

ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	Executive and Council
Date:	Informal Executive – 30th November 2015 Executive – 14th December 2015 Council –
Subject:	Corporate Asset Management Plan for Land & Buildings 2015 - 2020
Portfolio Holder(s):	Councillor J Arwell Roberts
Head of Service:	Dewi R Williams (HOS Highways, Waste & Property)
Report Author: Tel: E-mail:	Chris Staddon (Corporate Assets Transformation Manager) 2273 ChrisStaddon@anglesey.gov.uk
Local Members:	N/A

A –Recommendation/s and reason/s
<p>RECOMMENDATION The Executive recommends to the full Council the adoption of the Corporate Asset Management Plan for Land and Buildings for the period 2015 – 2020.</p> <p>REASON This decision is required in order to replace the previous Asset Management Plan approved by the Council in 2009 which is now out of date.</p> <p>This Corporate Asset Management Plan for Land and Buildings is a high level strategic document that sets the direction for the management of the Councils assets for the next five years. Its purpose is to:</p> <ol style="list-style-type: none"> 1. Ensure there is a co-ordinated, corporate and holistic approach to the management of our assets. 2. To ensure the alignment of our assets with current and future service delivery. 3. To challenge the status quo to identify opportunities for selling those assets not required for front line service delivery in order to generate Capital receipts and revenue savings. <p>This plan will provide the basis for which the Councils property related decisions are to be</p>

made to ensure assets are fit for purpose, their use is optimized and costs minimized in order to ensure the property portfolio is sustainable for the future.

B – What other options did you consider and why did you reject them and/or opt for this option?

Updates to the original 2009 plan has been considered but not chosen as an option as the objectives of the organization has changed and moved on since the plan was drafted.

With a need to save approximately £17 million over the next three years, the draft Efficiency Strategy identified a number of ideas for making savings which are asset related. Asset management therefore has a contribution to make in relieving these current budgetary pressures and assist the Council in achieving the objectives of the Corporate Plan and assisting the Efficiency Strategy which would best be done through a new Corporate Asset Management Plan for Land & Buildings.

C – Why is this a decision for the Executive?

Because the Corporate Asset Management Plan for Land and Buildings 2015 – 2020 forms part of the Policy Framework which may only be approved by Council after consideration by the Executive.

CH – Is this decision consistent with policy approved by the full Council?

Yes

D – Is this decision within the budget approved by the Council?

Budget not required for implementing recommendations in the plan.

DD – Who did you consult?

What did they say?

1	Chief Executive / Strategic Leadership Team (SLT) (mandatory)	What did they say? Draft plan has been to SLT on two occasions. Following the 1st consultation SLT suggested a number of additions and gave approval to consult with the Services. The 2 nd SLT consultation was to review ammendments following service consultation who then gave approval to take to Executive.

2	Finance / Section 151 (mandatory)	Finance included as part of wider service consultation with no comments to make. Section 151 officer has been involved with reviewing the plan during Corporate Land & Building Assets Group meetings over the last 12 months.
3	Legal / Monitoring Officer (mandatory)	Legal included as part of wider service consultation and specifically requested to look at possible data that could be considered commercially sensitive. Service confirmed no commercially sensitive data in the report to warrant excluding from public domain.
4	Human Resources (HR)	HR included as part of wider service consultation with no comments to make
5	Property	Property has been integral to the drafting of this plan.
6	Information Communication Technology (ICT)	ICT included as part of wider service consultation with no comments to make.
7	Scrutiny	The plan has been considered by the Disposal of Assets Scrutiny Outcome Panel on 8 th October where a number of suggestions were agreed upon which have been included in this final draft.
8	Local Members	N/A
9	Any external bodies / other/s	No

E – Risks and any mitigation (if relevant)		
1	Economic	
2	Anti-poverty	
3	Crime and Disorder	
4	Environmental	
5	Equalities	
6	Outcome Agreements	
7	Other	

F - Appendices:
Appendix 1 – Corporate Asset Management Plan for Land & Buildings 2015 - 2020

FF - Background papers (please contact the author of the Report for any further information):





CORPORATE ASSET MANAGEMENT PLAN FOR LAND & BUILDINGS 2015 – 2020



CONTENTS

Section 1- Static Section

Executive Summary	3
1.1 Introduction	6
1.2 Scope and Drivers	8
1.3 The Land & Property Asset Base	11
1.4 Managing the Assets	14

Section 2 – Working Section

2.1 Service Transformation	17
2.2 Energy Efficiency	38
2.3 Listed Buildings	39
2.4 Asset Rationalisation	41
2.5 Conclusion and Action Plan	43
Appendix 1 – Capital Budgets	46
Appendix 2 – CLBAG Governance Model	51
Appendix 3 – Condition Data	52
Appendix 4 – Inventory of Highways Assets	54
Appendix 5 – Listed Building Register	56
Appendix 6 – Rationalisation Register	57

EXECUTIVE SUMMARY

This Corporate Asset Management Plan for Land and Buildings is a high level strategic document that sets the direction for the management of the Councils assets for the period 2015 to 2020.

As we know, the island faces a decade of significant investment and change with major infrastructure projects such as Wylfa Newydd and other science, technology and leisure projects being planned across the island. These projects will provide significant challenges, risks and opportunities which will impact on the Councils services and its assets.

The purpose of this plan is to ensure the alignment of our assets with service delivery in order to meet these challenges and to identify opportunities for selling those assets that are no longer required for front line service delivery in order to generate much needed Capital receipts and revenue savings.

With a need to save approximately £17 million over the next three years, the draft Efficiency Strategy has identified a number of ideas for making savings which are asset related. Asset management therefore has a contribution to make in relieving these current budgetary pressures and assist the Council in achieving the objectives of the Corporate Plan and assisting the Efficiency Strategy.

The following are the key headlines of this plan:

School Modernisation: This is a fifteen year programme split into four phases Band A to Band D proposing a radical change to the current Schools portfolio in order to deal with the current oversupply of school places. Band A of this programme, which covers 2013 - 2019 proposes the building of 4 new primary schools, the remodelling of 1 primary school with the closure and sale of those that are then surplus to requirements in order to part fund this phase of the programme. To date Executive approval has been given for the construction of a new Primary school in Holyhead with the closure of three, and a new Primary school in the Llanfachraeth / Llanfaethlu area with the closure of three. Funding for these two schools has been granted.

Older Adult Social Care: The current provision through residential care homes is very expensive and in danger of becoming unaffordable due to a number of issues facing the service. Fewer people are choosing residential care, the need for extensive remodelling and investment needed to be spent on the homes to meet 21st Century standards, and the facilities we offer are inferior and at a higher cost than the private sector. The service has concluded it will be more cost effective to provide Extra Care in partnership with a Registered Social Landlord in the Amlwch, Llangefnï and at a later date in the South of the Island area.

The sale of Garreglwyd in Holyhead and the Amlwch and Llangefni homes once the Extra Care facilities have been opened will generate estimated Capital receipts of £3M and savings in the region of £7.8M over a ten year period. To date approval has been given for locating Extra Care in Amlwch and Llangefni, and agreement has been reached with a Registered Social Landlord to construct and run the Llangefni facility.

Smarter Working Project: The original driver for the Smarter Working Project's creation was the desire of the Authority to rationalize its office portfolio for a variety of reasons including on-going maintenance costs and suitability of buildings as office space. A number of buildings have been identified for closure in the near future which requires a clear plan of how to relocate the staff based within each one in to the Main Building; these include:

- Parc Mount;
- Rovacabin;
- Penyrsedd House;
- Môn Training Centre;
- Hen Ysgol y Graig
- Cynnal & Genesis Buildings

Over two years the project will release estimated savings in the region of £729k and Capital receipts of £563k from the sale of the above assets. Capital investment of £1.1M is required for this project which has been approved by the Council which is currently being implemented.

Housing: The Council Housing Service has now exited the HRAS and is self-financing. Since 2nd April 2015 all Council housing assets and income are ring-fenced to the Housing Revenue Account.

The identified risk posed by the need to accommodate thousands of additional workers during the construction of Wylfa Newydd. This produces the need for additional accommodation and the risk of displacement of existing households where this does not happen.

Leisure and Library, Culture & Heritage and Youth Assets Strategies: Currently these strategies are in the process of being developed which will be used to inform this plan once they have been completed.

Smallholdings: The two main issues that require addressing are:

- Smallholdings rental income is currently ring-fenced until the improvement programme is completed, once completed £200k of the £500k rental income should be retained for the maintenance of the smallholdings to avoid further deterioration of the asset.
- The need to challenge the justification for retaining this estate through an option appraisal exercise to include consideration of selling the estate in

order to take advantage of the estimated £7.9M Capital receipt that could be obtained through their sale.

Industrial & Retail Assets: There is a need to challenge the justification for retaining these assets through an option appraisal to consider selling them where grant conditions allow, and forsake the annual revenue benefits. The Industrial portfolio generates an income in the region of £355k and is currently valued at £3.39M. With the upcoming opportunities in the energy sector, demand is expected to increase which cannot be met by the private sector. If the decision is taken to retain this portfolio, the Council needs to be in a position to take advantage of these opportunities and increase its income by understanding the scope, scale and location of the demand.

The Retail portfolio currently generates an annual income of £55k and is currently valued at £615k.

In addition to the above assets there are the Sundry Properties, Occupied Land, Undeveloped Land, Grazing, Park & Open areas assets that aren't required for front line service delivery which in many cases are a liability to the Council. An option appraisal exercise is required to each of these assets with a view to selling if appropriate in order to gain much needed Capital receipts.

Additional actions of this plan are to:

- Review the policies & procedures for dealing with the selling of assets with a view to speeding up the process wherever possible.
- Review the criteria for choosing to transfer an asset over selling when there is a need to gain as much Capital receipts as possible from the sale of our assets.
- Need to develop an Energy Efficiency Policy in order to assist the Efficiency Strategy, improve the energy efficiency of our buildings and make savings on cost of power and water used to reduce our carbon footprint.
- Carry out area reviews in order to identify similar services being provided by other public bodies or the private sector that could take over certain non-statutory services should the Council decide to withdraw them.
- Carry out an option appraisal to decide the future use of Shire Hall.

