resources that do exist, to be prioritised on assets that are intended to be retained and essential in service delivery.
22. The budget report 2016/17 indicated that within the financial climate of reducing revenue resources it is clear that all necessary actions must be taken to reduce both initial capital expenditure by accelerating a reduction in the Council's asset base within a limited timeframe and also the subsequent need to borrow.
23. The role of the Asset Management Board is key in ensuring strategic and affordable choices are made in relation to property retention, acquisition and disposal, securing holistic solutions which consider both revenue and capital budgets.
24. This report highlights a range of property Initiatives, such as reducing the size of the estate, reducing the maintenance backlog, reducing running costs and generating capital receipts. These initiatives potentially have a range of differing financial implications which will need to be considered in conjunction in Financial Services, as the strategy is implemented. The financial implications of such initiatives will be reported as part of the Asset Management Board arrangements, identified in the report.
25. Properties identified for disposal should be done so promptly in order to minimise revenue costs associated with holding onto surplus property

Legal Implications

26. The Council has an obligation to ensure value for money in its management, acquisition and disposal of land and property as public assets

RECOMMENDATION

The Cabinet is recommended to approve the attached 2016/17 Corporate Asset Management Plan.

Neil Hanratty

Director

8 July 2016

The following appendix is attached:

Appendix 1: CAMP 2016-17



CORPORATE ASSET MANAGEMENT PLAN 2016/17

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1 EXECUTIVE SUMMARY





In November 2014 the Council adopted a five year Corporate Property Strategy (2015-2020), which set out a framework within which all property related issues can be addressed in a structured manner. The Strategy established clear 5 year targets designed to deliver the objectives relating to Modernisation, Rationalisation and Collaboration.

In 2015/16 the City of Cardiff Council produced its first Corporate Asset Management Plan (CAMP). The CAMP is an annual document which serves as the implementation vehicle for the Strategy and is aligned to the Council's Corporate Plan 2015-2017. The annual targets within the CAMP contribute towards the 5 year targets in the Property Strategy.

This is the second CAMP which sets out the strategic direction for the Council's estate for 2016/17 with explicit targets and objectives for the year ahead. The four key targets are; to reduce the annual running cost of the estate, decrease the maintenance backlog, reduce the size of the estate and deliver capital receipts.

The Operational Estate comprises assets used to deliver or support Council services. The Strategic Estates Department manage the strategic direction of the estate. The principle of a corporate landlord model is to be further developed through 2016/17 to ensure the Council manage its vast estate in a strategic manner.

The asset management process and achievement of targets is supported by a detailed master schedule of operational property. Each Council owned asset is frequently reviewed to assess whether action is required. This schedule of actions is dynamic and can be subject to regular change due to a range of factors.

The key theme that sets the direction of the estate is the principle of '**Fewer, but better buildings**'. The Council's estate is vast and running the estate is the second highest cost to the Council after staff. The ongoing changes within the Council to the way it delivers services has a strong link to the Council operational property estate and offers opportunity to review the way it operates and is an enabler for change. This supports the key three themes of the Corporate Property Strategy; Modernisation, rationalisation and collaboration.

Modernisation:

The Council is working towards a more modern portfolio of assets which; operate in line with the 21st Century requirements of the Authority, cost less to run and are not in need of costly repair. Last year the Council delivered the Pontprennau School and Central Library Hub, which are great examples of what the estate should look like going forward.

Rationalisation:

The Council can reduce the size of its estate through the rationalisation of property in various forms. It can sell surplus assets to generate capital receipts, it can relinquish leasehold interest to make revenue savings, it can lease out properties to generate an income and it can offer assets to the community through the Community Asset Transfer (CAT) route.

2015/16 saw good examples of this approach. The Council sold the former Clare Road Depot which generated a capital receipt and also provided a regeneration opportunity within Grangetown. The YMCA took over the Plasnewydd Community Centre through a Community Asset Transfer, this saved the Council the cost of running the property but still maintained an important community provision in the area.

Collaboration:

The wider public sector estate is substantial in Cardiff. The scale and variety of the estate, combined with the vast public sector services being provided from the assets, provides an excellent platform for collaboration. In 2015/16 the Council had many discussions with public sector partners and progressed a wide range of schemes, for example, the new HUB at Llanishen Police Station and the Maelfa development in Llanedeyrn.

To summarise, the Council will continually review and challenge the estate in order to provide a better, more efficient estate that aligns with the Council's vision and change in service needs.

The table below shows the Corporate Asset Management Plan targets and achievements from 2015/16, and the new targets for the CAMP 2016/17.

	CORPORATE ASSET MANAGEMENT PLAN TARGETS			CORPORATE PROPERTY STRATEGY 5 YEAR TARGET 2015 - 2020
	2015/16	2015/16	2016/17	
	TARGET	ACHIEVED	TARGET	
Capital Receipts	£6.2m	£6.8m	£7.3m	Capital Receipts Secure £20m capital receipts by 2020
GIA	3.5% <small>REDUCTION</small> 25,414 sqm 273,549 sqft	3.5% <small>REDUCTION</small> 25,463 sqm 274,038 sqft	4.2% <small>REDUCTION</small> 30,254 sqm 325,651 sqft	Gross Internal Area <small>(GIA)</small> Reduce the GIA of operational buildings by 15% by April 2020.
Running Costs	4.5% <small>REDUCTION</small> £1,620,000	2.7% <small>REDUCTION</small> £987,867	4.4% <small>REDUCTION</small> £1,600,000	Running Costs Reduce the running cost of operational buildings by £5m by April 2020
Maintenance Backlog	4.2% <small>REDUCTION</small> £4,300,000	4.3% <small>REDUCTION</small> £4,440,123	4.3% <small>REDUCTION</small> £4,500,000	Maintenance Backlog Reduce the maintenance backlog by £20m by April 2020

The results show for 2015/16 that the targets for reducing floor space, maintenance backlog and achieving capital receipts were all exceeded. The target for running cost was not met.