SECTION 1

1.1 Introduction

In 2009 the Council approved its first Corporate Asset Management Plan (AMP) for Land & Buildings for the period of 2009 to 2013, excluding Council Housing, Highways infrastructure and public parks.

The purpose of the AMP was seen as crucial for achieving a strategic focus on the management of the property portfolio which was linked to the corporate objectives and capital expenditure strategies of the Council at that time.

Its purpose was also to provide the basis for which the Council's property related decisions were to be made and to ensure operational buildings were safe fit for purpose and the use of property assets were optimised and costs minimised in order to ensure the property portfolio was sustainable for the future, which is also the purpose of this plan.

This AMP is now out of date and consequently a new plan is required to update the original AMP at a time when the Council has to face unprecedented resource challenges which are likely to continue for some years to come.

Additionally the Council is going through a big change itself with the modernisation and Transformation of services and service provision and the desire to rationalise its asset portfolio which, is second most costly to the Council after its staff.

This at a time when significant major infrastructure projects are planned such as Wylfa Newydd, Land & Lakes in Penrhos and Holyhead waterfront scheme which should they be developed to their full potential will not only bring employment opportunities to the island. They will also bring the potential for increased service demand with the need for our service assets to be available to respond to these.

In the future the Council will need to be responsive and agile in the way it provides its services during this time of tight fiscal management, rising expectations and demands from our current & future citizens, we will have to deliver more for less by ensuring:

- ***Key services continue from an asset base that is sustainable.***
- ***Assets are in the right location.***
- ***Assets are fit for purpose.***
- ***Assets are well used.***
- ***Assets are well maintained.***

....in order to support current and future front line service delivery.

This new AMP which has a five year projection has been reviewed and agreed by the Council which will be further reviewed and updated in order to reflect changes in internal or external requirements as and when they occur.

To facilitate this, section 1 of this plan will remain static during its five year lifespan with section 2 and appendices being the working sections of the document updated as and when decisions and changes are planned for our land and building assets.

DRAFT

1.2 Scope and Drivers

The scope of this Corporate Asset Management Plan for Land & Buildings covers assets such as:

- All operational land & buildings that the Council provides a service from such as schools, Libraries, Leisure centres, care homes and offices etc.
- All non-operational land & buildings such as Industrial units, retail units, grazing land, sundry and surplus assets.
- The small holding estate.
- Council Housing.
- Highways Infrastructure.
- Parks & Open areas.
- Maritime Assets.

Out of scope are assets such as:

- Works of art.
- Vehicle fleet.
- Furniture and associated fixtures & fittings.
- IT equipment.

The key drivers for this Corporate Asset Management Plan for Land & Buildings are:

Key Driver 1 – The Corporate Plan 2013-2017

In the Corporate Plan the Council has stated the need to transform our services and the way the Council works and has identified the following seven objectives as a means of achieving this:

- Transform Older Adult Social Care
- Regenerating our Communities & Developing the Economy
- Improving Education, Skills & Modernising our Schools
- Increasing our Housing Options & Reducing Poverty
- Transforming our Leisure & Library Provision
- Becoming Customer, Citizen & Community Focused
- Transforming our Information & Communication Technologies

These corporate objectives will need to be met through service improvements and our assets need to reflect and support the Councils vision in going forward.

Key Driver 2 - Achieving Efficiencies

At the time of writing this plan, the Council has developed a draft Efficiency Strategy for 2014-2017 which it is currently consulting on. The purpose of the strategy is to provide clear direction as to how the Council aims to meet the financial challenges it faces over the next three years.

Identified within this strategy are a number of ideas for making savings which are asset related such as:

- Reducing the number of offices and other land and building assets in our ownership.
- Implementing energy efficiency measures in our buildings.
- Modernise the way we operate and streamline back office functions.
- Modernising social care for older people.
- School modernisation.
- Reviewing Library, Leisure, and Culture & Youth provision.

Due to this desire to create efficiencies from the way we use our existing property assets for service delivery, and also the delivery of services from more cost effective methods that may not involve the need for some of our assets. There is an opportunity to reduce running costs from the closure of additional unwanted assets and the prospect to generate capital receipts from their sale.

Key Driver 3 – Future Service Delivery

This is a key driver for any strategic approach to asset management as service delivery is at the heart of everything we do.

It is likely future service delivery may not involve the utilisation of assets in the same way we currently do and non-property based solutions may be preferred in some instances with IT being a key enabler in achieving this. This will inevitably lead to the rationalisation of our property asset base as services are transformed and modernised.

It is important key services continue from an asset base that is sustainable; assets are in the right location, are fit for purpose, are well used and well maintained in order to support service delivery now and what needs planning for the future. This document should be seen as a tool in helping to meet this challenge.

Key Driver 4 - Reducing Repair Liabilities

Many of our buildings that were constructed during the 1960`s and 1970`s are now showing their age mainly due to a lack of investment over the years. Some of our assets now require significant investment on their building fabric and services in order to make them more energy efficient and cost effective to run and to ensure they are able to continue to support service delivery in the future without risk of failure and unplanned building closures.

The Councils current estimated backlog maintenance repair costs are in the region of £18 million which is based on 2013/2014 data and excludes the small holding and Housing estate. The amount spent on building maintenance and renovation during the same period was £2.5 million. Should present expenditure levels be maintained, it would take some 7 years to complete the current required maintenance during which time additional requirements will come to light putting extra strain on these limited resources.

It is clear the Council does not have sufficient resources to bring this backlog maintenance figure down to a level that can be sustained through the budgets available and if the liability is to be reduced, the size of our property asset base will have to shrink in size.

A summary of the current Capital Budget for 2014/2015 is shown in **Appendix 1** giving details of planned capital expenditure being invested in our assets.

Alternative methods for dealing with building maintenance such as community engagement opportunities to assist with general school maintenance for example is something that could be investigated.

1.3 The Land & Property Asset Base

The Council has a large and varied portfolio of land and building assets held primarily for the delivery of frontline public services, but also more generally to support the Councils corporate priorities which, excluding Highways assets, are currently valued at £315 million¹. On the one hand many of these assets are considered a valuable resource, on the other however they are also a liability which requires considerable revenue and capital funding to run and maintain.

Table 1 below lists the sites by Asset Category (Excluding Highways Infrastructure).

Sites by Asset Category

Asset Category	Total	Asset Category	Total
Retail Sites	10	Primary Schools	47
Community Ctrs	5	Public Conveniences	19
Education – Other	12	Secondary Schools	5
Grazing Land	20	Small Holdings	89
Industrial Sites	29	Sewage Treatment Works	22
Leisure Ctrs	4	Special Needs School	1
Leisure & Maritime Sites	25	Sundry Property	15
Libraries	10	Undeveloped Land	62
Occupied Land	171	Youth Clubs	3
Offices	10	Day Care Ctrs	5
Parks & Open Areas	35	Residential Care Homes	6
Housing Sites	360	Surplus Property	11

Table 1 Asset Sites from TF System 10/04/2014

In addition to this the Council also manages but does not own the David Hughes Estate which falls outside the scope of this plan.

The table below breaks this data down further to show the service / asset link.

Service / Asset Cat.	Asset Type	Service / Asset Cat.	Asset Type
Education	47- Primary Schools 5 – Secondary Schools 1 – Special School 4 – School Houses 8 – Other Ed. Buildings	Social Services	6 – Care Homes for Elderly 5 – Care Day Ctrs Gerddi Haulfre Canolfan Byron
Lifelong Learning & Museums & Culture	10 – Libraries 5 – Museums & Galleries 1 – Archive Building 13 – Youth & Community Ctr	Housing	360 – Housing Sites 3,805 – Houses & Flats 700 – Garages 1 – J O' Toole Ctr Toll House Llanfairpwll

¹ Taken from Council Statement of Accounts 2013/2014

Economic	3 – Leisure Ctrs with Pools 1 – Leisure Ctr without pool 1 – Golf Course & Driving Range 5 – Other Leisure Sites 5 – Slipways / Piers /Docks Several Parks & Open Spaces Maritime Moorings	Highways & Waste Management	19 – Public Toilets 2 – Waste Recycling Ctrs 1 – In vessel Composting Plant 1 – Highways Depots 1 – Salt Barn, Gritter Shed & Highway Recycling Ctr. 1 - Biffa Depot & Offices 1 – Fleet Garage 4 – Storage Units 76 – Car parks 2 – Pedestrian Bridges 1 – Airport Terminal Refer to Appendix 7 for details on Km of roads, pavements & Highway structures.
Property	15 – Sundry Properties 92 – Small Holdings 20 – Grazing Land Sites 171 – Occupied Sites 62 – Undeveloped Land Sites 11 – Surplus Properties 18 – Retail Units 18 – David Hughes Estate 5 – Industrial Estates 90 – Industrial Units	Community Assets	35 – Parks & Open Areas
		Administration	9 – Office Buildings
		Planning & Public Protection	-Llanddwyn Cottages, Lighthouse & Boathouses - Holyhead Breakwater Country Park, buildings, gallery & structures.