In regards to running cost reduction, some transactional delays and review of project timescales resulted in affected properties being moved from the 2015/16 programme to 2016/17. Therefore the proposed revenue savings will still be made however they will be realised at a later date than first anticipated.

ARY OF TARGETS 2015/16 and 2016/17



2 OPERATIONAL ESTATE – 2016/17

2.1 OBJECTIVES FOR 2016/17

The objectives and work streams set out in the CAMP directly align with the Corporate Property Strategy 2014, the Corporate Plan and the Organisational Development (OD) Programme. The monthly Asset Management Board, chaired by the Chief Executive, monitors the progress of the CAMP objectives throughout the year. The three key themes in delivering the objectives are: Modernisation, Rationalisation and Collaboration.

MODERNISATION

This involves improving the quality of the Council's estate through a programme of investment to provide modern, fit for purpose and sustainable buildings with a low carbon footprint. Modern buildings will improve service delivery, customer satisfaction and staff morale; in addition to reducing the running cost of the estate and the maintenance backlog.

Modernisation typically results from significant capital investment in properties the Council wishes to retain and deliver services from over the medium to long term. Recent examples include Hubs such as Central Library Hub and Grangetown HUB.

The Schools Organisational Plan (SOP) is the biggest driver for modernisation within the Council. The 21st Century schools programme is investing significantly on an annual basis to ensure fit and modern school facilities are provided. The latest example is the new school Pontprennau Primary, which is a community school serving the wider populous of the area.

Vital to all modernisation projects is the investment of capital. The CAMP details an annual capital target that is then attributed to the required projects as agreed by Cabinet. This ensures a sustainable approach to modernisation and also contributes to the Rationalisation objective.

RATIONALISATION

This is the process of reducing the number of buildings managed and operated by the Council to reflect the continually changing service requirements of the organisation. Rationalisation is perhaps the single most important element of the CAMP due to the impact it has on the size of the estate (Gross Internal Area), running cost (revenue), maintenance backlog and capital receipts targets. By disposing of assets either through freehold or leasehold disposal, the Council immediately alleviates itself of the running cost, the floor space, the maintenance backlog and if the property is sold, also receives a capital receipt.

Each year the Strategic Estates Department (SED) together with service areas review the estate to understand property asset performance and requirements.

2016/17 will see continued review of the office estate through the Office Rationalisation programme, and also a review of the Council's depot estate. The delivery of these projects will again focus on ensuring the Council operates **'fewer but better buildings'**.

COLLABORATION

This involves improving the way the Council works with public sector partners to join-up service delivery where possible and make better use of each other's estate. Strategic Estates are creating strong links with other public sector partners to continually develop new ideas and initiate new projects.

As the pressure on Public Sector budgets continues, it is increasingly important to explore the opportunities afforded by partnership working with other organisations. The City of Cardiff Council has forged strong ties with partners such as the University Health Board, Cardiff University, The South Wales Fire & Rescue and Police Services, Cardiff and Vale College and also Cardiff Third Sector. Collaboration is an opportunity for organisations to share space, costs and resources to ensure services remain at a high standard and at affordable cost. Collaboration projects aim to reduce the overall footprint of the public sector estate, the running cost of the estate and the maintenance backlog. There are also opportunities to sell or lease space from one another to make savings to the public purse.

The Partnership Asset Management Board is held on a quarterly basis and compliments the Council Asset Management Board. The purpose of the Board is to share and explore collaborative opportunities across the city between public sector bodies and work towards deliverable solutions. Recent collaboration projects include Ely and Caerau Hub, Llanishen Police station Hub and the Maelfa redevelopment.

2.2 CORPORATE REAL ESTATE IT SOLUTION

The ability of the Council to manage its extensive property estate is largely underpinned by access to accurate and up-to-date information. Recent internal and external audits have established that the Council's existing property systems are disparate in nature and in some instances reaching end of life. There is now a pressing need to implement a new fit for purpose property data infrastructure that is capable of underpinning the requirements of the Asset Management Process.

An OD project has been established within Assets and Property to determine a solution. Once implemented, the Council will have ready access to information and reports that presently require hours of manual work to prepare, freeing officer time to implement CAMP targets and undertake daily property management duties.

An essential requirement of the project is to ensure effective links with Asset Accountancy and to ensure the agreed solution is suitably "future proofed" and able to broaden in scope over time.

The Outline business case for the project was approved in 2015 by the Investment Review Board (IRB). The full business case is to be completed and presented to IRB in summer 2016.



Operational property is directly managed by the Council either to deliver services to the public through properties such as schools, libraries, leisure centres and day care facilities etc. or to facilitate service delivery via back office, operations and depot facilities.

Summary

- 441 operational properties
- Total operational Gross Internal Area GIA (floorspace) over 7,750,016sqft (720,000 sqm)
- 63% of the operational GIA relates to schools
- Maintenance Backlog is estimated at over £100m
- Operational running cost 2015/16 was circa £35m

Number of operational properties

For the purposes of the CAMP the operational portfolio is divided into use categories: Offices and Operations, Community Buildings and Schools. This table shows the total number of operational buildings divided into use types.