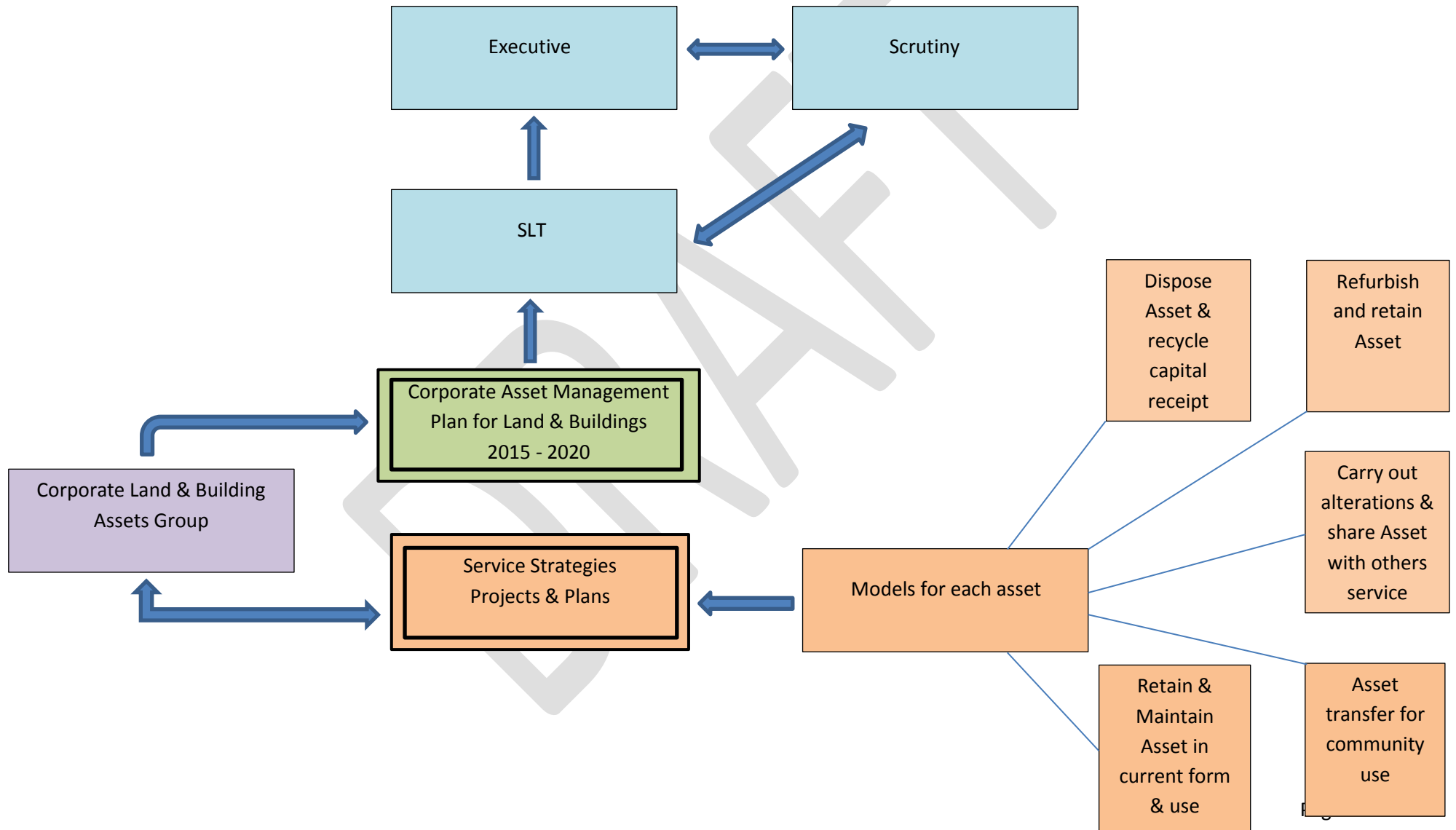
”It has been identified that a poor fit between service requirements and the property asset from which it is delivered is a risk to the Authority. If the asset does not support service delivery it will detract from the Councils services to its citizens².”

In order to ensure we have an asset base which is sustainable and fully supports service delivery in the future, we need to challenge the status quo of how our assets are currently aligned with service delivery and what changes need to be made to ensure they will support service transformation as we move forward.

The Council services need to scrutinise and challenge the use, effectiveness, management and even justification for retaining many of their assets and the model shown below is the proposed mechanism for doing this.

² RICS Public Sector Asset Management Guide to Best Practice

Asset Strategy Model



1.4 Managing the Assets

There is a need to take a strategic, co-ordinated, corporate and holistic approach to the management of our assets and all land & property assets are viewed as corporate assets in order to ensure this is achieved.” Our Land & Building Assets are a strategic resource that needs to be actively managed at both corporate and service level with ongoing property issues and maintenance needs being considered at a strategic corporate level, not as an afterthought”³.

Through a Corporate Landlord approach, elements of the day to day responsibility for building operations are delegated to the services and their building managers who in some instances have a Service Level Agreement with Property Services to deal with day to day maintenance issues as they arise. This role of Property as the Corporate Landlord is to ensure assets are safe to use, that legal frameworks are in place and that the assets value are not undermined.

The management of our assets are galvanised by a range of legislative and statutory obligations such as Fire Safety, Asbestos Management, Legionella, Disability Discrimination Act, Health & Safety Law etc. In addition to these is the desire to reduce our carbon emissions and energy use.

With the exception of the Housing, Highways and Maritime assets which are managed by the respective services. The majority of our land and building assets are managed at operational level by the Property Services Team in order to ensure our exposure to any risk of breaching our statutory obligations are kept to an absolute minimum. This is done by the carrying out of regular periodic surveys of mechanical & electrical plant & equipment, asbestos, legionella, fire risk, safety glazing, access audits and condition surveys.

Condition surveys on these properties are carried out on 20% of them each year in order to ensure up to date condition data is available to inform the Corporate Health Asset Management Performance Indicators that have to be completed on an annual basis and also to identify work required to maintain assets in serviceable condition over the next five years. The PI's for Condition Data for 2013/2014 are shown in **Appendix 3** which identifies the % of buildings that are in Condition A = Good, B = Satisfactory, C = Poor and D = Bad.

Because our assets are generally expensive to run and maintain, efficiencies can be achieved if they can be used more intensively or their costs in use can be reduced. The challenge is to find ways of working assets harder or finding alternative ways services can be provided thus reducing the number of assets in our ownership and the key to this is;

³ Hot Property Audit Report 2005

- Provide a greater challenge to the use of our assets based on new ways of working and delivery of services that is now possible due to technological changes.
- To explore the relationship between the Councils assets and those of other public and private sector organisations within our area in order to identify opportunities for sharing assets or the transferring of service provision.

Currently Smarter Working, Older Adult Social Care and Education Transformation programme boards are looking at how we work, how we can transform and modernise the way we work and how and where service provision is to be provided and by whom.

Strategies for Libraries, Leisure, Youth and Culture & Museums are being developed with a view to transforming and modernising these services and it is possible that these may lead to opportunities for asset rationalisation.

The progress of these key programmes and strategies are monitored corporately through one of the two Corporate Transformation Programme Boards:

- Update Required
- Update Required

1.4.1 Role of Corporate Land & Building Assets Group (CLBAG)

The CLBAG is a high level working group which sits alongside the Corporate Capital Allocation & Review Group, its purpose being to ensure through effective and holistic management practices, the best use of the authorities land and built assets.

The role of the group is to:

- Review business cases of programmes and projects from an assets perspective arising from the corporate programme to ensure each business case is in line with statutory requirements, Councils agreed priorities and this Corporate Asset Management Plan.
- To identify opportunities for shared use of assets and contribute to improved service delivery, sustainability and cost reduction.
- To challenge and review asset related bids for external revenue funds, revenue spend & project delivery. Proposed asset usage, asset related management practices and identify potential opportunities for asset rationalisation and disposals.
- Review original objectives for having certain types of assets such as Industrial, retail, agricultural, cultural etc. and if no longer being met or are no longer Council priorities, justify their retention.

The aims of the group are:

- Ensure that projects and strategies relating to land & built assets make corporate sense across all programmes and that they maximise the benefits to service delivery & income generation.
- To ensure confidence in the disposal and purchase of land and built assets across all programmes and raise the profile of property management to a corporate level.
- To drive change and improvement in the way land and built assets are used and managed to assist the delivery of the corporate plan and act as the approving body through which all asset related changes proposed by services are channelled and who have the final say on how services are allowed to use these assets.

The Governance model shown in **Appendix 2** shows the inter-relationships between these programme boards, strategies and projects, the Corporate Land & Built Assets Group and Capital Allocations Review Group.

This section of the plan has been agreed and approved by:

Council Leader -----
Cllr Ieuan Williams

Chief Executive-----
Dr Gwynne Jones

SECTION 2 – WORKING DOCUMENT

2.1 Service Transformation

Within this section of the plan are the “Headline” proposals from the various programmes and strategies that are currently taking place that will affect our assets and which are likely to change as these strategies are further developed. This and following sections of this plan will also change and be updated to track these changes, as stated previously this is a working document that will be frequently updated over the next 5 years. This section covers the following services / projects / Assets:

- 2.1.1 - Education Transformation
- 2.1.2 - Office Rationalisation & Smarter Working Project
- 2.1.3 – Shire Hall
- 2.1.4 – Older Adult Social Care Transformation
- 2.1.5 – The Small Holding Estate
- 2.1.6 – Housing Strategy
- 2.1.7 – Highways Asset Management Plan
- 2.1.8 – Waste Management Strategy
- 2.1.9 – Leisure Function Plan
- 2.1.10 – Library, Youth, Culture & Heritage Assets Strategy
- 2.1.11 – Parks, Open Areas & Sundry Properties
- 2.1.12 – Industrial Portfolio
- 2.1.13 – Retail Portfolio
- 2.1.14 – Maritime Assets

2.1.1 Education Transformation

The main drivers behind the School Modernisation Programme are:

- The over-supply of primary and secondary school places is costing the Authority money.
- The critical inspection report of the Authority by Estyn carried out in 2012.
- The 21st Century Schools programme sponsored by the Welsh Government requires analysis by the Authority of the sufficiency of its schools in order to attract match funding.

The key underlying principle driving the school modernisation agenda is for Anglesey to be a top performing LA in Wales with sector leading schools and provision. It is therefore vital that any change to school provision will result in improved educational experience for pupils within that area.

The Education Transformation Board will oversee the Schools Modernisation Programme which will transform the school estate on Anglesey. The fifteen year programme, which is split into four bands i.e. Band A to Band D, proposes a radical

change which at the end of it will result in a reduction in the current over supply of school places to meet Welsh Government priorities.

An examination of the Council's Authority's portfolio of school buildings [backlog of £7.5million maintenance in primary schools and £5.2m in secondary schools] indicates that there are serious shortcomings in the suitability of a number of current sites and buildings, including pressing health and safety issues that question the long term viability of some of our existing primary schools.

The need to maintain a large number of ageing school buildings and the supporting infrastructure is unsustainable. The Council needs to establish a long term and sustainable basis for schools on the island which will require substantial capital investment. To achieve this, the Council will need to work with the Welsh Government to invest in our school infrastructure.

The modernisation agenda programme will therefore involve:

- Existing new build plans;
- Merging of existing schools through a combination of school federations and merging on one preferred site;
- Catchment area boundary reviews and amendments;
- Building new area schools;
- Co-locating primary and secondary schools on the same campus [or close together] as the first stage in the move to 3-18 catchment area provision;
- Closure of schools that are not fit for purpose.

This will result in:

- School buildings that create an attractive learning environment.
- Raising educational standards.
- Reduction in the number of surplus places.
- Creating conditions for Head teachers to succeed.
- Ensuring sufficient Head teachers for the future.
- Maximising the use of school buildings by the community.

2.1.1.1 Implementation timescale

Following adoption of the Strategy by the Executive Committee, formal consultation meetings have and will continue to be undertaken within an area for review to present the rationale and consider possible options. These formal consultation meetings will be staggered over a 4-year period as shown in the table below.

Band A Consultation 2013-14 Implementation 2014-18	Band B Consultation 2014-15 Implementation d 2018-22	Band C Consultation 2015-16 Implementation 2022-	Band D Consultation 2016-17 Implementation period 2022-
Holy Island [North] - Y Parc, Parchedig Thomas Ellis, Llaingoch	North East area - Amlwch, Penysarn, Carreglefn, Llanfechell, Cemaes, Rhosybol	Llangefni area - Y Graig, Talwrn, Corn Hir, Bodffordd, Henblas, Esgeifiog	Holy Island [South] - Kingsland, Morswyn, Llanfawr, Santes Fair
South East Anglesey - Llangoed, Llanddona, Beaumaris	Central West - Bryngwran, YFfridd, Pencarnisiog, Rhosneigr	North West coast - Rhoscelyn, Fali, Tywyn, Bodedern, Caergeiliog	East Coast - Llanbedrgoch, Goronwy Owen, Moelfre, Pentraeth
Llannau - Llanfachraeth, Ffrwd Win, Cylch y Garn.	Central North West - Llannerchymedd	South East coast - Llanfairpwll, Llandegfan, Porthaethwy	
South West Coast - Dwyran, Bodorgan, Niwbwrch, Llangaffo,			

The responses from each formal consultation meeting will be presented to the Executive Committee who will then decide on the option to progress and implement for an area/individual school.

The Council will be consulting with parents, school governors, staff and other relevant stakeholders during these consultations.

At the time of drafting this report, approval and funding has been given for the construction of a new area Primary School in Holyhead which will result in the closure of three existing schools, and a new area Primary School in the Llannau area with the closure of three existing schools. Consultation has also commenced in the South West area.

2.1.1.2 Outline cost of the Programme

The overall cost of the programme has been estimated to be £173,280,000 and the Council would be seeking £86,640,000 match funding from the Welsh Government. Of this, £33,550,000 will be spent on the projects outlined for 'Band A' of the programme.

The Authority will utilise capital receipts from its asset rationalisation programme to meet part of its matched contribution. There is no immediate expectation that any significant additional funding source will be available, but opportunities to identify and secure such funding will be actively sought in line with asset rationalisation. There will be a number of major developments taking place on the island over the next years such as the Energy Island Programme, and the possibility of securing funding related to one or more of these are something that will be looked at closely.

The Council's Section 151 officer has confirmed that the level of unsupported borrowing required for the completion of Band A is affordable. The principal risk is the possible non-realisation of capital receipts, but it is anticipated that any shortfall can be made good by use of the remaining headroom for prudential borrowing and by careful management of the rest of the Authority's Capital Programme. In addition, the Executive will continue to maintain an overview of the general affordability through the expectation to approve the detailed business case for each individual project.

Beyond the timeframe for Band A matters must inevitably be less certain, especially given the increasingly gloomy outlook for public expenditure, but at present there is no reason to suggest that the proposed funding profile cannot be sustained at least through to 2023 (i.e. part way through Band C). Beyond this, the lengthy timescales and the number of variable factors involved must inevitably mean that continued affordability will have to be reviewed as the Programme progresses.

Taken from Strategic Outline Programme 21st Century Schools 11th January 2014

So within the five year lifespan of this plan we are likely to see the construction of two new area schools resulting in the closure and sale of six older primary schools buildings.

2.1.2 Office Rationalisation & Smarter Working Project

The original driver for the Smarter Working Project's creation was the desire of the Authority to rationalize its asset portfolio for a variety of reasons including on-going maintenance costs and suitability of buildings as office space. A number of buildings have been identified for closure in the near future which requires a clear plan of how to relocate the staff based within each one; these include:

- Park Mount;
- Rovacabin;
- Penyrsedd House;
- Môn Training Centre;
- Hen Ysgol y Graig
- Cynnal & Genesis Buildings

These properties currently being utilised as office space are not seen as 'fit for purpose' both in terms of the layout and design, and their general condition with no viable options for extensive renovation of any location. Options need to be considered in relation to how to make the best use of the assets at the Authority's disposal whilst seeking to improve the availability and accessibility of services to the end user.

Currently, the satellite offices in use by the Authority houses approximately 200 staff that will need to be relocated once a decision has been made to close their current place of work. The Smarter Working Project will seek to transform the working environment to enable a greater number of staff to use the main Council Offices and/or community based locations as their primary work location which will require a more modern approach to service delivery.

The rising costs of maintaining ageing buildings together with increasing fuel costs has made it necessary to consider whether we are currently making the best use of our portfolio of offices. The cost of office space across the UK varies, however what has been recognised is that 45% to 50% of office accommodation is empty at any one time⁴ and that dedicated workspace for every employee has now become an expensive luxury.

The Authority must reduce its expenditure significantly, and with a funding gap of circa £21million⁵ needing to be met over the next 3 year period, the Council needs to embrace change to meet future challenges and continue to provide high quality services in the future.

Based on an evaluation carried out by Property Services of the office buildings proposed for closure, the following assumptions/approximations have been made in relation to the expected savings to be made from vacating these premises:

⁴ Flexibility.co.uk

⁵ Identified in the 2014/15 Budget report presented to The Executive on 15th July, 2013

Annual Savings:

Rovacabin - £30k

Parc Mount - £52k

Mon Training - £24k

Penyrorsedd House - £13k

Hen Ysgol y Graig - £38k

Cynnal - £6.5k

Ty Wil - £15k

Total - £178.5k p.a.

Potential Capital Receipts:

(N.B. Figures dependent upon market conditions at the time of disposal and subject to verification during the development of the Full Business Case)

Rovacabin - £130k

Parc Mount - £300k

Mon Training - £ minimal net receipt allowing for demolition and site clearance costs

Penyrorsedd House - £133k

Hen Ysgol y Graig - £ capital receipt already accounted for in relation to relocation of Ysgol y Graig and Ysgol y Bont

Total - circa £600k

Taken from Smarter Working Project Business Case Sept 2014

2.1.2.1 Relocate Training Rooms From Tŷ Will

The current location of these training rooms are not considered suitable as they are located within a building that is not DDA compliant being on the first floor of a building whose only access is via a steep narrow staircase. Additionally the Council leases this part of the building at an annual cost of £15,800 which will be due for renewal in Autumn 2016. So there is an opportunity for savings to be made if alternative accommodation can be identified.

Initially the Main Council HQ was considered as one possibility for their relocation however, as space is limited which will be required to accommodate relocated staff from other building closures, another location is required. At the time of writing this report, a study to identify possible alternative locations has commenced.

2.1.3 Shire Hall

The ground floor of Shire Hall is currently used by the Registrars and the Town Council with the former Court areas currently being used by the Job Evaluation and other HR teams. The rear section of the building previously used by the Police is used for short term document storage and as a base for the Mon Community Transport Team.

The second floor of the building is currently unused and in need of strengthening works to the floor structure. It is also inaccessible to the disabled and generally in need of renovation and updating and if it is to be used for office space which will require significant Capital investment.

The possible use of part of the building for Training Rooms as part of the Smarter Working Project along with emerging aspirations for the use of the building by other projects such as Older Adult Extra Care has been considered but has not been deemed suitable for either project.

An option appraisal needs to be carried out in order to come to a decision about the future of this building which should include amongst others:

- Do nothing maintain the status quo using vacant areas for storage.
- Renovate & improve vacant areas to provide modern accessible office space for renting out or Council use.
- Relocate Town Council & Registrars with a view to selling the building.

So within the five year lifespan of this Asset Management Plan we are likely to see the closure and relocation of staff from Park Mount, Mon Training, Rovacabin, Y Graig, Pen Yr Orsedd, Cynnal & Genesis buildings and the relocation of Ty Wil training rooms to another location.

2.1.4 Older Adult Social Care Transformation

Social Services are looking at future service delivery in relation to its residential elderly care homes. With an aging population it is forecast that the number of people aged 65+ will grow by 40% from 14,000 in 2008 to 20,100 in 2023 and current estimates suggest about half of men and a third of women will need support from social care services as they age.

The current provision through residential care homes is very expensive and in danger of becoming unaffordable with a number of issues forcing the service to look at the future of this provision such as:

- Fewer people are choosing residential care and consultation with the islands residents has shown a preference to staying in their own homes as long as possible. The level of occupancy over the last three years demonstrates that there are on average 18 empty beds in the service each and every week.
- Investment is required to improve the condition of the residential estate. Current backlog maintenance to just bring the homes up to an acceptable standard is estimated to be in the region of £700,000.
- Extensive remodelling will be necessary in the majority of the homes in order to meet 21st Century standards, statutory requirements and the expectations of service users. The cost of this work is likely to be in the region of £1M - £2M.
- The Councils residential estate is mixed in terms of the quality of facilities on offer which generally is at a higher cost than the private sector.
- There are high levels of staff absence.

The service has concluded that maintaining the status quo is not an option and providing more for the same is not possible and really doesn't fit with the community needs and a change in care provision of "Extra Care" in the community is considered as the preferred option and for which there is demonstrable need and demand. Developing Extra Care is now a Council Priority. It has been identified by the service that the priority areas for developing Extra Care are initially in the Amlwch and Llangefni areas, and then in the "South" of the island.