Property type	number	%
Offices & Operations	107	24
Community buildings	148	34
Schools	186	42
TOTAL	441	



Total Maintenance Backlog

The operational estate has a considerable maintenance backlog in excess of £100m. As of April 2016 the backlog is apportioned:

Priority Rating	Cost of Works
Priority 1	£8,120,831
Priority 2	£55,167,559
Priority 3	£37,407,888
TOTAL	£100,696,278

This is the estimated cost required to restore the existing portfolio to a first rate condition. All works are attributed a priority rating which describes the urgency of repairs.

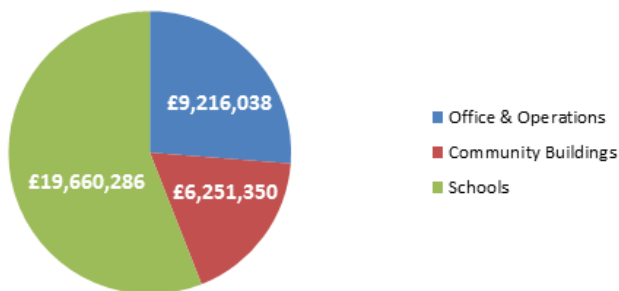
- **Priority 1** = Urgent/Immediate works.
- **Priority 2** = Works will become urgent/immediate within 2/3 years unless actioned.
- **Priority 3** = Satisfactory at present but condition likely to worsen if left unresolved.

SUMMARY OF OPERATIONAL ESTATE

Total Running Cost 2015/16

The running cost of the estate in 2015/16 divided by property use category.

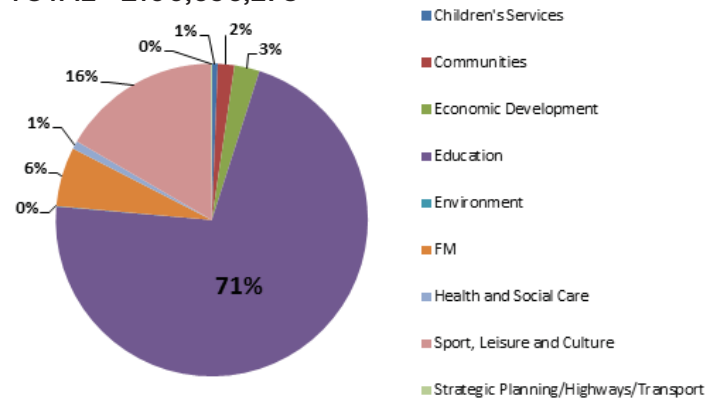
TOTAL= £35,127,674



Total Maintenance Backlog by Service Area

The property maintenance backlog divided by responsible service area/department.

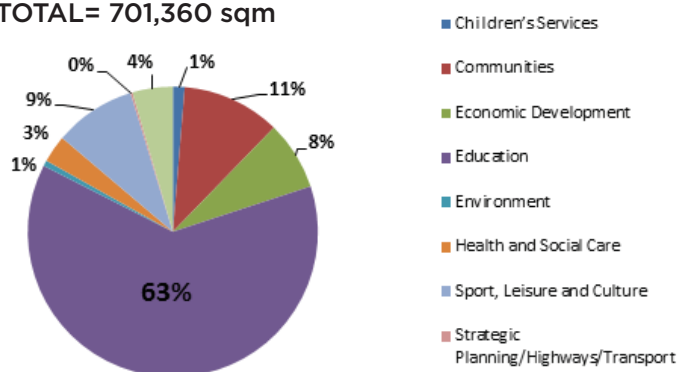
TOTAL= £100,696,278



Operational estate by Service Area

Council property is allocated a service area to deliver specific services. The graph shows the percentage floor area, or Gross Internal Area (GIA) that each managing service area/department is responsible for.

TOTAL= 701,360 sqm



2.4 WHAT WE SAID WE WOULD DO



Total impact of the Office and Operations properties towards 2015/16 CAMP targets.

Floor space reduction (sqft)	Maintenance Backlog reduction	Running Cost reduction	Capital Receipts received
72,918	£1,248,155	£351,624	£680,750

OFFICE AND DEPOTS 2015/16

The office portfolio has been subject to the ongoing Office Rationalisation project for a number of years as well as other service area instigated moves.

The core objective of Office Rationalisation is to reduce the number of office buildings the Council operates and consolidate staff into the core offices, County Hall and Wilcox House.

Office Rationalisation continued to focus on the retention of good quality freehold properties and the active relinquishment of non-essential leasehold premises.

The adoption of new agile working methods this year within County Hall following the Social Services move from Global Link has resulted in a more efficient use of office space. Mobile devices facilitate a hotdesking philosophy negating the need for 1-1 desk ratios.

A new Depots project was added to the OD programme in 2015/16. This focuses on the Council's city wide depot facilities with the purpose of determining the best utilisation of assets to deliver services.

The Office and Depots estate summary 2015/16 is shown below.