Through public consultation that has taken place in these two areas it is clear older people who are in their own homes are very keen to continue living independently which "Extra Care" supports and most are adamant they do not want to go into residential care.

Additionally it will be more cost effective for the Council to provide Extra Care as opposed to Residential Care. The Service and Finance have projected that over a ten year period a move to Extra Care in these locations, and not operating the residential care homes in these same areas would generate savings of in the region of £7.8M⁶.

From an assets perspective, the implications are that at least two further care homes, currently in Council ownership, will be disposed of once the new Extra Care is opened and it is important to note that these new Extra Care facilities will not be Council owned assets.

A key element in ensuring the successful implementation of Extra Care is having effective partnerships with the third/private sector. The usual model is for a Registered Social Landlord (RSL) usually a Housing Association who provides investment and carries out the development in partnership with the Local Authority who accesses available grants with rents paid by the residents to the RSL.

Initial exploratory meetings have been held between the service and the Chief Executives of the three North Wales Registered Social Landlords in order to investigate their interest in developing Extra Care facilities on the island to replace the current care homes.

The Executive has agreed the Business Plan for implementing Extra Care and agreed that identified sites can be used and sold for Extra Care developments. A process of procurement with the RSLs is currently being initiated. A complimentary bid to the Capital Strategy for additional capital to potentially support the build of Extra Care has also been made.

In addition, work is ongoing with officers from across the relevant services to identify potential sites in the "South" of the island, as well as further local consultation with both political members and local communities. Once there is clarity on sites, further proposals for Extra Care on this part of the island will then be considered.

⁶ Data taken from report by Older Adult Social Care presented to CLBAG 17th July 2014.

Inevitably this change in care provision will have a profound effect on the current residential care home portfolio. At the time of writing this report, the Executive has approved the sale of Garreglwyd Care Home which has now been completed. The current agreement is for Brwynog and Plas Penlan to be de-commissioned once Extra Care in these areas is established. Consideration of the remaining homes is on-going, in part informed by plans for further Extra Care elsewhere on the island and other needs within the Service.

The future of Day Care provision currently being provided from Morswyn Resource Ctr. Holyhead, Gors Felen Llangefni and Blaen Y Coed Haulfre and the Gerddi Haulfre centre will be considered as part of the Learning Disability Transformation Project.

So within the five year lifespan of this Asset Management Plan we are likely to see and need to plan for the closure and sale of Brwynog and Plas Penlan and the building of three Extra Care facilities in Amlwch, Llangefni and "South" of the island areas. Consideration over this period will take place over the future place within the Adult Service Strategy of the remaining care homes in meeting accommodation needs of older people.

Any Capital & Revenue spending earmarked for these buildings over this period will need to be carefully considered to ensure financial resources are not being wasted on a building earmarked for closure.

2.1.5 The Small Holding Estate

A Small Holding Service Asset Management Plan was developed in 2010 in order to provide a strategic focus on the management of the portfolio and to provide a basis for which portfolio related decisions are to be made. It is a framework to ensure the properties are safe and suitable for purpose, the use of the estate assets are optimised to meet the required aims and that costs are minimised and sustainable for the future.

Its main aim is to optimise the smallholding estate to provide suitable and sufficient holdings in order to create opportunities for young farmers to start up within the agricultural industry on the island and to progress in time to becoming managers of fully commercial farming units whilst ensuring a sustainable financial return for the council.

An issue of particular concern has been the condition of the occupied properties, tenant expectations and landlord's obligations which require regular investment in the upkeep & improvement of properties to meet modern living standards. Minimum standards for habitation need to be assured in any property which is let for occupation and historically in some of the properties the Council may not have been meeting these requirements.

This was borne out during the condition survey programme in 2009/2010 where out of 92 small holdings at that time only 36% of properties were identified to be in

satisfactory condition, with 42% found to be in Poor condition and 22% in Bad condition.

A programme for carrying out the necessary improvements was put together funded through the sale of some properties with the capital receipt being ring fenced as was the rental income in order to be able to reinvest in the portfolio to improve their condition. This investment in the estate will ultimately result in increased revenue and improve the capital value of the estate.

To date eight small holdings have been sold to fund this programme having a capital receipt of £2,943,000 with eleven smallholdings currently being offered for disposal to the tenants with estimated receipts of £3,055,000. Twenty nine smallholdings have so far been renovated to date, eight are currently being renovated with a further twelve planned for 2015 / 2016.

Options for increasing available capital funding through further sales for the purpose of renovating the remaining estate will be necessary should the Council decide to retain this portfolio. The current practice of ring fencing the rental income currently in the region of £500k, needs to be challenged and justified as there is currently insufficient funding available for much needed improvements to assets used for front line service delivery.

Once the renovation of the estate has been completed, the Authority through the CLBAG needs to challenge and justify the need for retaining this estate which on the one hand provides economic benefit in the form of long term rental income and socio economic benefits by supporting and assisting the farming community against the short term capital receipts that could be obtained by the sale of most in not all of the estate which currently has a value of £7.9 million.

2.1.6 Housing Strategy

The Local Housing Strategy for 2014 – 2019 sets out how the Council will work across all housing tenures with key partners including housing associations, police, health and private landlords to increase supply of affordable housing and improve homes and communities. The delivery of the Housing Strategy in turn has important links with the Joint Local Development Strategy which will allocate land need for housing development and updates planning policies.

As part of the services strategic housing role and its corporate responsibility, the service needs to identify land and development opportunities for the following three key areas. These could be assisted through the possible reuse of council assets depending on suitability of their location, which highlights the linkage of this plan to the Housing objective of the Corporate Plan.

2.1.6.1 Affordable Housing

The ability to deliver affordable housing to meet the needs of local citizens is an important objective. This affordable housing can include social housing and “intermediate” housing aimed at people who do not need social housing but who

cannot afford market prices. In some locations in the future it will be difficult for affordable housing to be delivered by any means other than a housing association or the Council. It is also important to note that affordable housing supports rural sustainability and the Welsh language.

2.1.6.2 Gypsy & Travellers Sites

The Council has a statutory duty to provide sites for Gypsies and Travellers where a need is found through a Gypsy and Traveller Accommodation Assessment (GTAA). The last GTAA identified a need for a permanent site and stopping places on the island. A new GTAA will be produced later this year in order to identify need and possible suitable locations for these sites. This is a corporate responsibility that has been delegated to the Head of Housing's responsibility.

2.1.6.3 Future Housing Need

In addition to current housing needs, large infrastructure projects planned for the island are likely to have a big impact on housing need in the future with up to 8,000 construction workers requiring housing during the construction of Wylfa Newydd.

There is a risk that existing households could be displaced by the influx of those skilled highly paid workers which landlords will wish to take advantage of if additional accommodation isn't provided for.

2.1.6.4 Housing Revenue Account (HRA)

The Housing Revenue Account Business Plan for 2014 – 2044 sets out how the Council's medium to long term aims and objectives for the Housing Services as landlord will be achieved, which is reviewed on an annual basis.

In December, 2013 the Minister for Regeneration, Housing and Planning for the Welsh Government presented a draft Housing Bill for consultation. There is a prospect that Councils with housing stock will become self-financing from April, 2015. There will be an opportunity for Councils to exit the Housing Revenue Account subsidy system (HRAS).

The Council Housing Service has now exited the HRAS which means since 2nd April 2015 all Council housing assets and income are ring-fenced to the Housing Revenue Account. How ambitious we will be in investing in new housing will partly depend on what restrictions are placed on our borrowing ability which will be negotiated with Welsh Government and funders during 2014/2015. The service will consider developing ourselves on HRA land providing it is affordable and within cost guidelines. We will also continue to discuss and develop affordable housing solutions with the three zoned RSLs and developers, which are grant and non-grant aided.

2.1.6.5 Housing Stock Analysis

The Council has a stock of 3,805 dwellings and 767 garages. The latter are a combination of independent blocks constructed from brickwork or concrete sections, some with asbestos roofing and either traditional timber or metal 'up and over' doors. Others are individual garages within the curtilage of individual dwellings.

Council Housing Stock	2012/13	2013/14
1 bed flats	316	316
2 bed flats	402	402
3 bed flats	15	15
1 bed house / bungalow	395	395
2 bed house / bungalow	933	931
3 bed house / bungalow	1674	1,674
4/5 bed house / bungalow	72	72
TOTAL	3,807	3,805

2.1.6.6 Size of accommodation required

Table below shows the size of accommodation required by households in housing need. The supply distribution is derived from household dataset information on those who have recently moved into affordable accommodation. The last column presents the supply as a percentage of need. This is calculated by dividing the estimated supply of the property size by the derived need for that dwelling size. The lower the figure produced, the more acute the need for affordable accommodation in the area, as the current supply is unlikely to meet the identified need.

Size of additional units required to meet housing need					
<i>Size of home</i>	<i>Need requirement</i>				
	<i>Gross annual need</i>	<i>Gross annual supply</i>	<i>Net annual need</i>	<i>As a % of total net annual need</i>	<i>Supply as a % of gross need</i>
One bedroom	458	65	393	61.9%	14.1%
Two bedrooms	283	216	67	10.6%	76.3%

Three bedrooms	237	134	104	16.3%	56.4%
Four or more bedrooms	71	0	71	11.3%	0.0%
Total	1,049	414	635	100.0%	39.5%

Source: Isle of Anglesey Local Housing Market Assessment, 2013

The Table suggests that there is a net need for all sizes of affordable housing. The largest net need is one bedroom accommodation, followed by three and two bedroom homes. The requirement for one bedroom homes comes partly from single person households.

2.1.6.7 Key Housing Priorities 2014 / 2015

The key priorities identified by the service over the coming twelve months are:

- Undertake a major review of the Housing Allocations Policy to ensure it is fit for purpose, maximising opportunities of working more effectively with Registered Social Landlords.
- Further improvements to rent arrears, former tenants arrears.
- Re-let properties as soon as possible to minimise housing need and maximise rental income to the HRA.
- Ensure that housing estates provide an attractive environment for local residents through involving tenants and communities in identifying, planning and prioritising environmental improvements.
- Taking firm action against tenancy breaches and anti-social behaviour.
- Supporting People - remodel housing related support services.
- Implement fully the remaining IT modules (Orchard) to improve the efficiency and effectiveness of the management of the Council's Housing Stock.
- Implementation of preferred option model for the Housing Building Maintenance Unit (also known previously as Direct Labour Organisation).
- Workforce Learning Needs Assessment to be completed.
- Subject to available finance and Elected Member agreement, commence implementation of agreed option for future of Llawr y Dref
- Priorities for Capital works and update Asset Management Strategy
- Introduce clear and transparent service charges, de-pooling charges from rent.
- Welfare Reform – Action Plan to be delivered to mitigate the effects of Welfare Reform on the HRA Business Plan and support tenants in financial exclusion.
- Expert advice to be sought over the future financing of the HRA as a result of the proposed new HRA self-financing.
- Successful implementation of HRA subsidy buy-out from UK Treasury, subject to Executive Committee and Welsh Government approval.

2.1.7 Highways Asset Management Plan (HAMP)

The Highways Asset Management Plan describes how the Isle of Anglesey County Council will manage its highway assets for the next 5 years. Its main aim is to demonstrate that well maintained local transport assets plus their accompanying infrastructure are essential to the delivery of better transport outcomes and the Local Transport Plan⁷.

The HAMP is a stand-alone document developed by all 22 Welsh Authorities collaborating together under the guidance of Opus Consultants. Based on the information within the HAMP, County Highways received £170M of prudential borrowing for highway maintenance for the period 2012/2013 to 2014/2015.

Although it would be desirable to include all highway assets in the Asset Management Plan, initially the following asset groups will be considered in detail in the life cycle planning process where the objective is to ensure the maintenance of these assets is undertaken in the most cost effective and timely manner.

- Roads (Carriageways)
- Pavements (Footways)
- Structures (Bridges etc.)
- Drainage Systems
- Street Lighting
- Traffic Signals and Pedestrian Crossings
- Highway trees, verges and boundaries
- Signage, Barriers and Street Furniture
- Winter Maintenance

An inventory of the assets which are in scope, their valuation and Capital & Revenue invested during 2014 is shown in **Appendix 4**.

The Highways Asset Management Plan contains detailed data on the following:

- **An Inventory of Highway Assets.** This identifies what information is currently held on the assets and outlines what gaps exist in the data and how these gaps will be closed. The Inventory includes an estimated Asset Value which is based on the Gross Replacement Cost for each asset group.
- **Investment in the Asset.** This gives details of the historical and current levels of spending on each asset group.
- **Asset Condition.** This outlines the current methods of assessing the asset conditions, identifies what data is available, identifies any gaps in the data and outlines proposals to maintain a level of asset condition data sufficient for the county's asset management needs.
- **Levels of Service & Service Options.** This describes the current service determinants, including costs, safety and performance indicators and discusses what other Level of Service Options are open for each asset group, including Lifecycle Plans for each asset group.

⁷ A copy of this HAMP is available by contacting Highways Section

- **Risk Management.** This provides an objective assessment of the risks associated with the various levels of service.
- **Forward Works Programme.** An outline programme of works is developed for each service option across all asset groups and these are used to cost and compare the alternative service options, from which detailed work programmes will be developed.
- **Performance Gaps.** This section identifies the various performance gaps that exist within each asset group.
- **Future Developments / Improvement Actions.** This section lists the actions that are necessary to change the business process and or the organisation culture in order to deliver an asset management approach.

The aim was to develop and maintain this first HAMP concurrently with the other 21 Welsh unitary authorities, thus establishing common standards and parameters which can then be used to compare performance and establish funding needs on a national level. The HAMP will also evolve to take account of the development of policies, priorities, indicators and outcomes.

The potential benefits to be gained by this HAMP include:

- Reduced life-cycle costs
- The ability to track performance using defined levels of service
- Improved transparency in decision making
- The ability to predict the consequences of funding decisions
- Enhanced management of financial, operational and legal risk, and
- Ability to discharge valuation and financial reporting responsibilities.

A formal review of the HAMP will take place every five years at which time a new “Improvement Plan” will be developed in order to assist with the continual improvement of the service.

2.1.8 Waste Management Strategy

The Isle of Anglesey County Council’s (IACC) Waste Management Strategy (WMS) outlines how Anglesey will manage the collection, treatment and disposal of Municipal Waste collected by Isle of Anglesey County Council over the period 2014/15 – 2017/18. A key aim of the Strategy is to improve our environmental performance and to reduce our ecological footprint whilst maximising the use of waste and providing best value.

The following highlights relevant parts of the strategy relating to Land & Buildings.

2.1.8.1 Household Waste Recycling Centres (HWRCs)

There are currently two Household Waste Recycling Centres on Anglesey, which are operated by the Council. These are situated in Gwalchmai and Penhesgyn (near

Menai Bridge) .Both sites are open from 10 a.m. – 5 p.m. five days a week (except Christmas Eve, Christmas Day, Boxing Day and New Year's Day). .

The new Penhesgyn HWRC opened in July 2013 and provides a state of the art split level recycling facility for the West of the County. Both sites (since July 2013) now only accept recyclable waste and all mixed general waste must be sorted into their constituent recyclable materials at the sites. With continual year on year improvements, the HWRC's presently divert over 80% of all waste received for reuse, recycling or composting.

2.1.8.2 Public Conveniences

The Council currently operates a network of 19 public conveniences across the county, some of which are open all year round and others which are seasonal. The provision of public conveniences is a non-statutory function and as such the number of public conveniences has been reduced in recent years from 32 to the current 19 in order to make savings. Some of these have been sold to generate Capital receipts with a number of others taken over by Town & Community councils to run and maintain. Further reductions will inevitably occur over the next few years.

2.1.9 Leisure Function Plan

At the time of drafting this plan the Leisure Strategy was in the process of being developed. Once it has been through the consultation process and approved, it will be used to inform this plan. However, at the end of January 2015 the following decision regarding Llangefni Golf course and Driving Range has been taken by the Executive to transfer the running of the facility to a local community group until 2017. This decision will then be reviewed when the grant clawback conditions will have expired allowing the possible sale of the site.

2.1.10 Library, Youth, Culture & Heritage Assets Strategies

At the time of drafting this plan the Library, Youth and Culture Assets Strategies were in the process of being developed. Once they have been through the consultation process and approved, they will be used to inform this plan.

The Planning Service Built Environment team are developing a project under the Holyhead Vibrant & Viable Places programme to purchase the Holyhead Market Hall building. The project proposes to refurbish the building to provide a community / economic hub that would house the relocated library, provide educational facilities, community rooms, offices and a café area.

By relocating the library from its current location will free up access to the adjacent Ysgol Y Parc site which, if approved, is due for closure as part of the school modernisation programme for the town allowing both sites to be sold as one for development.

2.1.11 Parks, Open Areas & Sundry Properties

- The Parks & Open Areas assets include significant areas of outstanding natural beauty such as Llandwyn Island, Holyhead Country Park, Dingle in Llangefni and Llynnon Mill which attract a significant amount of visitors generating an income to the Council. The Llandwyn, Holyhead Country Park and Dingle sites are managed by the Countryside section of the Planning department who at the time of drafting this plan are in the process of developing strategic plans for each of the three sites in order to ensure their future viability and they will inform this plan once approved.
- There are also a number of public parks, play areas, picnic and amenity areas and beaches that are used for recreational purposes that are managed by Town & Community councils, Leisure & Maritime Service.
- Additionally there are significant areas of grazing land separate from the Small holding estate that are leased out by the Council which generates an income of approximately £17,000 per annum and costs the Council nothing to maintain. The recommendation is to retain these sites as not only do they provide a small income but occasionally we are able to take advantage of market conditions and sell a site for significant Capital receipt.
- There are also 171 “Occupied Land “ sites that consist of Sewerage Treatment Works, electrical substations, land drainage areas and parcels of land adjacent to the highways and also 62 “Undeveloped Land” sites that consist of areas of bare land within Council Housing Estates, beach access areas, and several vacant building plots that are currently being marketed.

The majority of these assets are not required for service delivery, there is no statutory obligation to have them, there is little or no budget available to maintain them, are unsuitable to sell and are in many respects liabilities to the Council which has no option but to retain ownership of them for various reasons.

- The small group of Sundry properties shown in the table below mainly consist of assets that are no longer required for service delivery which in some cases are being put to short term use for storage, office accommodation, leased out etc. until no longer required which will then be disposed of.

Property	Current Use	Future Proposal
Marine Terminal-Amlwch	Workshop areas leased locally & part of main building used as a base for Marine Pilots.	Unknown
Boat Storage Area-Bull Bay	Parcel of land used for boat storage	Maintain Status quo
Hen Ysgol-Llandegfan	Mothballed	To be swapped with RSL land
Former Council Depot – Holyhead	Leased by local Scout Group	Retain until lease expires
Overline Footbridge-Holyhead	Unused & mothballed	Unknown
Land beneath Chandlery Building-Holyhead	Leased to local business	Head lease to be surrendered
Ffridd House-Llangefni	Llangefni Golf Course Greenkeepers house	Dependent on future of Golf Course
Hen Ysgol Y Graig-Llangefni	Short term office & storage. Currently being vacated & marketed	To be demolished and site sold
Hen Ysgol Y Bont-Llangefni	Unused	To be demolished and site identified for possible Extra Care Facility
Mon Training-Llangefni	Building recently demolished	Site to be sold or possibly developed by Economic with additional business units
Station Storage Building-Llangefni	Equipment storage	To be vacated & transferred to local community

2.1.12 Industrial Portfolio

Currently the Authority has 18 industrial sites of various sizes containing some 89 individual industrial units as shown in the table below. These sites have and continue to be developed by the Economic Development service and are managed on a day to day basis by the Estates Team within Property Services. Out of these 89 units, 5 are used by the Authority (operational) such as the depots, and the 11 Fisherman's units in Holyhead are leased from Stena which leaves 69 units and their associated sites which are rented out to local businesses. An additional 7 units have recently been constructed on Llangefni's Penyrsedd site.