Property	Ward	Intended Action	Result	Tenure
Carnegie Centre, St David's House, Wood Street	Cathays	Vacate and relinquish lease	Property vacated and Service relocated	Leasehold
Alexander House, Excelsior Road	Gabalfa	Vacate and relinquish lease	Property relinquished and Service relocated	Leasehold
Traffic Wardens Office, 47 Landore Court	Cathays	Vacate and relinquish lease	Property relinquished and Service relocated	Leasehold
Global Link, Dunleavy Drive	Grangetown	Vacate and moth ball property	Part vacated. Full vacation due in 2016/17, pending assignment of lease	Leasehold
Mynachdy Centre Office Accommodation	Gabalfa	Vacate and mothball property	Vacation due in 2016/17	Freehold
Howardian Office Accommodation	Penylan	Vacate and moth ball property	Vacation due in 2016/17	Freehold
Bessemer Close site 1 - Procurement and Supplies Depot	Grangetown	Dispose site	Property vacated. Disposal due in 2016/17	Freehold
Bessemer Close site 2A - Schools Maintenance Depot (DSU)	Grangetown	Dispose site	Property vacated. Disposal due in 2016/17	Freehold
Bessemer Close site 2B - Terrapin Building (General Fund)	Grangetown	Dispose site	Property vacated. Disposal due in 2016/17	Freehold
71 Bridge Street	Cathays	Added in year	Received initial down payment prior to full disposal in 2016/17	Freehold
Clare Road Depot	Grangetown	Dispose site	Property sold	Freehold
Brindley Road depot, Leckwith	Grangetown	Added in year	Property and Land sold.	Freehold
Depot review	City Wide	Added in year	Project initiated to review Council depots	Freehold

Achievements 2015/16

In regards to future revenue savings, the Council was able to progress negotiations in 2015/16 to assign the lease interest of Global Link to a third party. This transaction is yet to be completed but it is anticipated to complete in 2016/17 which will be a significant saving.

An Agile working business case was implemented in 2015/16 within the Social Services directorate. The purpose of the project was to modernise the way the service operates through the use of mobile devices and touchdown points. This resulted in a reduction in required office space and accommodation cost. The initiative is in its infancy however early analysis suggests that the staff and service are benefitting greatly from the new approach.

The success of the project will likely see implications for how Cardiff operates its core office space on a more corporate level.

The possibilities for rolling out an agile approach to all Council office based teams is to be explored in more detail through 2016/17.



Total impact of the Communities properties towards 2015/16 CAMP targets.

Floor space reduction (sqft)	Maintenance Backlog reduction	Running Cost reduction	Capital Receipts received
100,611	£942,600	£631,243	£460,000

COMMUNITY BUILDINGS 2015/16

Community Buildings are property assets the Council uses to provide public services and facilities. The Council operates a wide variety of community services from dedicated properties.

Community properties are managed by various service areas and are subject to different priorities, budgets and processes. During the pre-budget consultation in 2014/15 the concept of Community Asset Transfers was introduced for surplus community assets and services. This initiative was again a key focus in 2015/16 as local interested groups continued to express interest in taking on Council Community assets the Council will not operate directly in the future. These expressions are managed at fortnightly steering group meetings and weekly CAT Board meetings.

Achievements 2015/16

HUBs: The provision of community Hubs is a key Council strategy. Hubs ensure citizens will be able to access the services they need in the way they want to, through joined up services and closer working between the Council and its partners.

In total 12 neighbourhood community Hubs are to be established throughout the city. 6 Hubs have already been successfully delivered and are in full operation, providing a variety of services to the local community. A further 6 Hubs are in the process of being established, opening throughout 2016/17 and 2017/18.

The opening of Central Library HUB and Grangetown HUB were both extremely successful during 2016/17 with positive reception from local residents and consistently high footfall. The St Mellons phase 1 extension was completed and opened to the public. The works at Fairwater Hub progressed as planned and the Hub is scheduled to re-open in early May 2016.

Community Asset Transfers (CATs): The ongoing review of community assets has resulted in a series of properties being made available for Community Asset Transfer from across the Communities portfolio (Libraries, Play Centres, Youth Centres, Community Centres). The affected properties are in various stages of completion and are progressed by the CAT Board on a weekly basis. It is anticipated that further CAT relevant properties will be brought forward in 2016/17 and this will continue to be a critical work stream throughout the year.

Leisure Centres and Venues: The procurement processes for both Leisure Services and the Arts venues have proceeded during the year. With regard to Leisure a call for final tenders from the two remaining bidders has been made with an expected Cabinet report in late July 2016.

With regard to the Arts Venues, final dialogue is taking place with the remaining bidder with a Cabinet Report scheduled for autumn 2016.

The outcome of this exercise is likely to have a significant impact on the performance of the estate in future years in regards to operational floor space, maintenance backlog and running costs.

Play Centres: In 2015/16 Cabinet approved a new model for delivering Play Services. The Council will not be reliant on owning or leasing dedicated facilities in the future, rather the new model will focus on the use of shared community facilities with local partners and also the Schools estate.

All the existing Play Centres have been subject to Community Asset Transfer interest to ensure they maintain a community role, with the exception of Llanrumney Play Centre for which there is currently no interest at all.

Sports and Leisure facilities: A review was instigated in 2015/16 relating to Sports and Leisure assets such as changing rooms and bowls pavilions. The results of the review and a strategy for operating this element of the estate will be presented to Cabinet in 2016/17. There is potential for selected assets to be advertised for community interest (e.g on a licence to occupy basis). Properties such as Grange Gardens Bowls Green & Pavilion and Llwynfedw Gardens Bowls Pavilion have been subject to ongoing CAT negotiations with interested groups.

Youth Centres: The Youth Services function has been remodelled in recent years with renewed focus on delivering Youth Services in areas where demand is highest. Retained Youth Centres have seen reinvestment and concentration of resources. Surplus assets have either been proposed for Community Asset Transfer or in some cases, been taken on operationally by the adjacent school to deliver additional teaching space.

Day Centres: A Day Centre review in 2015/16 resulted in a Cabinet decision to retain Minehead Road, Fairwater and Grand Avenue Day Centres. Resource is to be allocated to ensure the properties are suitable to deliver good quality services..