1	11ID01000	Copper Bins - Amlwch Port	2
2	11ID04000	Industrial Units - Amlwch Ind Est - Amlwch	4
3	11ID05000	Old National School - Amlwch	3
4	13ID01000	Bodedern Industrial Units	4
5	14ID02000	Industrial Units - Mona	12
6	19ID03000	Fishermans Units - Fishdock Area - Holyhead	11
7	19ID04000	Holyhead Enterprise Centre - Holyhead	12
8	31ID01000	Workshop Units - Llanfairpwll	3
9	33ID02001	Council Depot - DLO - Gaerwen	1
10	33ID02002	Council Depot - Gaerwen (BIFFA)	1
11	33ID02003	Council Depot - Gaerwen (Joinery Workshop)	1
12	33ID03000	Highways Depot - Gaerwen	1
13	34ID03000	Pen Yr Orsedd Development Site 1 - Llangefni	4
14	37ID01000	Old Primary School - Brynsiencyn	7
15	39ID01000	Old Primary School - Menai Bridge	2
16	39ID02000	New Highways Depot - Four Crosses - Menai Bridge	1
17	45ID01000	Rhosyr Workshops - Newborough	4
18	46ID03000	Penrhos Industrial Units - Holyhead	16

At the time of drafting this plan the number of units that are occupied is 79 and the number of vacant units is 10 giving an occupancy rate of 88.76% and the income generated for the last 12 months being in the region of £355,000.

The majority of tenants are on an internal repairing lease which makes it their responsibility to maintain the units internally with the Authority only responsible for the maintenance of any communal internal areas and the external of the units which means there is some cost to the authority in having these units.

Over the previous 12 months approximately £17,000 was spent on maintaining these units and from the latest condition survey data, a backlog maintenance figure of £58,000 was identified which shows it is a relatively low cost activity to keep and maintain these units. By reviewing the rents and introducing a service charge would help towards addressing these maintenance costs and any future rise in costs. The latest asset valuation of this portfolio is £3.39 million and improvement works are ongoing to the units at Penrhos through the VVP programme.

The reason why the Authority has this Industrial portfolio is twofold. Firstly for economic reasons in that it provides the Authority with a significant income and secondly for socio-economic reasons in that it provides a valuable support to small

and medium sized businesses who would otherwise find it difficult to find and afford suitable properties in which to base their business and provide local employment.

These units have and continue to provide a consistent source of income to the Council and the occupancy of these units has remained steady even during the recent recession. With the upcoming opportunities in the energy sector, demand is expected to increase which cannot be met by the private sector. The Council needs to be in a position to take advantage of these opportunities and increase its income by understanding the scope, scale and location of the demand.

The Economic & Community Regeneration service are of the view that new development in modern business premises to meet the expected demand from the energy sector is critical to improving our economic performance. New modern business units are low maintenance which overcome market failure and will provide an increased income stream for the Council.

We also need to ensure that Economic, Property and Finance are all in sync so that when a tenant moves in, rent is collected on the date it is due as maximising rental income from these assets is critical to ensuring their sustainability.

The authority through the CLBAG however, needs to challenge the justification to continue to own the Industrial estates portfolio and the following options should be considered:

1. Do nothing and maintain the status quo.
2. Invest in the estate ourselves by introducing service charges to cover our existing costs and address the backlog maintenance which would ultimately result in increased revenue and improve the capital value of the estate.
3. Sell the estate as a portfolio, where grant conditions allow, and forsake the annual revenue benefits for a one off capital sum.
4. Transfer the estate to a managing agent, trust or partner and share the future liabilities and benefits.

In coming to any decision however, the Authority needs to be aware that there may be Grant Clawback issues on some of the more recently built units which will need to be identified and these will have to be retained by the Authority should a decision be made to sell the Industrial portfolio.

2.1.13 Retail Portfolio

Currently the Authority has 10 Retail sites consisting of 19 individual commercial units leased by local businesses as shown in the table below which are managed on a day to day basis by the Estates Team within Property Services.

1	12CM02000	Market Square - Beaumaris	7
2	12CM03000	Pier Kiosk- Beaumaris	1
3	19CM03000	Landmark Building - Holyhead	1
4	25CM01000	Shop Units - Llanerchymedd	3
5	30CM01000	Benllech Kiosk - Benllech	1
6	30CM02000	Wendon Café - Benllech	1
7	30CM03000	Ice Cream Kiosk - Benllech	1
8	34CM02000	Station Yard - Llangefni	1
9	39CM01000	Shop Units – Menai Bridge	2
10	37CM01000	Brynsiencyn Shop Unit - Brynsiencyn	1

At the time of drafting this plan the number of units that are occupied is 17 and the number of vacant units is 2, generating an income over the last twelve months of £54,800, but potentially could be £82,370 if fully let.

The majority of tenants are on an internal repairing lease which makes it their responsibility to maintain the units internally with the Authority only responsible for the maintenance of any communal internal areas and the external of the units which means there is some cost to the authority in having these units.

Over the previous 12 months approximately £20,585 was spent on maintaining these units and from the latest condition survey data, a backlog maintenance figure of £78,900 was identified. The latest asset valuation of this portfolio is £615,000.

The reason why the Authority has this Retail portfolio is twofold. Firstly for economic reasons in that it provides the Authority with an income and secondly for socio-economic reasons in that it provides a valuable support to small sized businesses who would otherwise find it difficult to find and afford suitable properties in which to base their business and provide local employment.

With the exception of the Wendon Café and the Landmark building, these properties could potentially be sold. The Wendon Café is subject to a medium term redevelopment scheme which could potentially bring in a significant Capital receipt for the site when the new Joint Development Plan is actioned in 2016. The Landmark building is subject to significant EU grant clawback that would far exceed the Capital receipt we would get from the sale of the asset and on that basis should be retained by the Council.

The Authority through CLBAG however needs to justify the reason for continuing to retain the remaining assets within this portfolio and the following options should be considered:

1. Do nothing and maintain the status quo.
2. Invest in the estate ourselves by introducing service charges to cover our existing costs and address the backlog maintenance which would ultimately result in increased revenue and improve the capital value of the estate.
3. Sell the properties individually, where grant conditions allow, and forsake the annual revenue benefits for a one off capital sum.
4. Sell those units which don't generate much income and retain those that do.
5. Transfer the estate to a managing agent, trust or partner and share the future liabilities and benefits.

2.1.14 Maritime Assets

The Maritime Section has the following assets:

1. Amlwch Port – Consisting of Marine Terminal building, two outer breakwaters, Marine Base Quays, Old Harbour, Watch House Pier & Lower Basin Quay and Slipway and Harbour Head Wall.
 - Actively used by a range of different user groups, including pilotage, fishing, private chartering for angling, leisure tours and other private users.
 - Income received from renting workshops, storage, berths, offices and part use of Marine Terminal by Mersey Docks & Harbour Pilotage.
 - Strong heritage and character which appeals to the tourism industry which attracts a large number of visitors
 - Proximity to offshore energy developments.
 - Recent investment to improve accessibility, parking, toilet facilities and amenity areas.
2. Beaumaris Pier – Consisting of 100m solid causeway, 75m fixed piled jetty structure and a floating pontoon.
 - A key asset for Anglesey's tourism sector which has undergone significant redevelopment work.
 - Pier supports the operation of several businesses that use it to launch boat trips. Recently it has attracted new businesses and enabled others to expand.
 - The pier is well used by local residents and tourists for walking, sitting and for leisure fishing activities and forms a focal point for the wider promenade areas.
3. Holyhead Fish Dock – Consisting of a floating pontoon pier, the South quay, slipway, Harbour Masters Office Building, Fishermen's Workshops, Fuel

Storage Tanks and fenced compound all leased from Stena Line Ports Limited.

- Facility used almost exclusively as a fishing harbour used by both the locally based fishing fleet and visiting vessels mooring, landing and maintenance of vessels.
 - Resale of marine oil generates a good income for the Maritime section.
 - Has potential to support future offshore energy projects.
4. St Georges Pier, Menai Bridge – Consisting of the pier, floating pontoon, pedestrian gangway and adjacent waterfront land area.
- Principal use of pier is for the berthing of Bangor Universities marine survey vessel.
 - Part of this facility also used by leisure craft providing tourist experience sailings
5. Moorings
- Maritime have 468 moorings located around the coast of the island which are leased out to local businesses and private boat owners helping to support the leisure industry. These are also a good source of income for the Maritime Section generating an income of £71K during 2014/2015.

2.2 Energy Efficiency

There is a desire to improve the energy efficiency of our buildings, reduce our carbon footprint and make efficiency savings on the cost of power and water used and also invest in renewable energy technology. Currently however, there is not an approved Energy Efficiency Policy in place for our buildings to facilitate this, the policy remains in draft and actions to meet the policy statements in the past have not been achieved due to a lack of resources.

Elected members and the SLT have recently requested that a project be set up to progress this and at the time of drafting this plan a PID has been approved to do this having the following objectives.

1. To baseline the Authority's position in relation to National and Local targets.
2. To have an Executive decision on the preferred options for energy improvement initiatives for the Authority to include clarity on (i) the potential rates of return on capital investments, and (ii) the Authority's ability to meet national and local targets.
3. To have an *Energy Efficiency Policy* adopted by the Authority.
4. To have an implementation plan in place.

Further objectives will be defined by the outcomes of Objective 4

The key drivers for doing this project are:

- Lack of investments will impact on our ability to meet Public Sector targets in the Welsh Government *Climate Change Act 2008*
 - to reduce emissions to a maximum of 0.83 metric tonnes of carbon dioxide equivalent (MtCO₂e), against a baseline of 1.13 MtCO₂e.
 - 3% reduction in emissions year on year
- IoACC have set a local target for a 5% reduction in energy and water usage
- We do not have a clear picture of where we stand in relation to these regional or national targets/benchmarking
- Need to understand the return rates on various options for investment in energy (in relation in particular to Capital investment)
- Elected Members and SLT have requested that a project is established to progress improvements in this area.