The Communities estate summary 2015/16 is shown below.

Property	Ward	Intended Action	Result	Tenure
Butetown Hub, Loudoun Square	Butetown	Continued investment	A small hub facility has been provided in the multi-functional Loudoun building offering a range of housing, advice and information services	Leasehold
Ely & Caerau Hub (Jasmine Centre) , Cowbridge Road West	Caerau	Pursue phase 2 expansion opportunities	The Hub has been very successful in bringing Council and partner provides services together under one roof. Phase 2 proposals progressing with public sector partners	Freehold
Former City Centre Hub, Marland House	Cathays	Dispose site	Hub relocated to Central Library. Marland House to be demolished	Freehold
Central Library, City Centre Hub	Cathays	Adaption to City Centre HUB	City Centre HUB established. Wide range of Council and partner services provided from second floor of Central Library in the City Centre	Freehold
Grangetown Hub, Havelock Place	Grangetown	Continued investment	The new hub opened to the public in January. Strong community support, with 5036 customers in the first 2 weeks	Freehold
Llanrumney Library & Hub, Countisbury Avenue	Llanrumney	Continued investment	Upgraded through a refurbishment project, allowing a greater range of services to be provided. Customer feedback shows high levels of satisfaction with the improved facilities	Freehold
Powerhouse Hub (Llanedeyrn NLC)	Pentwyn	Secure approval to proceed	Extension to existing Powerhouse Community Centre. Accommodation for SWP on first-floor. Scheme currently being tendered	Freehold
Rumney Hub, Llanstephan Road	Rumney	Continued investment	Hub opened to the public in November 2015	Freehold
St Mellons Library & Hub, Crickhowell Road	Trowbridge	Continued investment	Two phase extension to existing library Hub. Phase 1 completed in Jan 2016	Freehold
Fairwater Hub (former library)	Fairwater	Continued investment	Fairwater Library is currently being improved and adapted to accommodate a wider range of Hub services. Works include the creation of additional community, training and interview rooms	Freehold
Llandaff North & Gabalfa Hub	Llandaff North	Secure approval to proceed	Refurbishment and conversion of Llandaff North library and Gabalfa day centre into Hub approved. Construction due Dec 2016	Freehold
Llanishen Hub	Llanishen	Secure approval to proceed	Plans for ground-floor of Llanishen Police Station to be converted into a Hub, due to open in spring, 2017	Freehold
STAR Hub, Splott Park	Splott	Continued investment	New Hub currently under construction at Splott Park, bringing together community and leisure services into a single facility	Freehold
Maes-y-coed Community Hall, Maes-Y-Coed Road	Heath	Complete Community Asset Transfer	CAT due in 2016/17	Freehold
Plasnewydd Community Centre, Shakespeare Street	Plasnewydd	Complete Community Asset Transfer	CAT completed to YMCA	Freehold
Pentrebane Community Centre, Beechley Drive	Fairwater	Complete Community Asset Transfer	CAT completed to Pentrebane Zone	Freehold
Pentwyn NLC (The Dome), Bryn Heulog	Pentwyn	Service Area review	Site disposed	Freehold
Old Library, City Centre	Cathays	Pursue conversion to Welsh language HUB	Welsh language HUB established	Freehold

Howardian Youth Centre, Hammond Way	Penylan	Redevelopment	Redevelopment to comence in 2016/17 plan	Freehold
Pontprennau Community Centre, Heol Pontprennau	Pontprennau & Old St Mellons	Redevelopment	Establishment of new Community School	Freehold
Former Caerau Library and Community Centre, Bishopston Road	Caerau	Service Area review	Disposal proposed for 2016/17	Freehold
Branch Library properties	City Wide	Reshape service where appropriate	Retain local library services	Freehold
Play Centre properties	City Wide	Determine future provision requirment	New service operating model to be implimented in 2016/17. CAT discussions progressed on a variety of sites	Freehold
Youth Centre properties	City Wide	Pursue CAT interest	CAT discussions progressed at Dusty Forge. Selected properties to be used for operational school purposes	Freehold
Day Centre properties	City Wide	Determine future provision requirment	Cabinet approval obtained to invest in Minehead Rd, Fairwater and Grand Ave Day Centres	Freehold
Leisure Centres	City Wide	Progress procurement project	Procurement project to be finalised in 2016/17	Freehold
Venues	City Wide	Progress procurement project	Procurement project to be finalised in 2016/17	Freehold
All Sports Facilities (Pavilions & Changing rooms)	City Wide	Determine future provision requirment	Service review proposals to be presented to Cabinet in 2016/17	Freehold





Total impact of the Schools properties towards 2015/16 CAMP targets.

Floor space reduction (sqft)	Maintenance Backlog reduction	Running Cost reduction	Capital Receipts received
100,554	£2,249,368	£5,000	£235,860

SCHOOLS PROPERTIES 2015/16

Continued investment and modernisation of the schools estate is a major part of the Council's Investment Plan. Schools constitute the biggest part of the Council's property estate.

As of April 2016 SOP has completed 13 Projects at £43m and committed a further 5 Projects at £49m which are either onsite or at design stage.

The SOP impact on the Council's property estate in 2015/16 is shown below.

Property	Ward	Type	Intended Action	Result	Tenure
New High School in the West	Ely / Caerau	High School	Develop a new High School in the west to replace both Michaelston College and Glyn Derw High	Local consultation completed and Glyn Derw site selected as location of new 8 form entry High School	Freehold
Llanedeyrn High School Site, Round Wood	Pentwyn	High School	Demolish High School for use as St Teilo's pitches	School demolished, new St Teilo's pitches to be created	Freehold
Fitzalan High School	Canton	High School	Develop new science block	New science block completed	Freehold
New Primaries for the Butetown, Grangetown, Riverside and Canton areas	Butetown, Grangetown, Riverside and Canton	Primary Schools	Develop a 2 form entry Welsh Medium and 2 form entry English Medium Primary	New site acquired at Hamadryad Hospital for construction of new 2 form entry Welsh Medium School	Freehold
New Primary School for Splott and Adamsdown	Splott and Adamsdown	Primary School	Develop a 2 form entry Primary School	New Primary School to be built on the Maltings site in Splott	Freehold
New Primary School for Llandaff North	Llandaff North	Primary School	Develop a 2 form entry Primary School	Design commenced for 2 new x 1 form entry schools on existing site to replace current buildings, as a 'back to back' building so that hall and other spaces can be shared by both schools.	Freehold
Pontprennau Primary School	Pontprennau	Primary School	Complete construction of new community focussed Primary School	New Primary School completed incorporating Pontprennau Community Centre. Opened Sept 2015	Freehold
Millbank Primary School	Caerau	Primary School	Investment to improve teaching space and quality of facilities	Large extension to existing school to provide new hall and admin facilities. Also refurbishment of all classrooms	Freehold
New English Medium Primary for Cyncoed, Penylan and parts of Roath	Cyncoed, Penylan and parts of Roath	English Medium Primary	Develop a 2 form entry English Medium Primary	Approval obtained to build new Primary School on existing Howardian site	Freehold
Adamsdown Primary School	Adamsdown	Primary School	Seek approval to ensure 2 form entry provision and Nursery facilities	Remodelling project approved to deliver 2FE & Nursery unit.	Freehold
Coed Glas Primary School	Llanishen	Primary School	Consolidate to 2.5 form entry	Consolidation of 2.5 form entry achieved	Freehold
Ysgol y Wern	Llanishen	Primary School	Consolidate to 2.5 form entry	Consolidation of 2.5 form entry achieved	Freehold
Former Hawthorn School,	Llandaff North	School	Added in year	Deferred part payment following disposal in 2012	Freehold
Grangetown Caretakers House	Grangetown	Caretakers House	Dispose via auction	Disposal moved to 2016/17 plan	Freehold
Herbert Thompson Caretakers House	Ely	Caretakers House	Dispose via auction	Disposal moved to 2016/17 plan	Freehold
Howardian Caretakers House	Penylan	Caretakers House	Dispose via auction	Sold via auction	Freehold



OTHER DISPOSALS 2015/16

Generating capital receipts from disposals is a key component of the Council's budget. Receipts are essential in order to secure investment into new facilities and to modernise the estate.

Various surplus sites were disposed during 2015/16, sites vary from large development disposals that are planned years in advance, to smaller plots of land that may be brought forward for disposal during the year.

Property	Ward	Intended Action	Result	Tenure
Hamadryad Hospital Easement	Butetown	Added in year	Premium received to implement easement	Freehold
Dorothy Lewis Home, Canton Court	Riverside	Added in year	SOLD	Freehold
RAFA Club	Ely	Added in year	SOLD	Freehold
Unit 38 Brindley Road	Grangetown	Added in year	SOLD	Freehold
The Medicentre	Heath	Added in year	SOLD	Freehold
Land North of County Hall	Butetown	Dispose site	SOLD	Freehold
Johnston Buildings Site (former), John Street	Butetown	Dispose site	SOLD	Freehold
Bayscape land - Phase 1	Grangetown	Added in year	SOLD	Freehold
Brindley Road surplus land	Grangetown	Dispose site	SOLD	Freehold
Leckwith Coach Park site	Grangetown	Added in year	SOLD	Freehold
Land adjoining, Lamby Way Workshops	Rumney	Dispose site	SOLD	Freehold
Land at Hadfield Close	Grangetown	Dispose site	Land retained for operational use consideration	Freehold
261a Allensbank Road	Cathays	Added in year	SOLD	Freehold
59 Grand Avenue	Ely	Added in year	SOLD	Freehold
Ifor Jones Court Hillrise	Llanedeyrn	Added in year	SOLD	Freehold
141 Pen-y-Dre	Rhiwbina	Added in year	SOLD	Freehold

Total impact of other disposals towards 2015/16 CAMP targets.

Floor space reduction (sqft)	Maintenance Backlog reduction	Running Cost reduction	Capital Receipts received
n/a	n/a	n/a	£5,492,742

This table shows the targets for 2015/16 and the actual achievements.

	Floor space (sqft)	Maintenance Backlog	Running cost reduction	Capital Receipts
2015/16 End of year result	274,083	£4,440,123	£968,605	£6,869,352
2015/16 End of year result %	3.5	4.3	2.7	n/a
2015/16 AMP reported Target	273,549	£4,300,000	£1,620,000	£6,200,000
2015/16 AMP reported Target %	3.5	4.1	4.5	n/a

The results show that the targets for reducing floor space, maintenance backlog and achieving capital receipts were all exceeded. The target for running cost was not met.

The annual Asset Management programme for property moves, relinquishments and disposals is a dynamic process and subject to change throughout the year.

In regards to running cost reduction, some transactional delays and review of project timescales resulted in affected properties being moved from the 2015/16 programme to 2016/17. Therefore the proposed revenue savings will still be made however they will be realised at a later date than first anticipated.

Capital receipt allocation

- The anticipated capital receipt figure for 2015/16 was £6.2m
- £4.5m was to be reserved for Capitalisation Direction
- £1.7m was to be ring-fenced for other Council projects and initiatives.

As of end 2015/16;

- £3.6m was secured for Capitalisation Direction
- £3.3m was secured for ring-fenced for other Council projects and initiatives.

2.5 END OF YEAR RESULTS 2015/16



2.6 WHAT WE WILL DO IN 2016/17



Total anticipated impact of the Office estate towards 2016/17 CAMP targets.

Floor space reduction (sqft)	Maintenance Backlog reduction	Running Cost reduction	Capital Receipts anticipated
190,396	£2,001,457	£1,311,325	£4,200,000

2016/17 will continue with targets set for the estate in line with the core property strategy objectives.

There will be a continued focus on realising efficiency savings through reduced running costs, eliminating maintenance backlog through disposal/lease relinquishments, and reducing the Gross Internal footprint within operational buildings.

The realisation of capital receipts from surplus assets will again be attributed highest priority, with investment to focus on retained, core buildings required for and to support statutory service delivery.

OFFICE AND DEPOTS 2016/17

The Office Rationalisation project will focus on the completion of the Global Link move, a series of key Social Services moves, and the improved use of County Hall.

There will be an emphasis to work closely with Enterprise Architecture, ICT and the Organisational Development team to implement more efficient and corporate ways of working, such as agile and hotdesking within core offices. The continued adoption of agile working within the Social Services directorate will ensure core office space is used efficiently and cost effectively.

The Depot review within the OD programme will work towards recommendations for the future management of the Council's depot properties and services.

Programme for 2016/17:

Property	Ward	Type	Intended Action	Tenure
Procurement and Supplies Depot, Bessemer Close	Grangetown	Office	Dispose site	Freehold
Schools Maintenance Depot, Bessemer Close	Grangetown	Office	Dispose site	Freehold
Terrapin Building, Bessemer Close	Grangetown	Office	Dispose site	Freehold
The Rise Penhill, Penhill Road	Llandaff	Family Centre	Vacate and dispose	Freehold
Suffolk House, Romilly Road	Canton	Family Centre	Vacate and dispose	Freehold
Ely Family Centre	Ely	Family Centre	Dispose Interest	Freehold
71 Bridge Street ATC & Drugs and Alcohol team	Cathays	Office	Dispose	Freehold
John Reynolds Centre, Shaw Close	Llanrumney	Family Centre	Vacate and dispose	Freehold
28 The Parade (Cardiff Education Trust)	Plasnewydd	Office	Dispose	Freehold (Trustees)
Llanedeyrn Family Centre	Pentwyn	Family Centre	Vacate and dispose	Freehold
Global Link, Dunleavy Drive	Grangetown	Office	Vacate and assign lease	Leasehold
Mental Health Team, 32 Cowbridge Road East	Riverside	Office	Vacate and relinquish lease	Leasehold
Cardiff Motorpoint Events Office	Cathays	Office	Vacate and relinquish licence	Leasehold
Unit 5 Quay Point, Collivaud Place	Splott	Office and Store	Vacate and relinquish lease	Leasehold
Depot review	City Wide	Added in year	Determine recommendations for future strategy	Freehold



Total anticipated impact of the Community estate towards 2016/17 CAMP targets.

Floor space reduction (sqft)	Maintenance Backlog reduction	Running Cost reduction	Capital Receipts anticipated
145,245	£1,594,895	£769,237	£580,000

COMMUNITY BUILDINGS 2016/17

The Community property portfolio will continue to be reshaped and adapted to enable new and alternative service delivery models to be introduced.

The result of alternative approaches to core community services such as sports and leisure, libraries, youth centres, and play centres may result in additional properties becoming surplus to Council requirements.

The Hub programme will proceed with continued investment in established Hubs and development of new Hubs such as the Powerhouse and Llandaff North / Gabalfa Hub.

The CAT programme will continue to be progressed as a priority with several sites due for completion and new properties to be put forward.

The results of the Venue and Leisure Centre procurement processes will determine the future of those services and assets. This has the potential to significantly affect the Council's operational estate performance and impact on benchmark targets.

Programme for 2016/17:

Property	Ward	Intended Action	Tenure
Powerhouse HUB (Llanedeyrn NLC)	Pentwyn	Implement business case to develop HUB	Freehold
Fairwater HUB (former library)	Fairwater	Re-open following refurbishment	Freehold
Llandaff North & Gabalfa HUB	Llandaff North	Implement business case to develop HUB	Freehold
Llanishen HUB	Llanishen	Implement business case to develop HUB	Freehold
STAR Leisure HUB	Splott	Implement business case to develop HUB	Freehold
Branch Library properties	City Wide	Reshape service where appropriate	Freehold
Play Centre properties	City Wide	Implement revised Play model and determine implications for property assets	Freehold
Youth Centre properties	City Wide	Pursue CAT interest where appropriate	Freehold
Day Centre properties	City Wide	Implement business case to develop Day Services at Minehead Rd, Fairwater and Grand Avenue.	Freehold
Leisure Centres	City Wide	Progress procurement project	Freehold
Venues	City Wide	Progress procurement project	Freehold
All Sports Facilities	City Wide	Submit service review to cabinet	Freehold
Rumney Library (HUBs)	Rumney	Complete disposal	Freehold
Former Caerau / Trelai Library and Community Centre	Caerau	Complete disposal	Freehold
Cardiff International Athletics Stadium, Leckwith	Canton	Lease	Freehold
Former STAR Leisure Centre	Splott	Lease	Freehold
Insole Court	Llandaff	Finalise CAT process	Freehold
Dusty Forge Youth Centre	Ely	Finalise CAT process	Freehold
Canton Community Hall	Riverside	Finalise CAT process	Freehold
Maes-y-coed Community Hall	Heath	Finalise CAT process	Freehold
Roath Library	Adamsdown	Finalise CAT process	Freehold
Riverside Play Centre	Riverside	Finalise CAT process	Freehold
Splott Play Centre	Splott	Finalise CAT process	Freehold
Ely Play Centre	Ely	Finalise CAT process	Freehold
Llanedeyrn Play Centre	Pentwyn	Finalise CAT process	Freehold
Adamsdown Play Centre	Adamsdown	Finalise CAT process	Freehold
Grangetown (Marl) Play Centre	Grangetown	Finalise CAT process	Freehold
Llwynfedw Gardens Bowls Pavilion	Heath	Finalise CAT process	Freehold
Grange Gardens Bowls Green & Pavilion	Grangetown	Finalise CAT process	Freehold
Howardian Youth Centre	Penylan	Redevelop along with new School	Freehold
Llanrumney Play Centre	Llanrumney	Finalise CAT process	Freehold
Dalton St Community Centre	Cathays	Finalise CAT process	Freehold
Highfields and Oaks Garden Nursery	Heath	Finalise CAT process	Freehold



SCHOOLS BUILDINGS 2016/17

As reported in the Schools Organisational Plan, the projects below will be pursued this year following business case approval from Welsh Government and consideration of financial affordability of the 21st Century Schools Financial Model.

Cardiff has the largest SOP programme in Wales with the “Band A” envelope of £164m up until 2019 predicated on 50:50 split in funding. £82m from the Council is made up from Capital Receipts & prudential borrowing. Welsh Government provides funding subject to approval of business cases on an individual project basis.

Total anticipated impact of the Schools estate towards 2016/17 CAMP targets.

Floor space reduction (sqft)	Maintenance Backlog reduction	Running Cost reduction	Capital Receipts anticipated
82,215	£2,461,320	£8,000	£240,000

Programme for 2016/17:

Property	Ward	Type	Intended Action	Tenure
New High School in the East	Trowbridge	High School	Implement plan to develop a new 8 form entry High School in the east in collaboration with Cardiff and Vale College	Freehold
New High School in the West	Ely / Caerau	High School	Glyn Derw High is scheduled for demolition in summer 2016. Implement plan to develop a new 8 form entry High School in the west to replace both Michaelston College and Glyn Derw High	Freehold
Llanedeyrn High School Site	Pentwyn	High School	Complete new St Teilo's pitch project	Freehold
Hamadryad Primary	Butetown	Primary School	Implement plan to develop a 2 form entry Welsh Medium Primary School	Freehold
Maltings Primary School	Splott and Adamsdown	Primary School	Develop a 2 form entry Primary School to be built on the Maltings site in Splott	Freehold
Gabalfa & Glan Ceubal Primary Schools	Llandaff North	Primary School	Finalise design for 2 new x 1 form entry schools on existing site to replace current buildings	Freehold
Howardian Primary School	Penylan	Primary School	Develop a 2 form entry English Medium Primary on existing Howardian site	Freehold
Adamsdown Primary School	Adamsdown	Primary School	Implement approval to ensure 2 form entry provision and Nursery facilities	Freehold
Ysgol Glan Morfa	Splott	Primary School	Implement plan to construct new 2FE Welsh Medium Primary	Freehold
Ninian Park School	Grangetown	Primary School	Construct 1 form entry extension	Freehold
Grangetown Caretakers House	Grangetown	Caretakers House	Dispose via auction	Freehold
Herbert Thompson Caretakers House	Ely	Caretakers House	Dispose via auction	Freehold



OTHER DISPOSALS 2016/17

In addition to the core operational estate, other Council land and property assets are subject to ongoing rationalisation initiatives.

Total anticipated impact of other disposals towards 2016/17 CAMP targets.

Floor space reduction (sqft)	Maintenance Backlog reduction	Running Cost reduction	Capital Receipts anticipated
n/a	£250,000	£7,500	£1,905,000

Programme for 2016/17:

Property	Ward	Intended Action	Tenure
Wedal Road YHA Hostel & caretakers	Cathays	Dispose via auction	Freehold
151-153 Bute Street	Butetown	Seek approval to dispose	Freehold
75 St Mary Street	Cathays	Seek approval to dispose	Freehold
29 Caroline Street	Cathays	Seek approval to dispose	Freehold
Radio mast site, Bessemer Close	Grangetown	Seek approval to dispose	Freehold
ATS, Hadfield Road	Grangetown	Seek approval to dispose	Freehold
Units 3 & 4 Newport Road Industrial Estate	Splott	Seek approval to dispose	Freehold

This table shows the targets for 2016/17

	Floor space (sqft)	Maintenance Backlog	Running cost reduction	Capital Receipts
2016/17 AMP Target	325,651	£4,500,000	£1,600,000	£7,300,000
2016/17 AMP Target % impact	4.2	4.3	4.4	n/a

The targets for reducing floor space, maintenance backlog and achieving capital receipts in 2016/17 are determined from the Office, Communities, Schools and Land programmes described above.

The asset management process and achievement of targets is supported by a detailed master schedule of operational property that is continually reviewed throughout the year via the Asset Management Board.



2.7 CAMP TARGETS 2016/17