The Energy Efficiency Policy was approved by the Council in March 2015, its outcomes will be used to inform this plan.

2.3 Listed Buildings

The Council owns or possesses an interest in 22 different listed buildings which range from schools, Shire Hall, farm houses and old mills etc. which are mostly grade II listed with 5 buildings graded II*. The Listed Building Register is shown in **Appendix 5** of this plan.

In 2002 a Listed Buildings Condition Survey was carried out by consultants for the Planning Service on behalf of the Council which identified three buildings to be at risk, and two to be monitored.

Twelve of these buildings also had condition surveys carried out as part of Property Services Asset Management surveys in 2003 / 2004 which identified a number of issues that required rectifying at an estimated cost of £2,391,208.

These condition surveys now require updating which will include those buildings that were previously omitted which will no doubt identify further issues that require dealing with at an increased estimated cost than previously identified. These new surveys may also increase the number of properties identified as being at risk or require monitoring.

Council owned listed buildings can be a good opportunity to promote good conservation practice if sufficient resources are made available and appropriate uses are made of the buildings. However, these buildings if left vacant for some time which has little if any resources spent on them can deteriorate significantly. When this occurs, listed buildings can be perceived as being costly liabilities for the Council.

The Council needs to be aware that it has a duty to ensure these listed buildings are kept in a good state of repair. Furthermore, “The Secretary of State asks authorities to deal with their own buildings in ways which will provide examples of good practice to other owners. It is particularly important that every effort should be made to maintain historic buildings in good condition ...” (Circular 61/96).

The Planning Service in conjunction with Property previously prepared the following strategy and action plan to safeguard the listed building stock and to reduce the number which were at risk or required monitoring:

- Establish and confirm an up to date definitive record/database of council owned/leased listed buildings.
- Create a single point of contact responsible for information as regards listed buildings in the ownership of the council.
- Seek corporate / political support and commitment to preserve the council owned listed building stock.
- Compile an individual listed building manual.
- Carry out an updated detailed survey of the buildings most at risk.
- Prepare a programme of maintenance and repairs of at risk buildings and establish a priority list for urgent repairs.
- Make provisions for budgetary planning and bids for external funding.
- Establish a five year maintenance regime.
- Establish a programme to monitor vacant buildings on a regular basis.
- Consider marketing strategies for reuse of vacant buildings.
- Establish guidelines for their possible disposal.

Unfortunately due to a lack of resources and budget constraints some of the recommendations in the action plan have been put on hold until finances become available by way of grants or capital / revenue bids and to date no further progress has been made.

Although a number of these assets are currently being considered as part of the service transformation projects and strategies that are taking place. In order to identify a way forward and to ensure these assets don't become liabilities to the Council. This strategy and action plan requires reviewing and updating by the CLBAG to reflect the Councils current objectives and priorities and its “fit” within this plan.

The Museums & Culture service has recently had condition surveys carried out on Beaumaris Gaol and Courthouse which has resulted in a Capital bid being submitted for £231,000 to deal with the essential works that have been identified as necessary following these surveys.

2.4 Asset Rationalisation

During the five year period of the previous asset management plan, the Council identified various operational and non-operational land & building assets for potential disposal. The aim of this asset rationalisation programme is twofold, the reduction of revenue costs and maximising opportunities for capital receipts through the sale of surplus assets.

The Council's Asset Policy and Procedures are used for all disposal processes, acquisitions and leasing arrangements. Through this process, the potential for reuse by any Council services and the consideration of possible local issues is established. Disposal of property is subject to an assessment of market forces and conditions prevalent at the time, planning constraints, future strategic factors and the need for receipts to support its capital programme. It should be noted the Policy and procedures document will remain unchanged by the adoption of this plan.

The likelihood of an enhanced stream of capital receipts is tempered by market forces and the availability of surplus property. The Council has identified property assets for a programme of disposal and there have been significant success in the disposal of assets over recent years.

The Council however does not hold a large bank of property assets which can command a high sale value which could be used to support the funding gap that exists in the capital programme which the Council is unable to bridge by utilisation of internal funding opportunities alone. The Council will therefore need to remain alert to possible future opportunities for external grant funding. Such funding however tends to be orientated toward capital schemes, whereas the demand identified to date by the asset management process shows a requirement for increased revenue funding to deal with the backlog maintenance issues which were highlighted in Key Driver 4 of this plan.

Asset rationalisation and the provision of sustainable facilities for the future are key issues that need to be addressed if this short fall is to be remedied in order to ensure the ideal size of the Councils estate closely meets the objectives of being fit for purpose, sufficient, in good condition which ultimately is affordable.

Over the next five years there could be potentially 20 buildings that will no longer be required by the services if the projects run to plan and are successful in their Capital funding bids. In addition to these there may be further land & building assets that become surplus to requirements which can be sold, dependent on the outcome of

the option appraisals that have been recommend to justify the Councils retention of some of its property assets.

As these surplus properties are released for sale, they will be added to the Property Disposal Programme managed by the Estates Team within Property Services. This programme tracks the progress of assets being sold from initial marketing through to completion.

The procedures currently used for selling our assets needs to be reviewed and amended where necessary as currently it is taking too long to sell an asset and banking the much needed Capital receipt.

Additionally, the criteria used for deciding to transfer an asset rather than selling also need to be reviewed and challenged. There are numerous bodies that could make a case for the value of asset transfers and careful thought on the impact on communities should be given before any decision to reduce opportunities for such transfers is taken.

The table listing those assets that have been identified for possible rationalisation by the various projects and programmes that are currently in progress together with a possible date they may become surplus to requirements is shown in **Appendix 6** of this plan. This list will be added to as the work of other projects progress identifying further assets which may become surplus to requirements during the lifetime of this plan.

2.5 Conclusion and Action Plan

Anglesey faces a potentially transformative decade ahead with major projects such as Wylfa Newydd, Land & Lakes and other science, technology and tourism projects across the island being planned which will provide considerable opportunities to improve the economic prosperity of the island and will have a considerable impact on the services the Council provides.

The Council and the services it delivers are in a period of unprecedented change with the majority of services going through major reviews and transformation which was highlighted in section 2.1. The outcomes from these will lead to significant changes in the nature of services provided and the way in which they are delivered.

Future service delivery will be very different from anything that could have been envisaged at the time most of our assets were built which will have an impact on the asset estate. The Council through this plan needs to review whether it has the assets it needs now and identify what it is likely to need to meet future requirements of its citizens.

Additionally, with a need to save approximately £17 million over the next three years, the draft Efficiency Strategy has identified a number of ideas for making savings which are asset related. Asset management therefore has a contribution to make in relieving these current budgetary pressures and assist the Council in achieving the objectives of the Corporate Plan and assisting the Efficiency Strategy.

The following action plan has been developed which lists the actions that have been identified to date from what has been covered in this plan and will continue to evolve and record future actions as service strategies are further developed over the lifespan of this plan.

DRAFT

Asset Management Action Plan

Ref	Action	Owner	Outcomes	Target Date	Progress Update	Date Completed
1	Confirm strategic decision with regard to future Leisure, Library, Youth, Museums & Culture provision	Corporate Directors & Heads of Service	Service strategies developed agreeing future direction of service provision & highlighting effect on assets. AMP updated.	April 2017	Service strategies currently being drafted	
2	Development & adoption of a corporate energy policy	Property Services	Reduction in energy & water consumption and achieve sustainable running costs for all council property	March 2015	Draft PID completed & Energy Efficiency Policy approved by Council March 2015	March 2015
3	Complete programme for renovation of Small holding estate	Property Services	Improvement in estate portfolio, reduction in liabilities and increase in value of estate	April 2018	Latest batch of properties currently being renovated	
4	Carry out option appraisal on industrial portfolio to justify retention of estate or recommend selling	CLBAG/Economic/Property	Capital receipt from sale or identified means of increasing income to reinvest & increase value of estate.	April 2018		
5	Carry out option appraisal on retail portfolio to justify retention of estate or recommend selling	CLBAG/Economic/Property	Capital receipt from sale or identified means of increasing income to reinvest & increase value of estate	April 2017		
6	Carry out option appraisal to determine future use of Shire Hall	CLBAG/Property	Investment & full use made of asset or capital receipt from sale	April 2019		
7	Develop strategic plan for Holyhead Country Park, Llanddwyn Island & Llangefni Dingle	Planning Countryside Service	Strategy developed in order to ensure future viability of the 3 sites	March 2018	Holyhead Country Park has a draft strategy in place which requires formal adoption	
8	Review & challenge service strategies through CLBAG meetings & update Asset Management Plan	CLBAG/Property Services/Asset Manager	Up to date Asset Management Plan maintained	Ongoing	Plan to be reviewed and updated as and when strategic decisions taken on future of land &	

					building assets	
9	Review Listed Building Strategy & Action Plan	Planning Built Environment/Asset Manager	Up to date Listed Building Strategy / Action Plan	March 2017		
10	Carry out option appraisal on Smallholding portfolio to justify retention of estate or recommend selling	CLBAG	Capital receipt from sale or identified means of increasing income.	March 2019		
11	Review "Policy & Procedures" document for selling assets in order to speed up process	Property	Policy & Procedures updated to reduce time taken to get assets marketed and sold.	April 2016	Policy has been looked at by Scrutiny panel looking at how we buy & sell assets. Recommendations to be made to Exec Policy be amended	
12	Review criteria for choosing to transfer an asset over selling	Property	Policy & Procedures Document updated. Increase in assets being sold for capital receipt over transferring to community	April 2016	Policy has been looked at by Scrutiny panel looking at how we buy & sell assets. Recommendations to be made to Exec Policy to be amended	
13	Carry out area reviews in order to identify similar services being provided by other public bodies or the private sector that could take over certain non-statutory services should the Council decide to withdraw them.	CLBAG	Spatial plan to assist decision making	March 2018		

Appendix 1 – Summary of Current Capital Budget 2014/2015

Projects	Budget 2014/15 £'000	Slippage 2013/14 £'000	Total £'000	Expenditure		Comments
				£'000	%	
Housing	6,634	2,365	8,999	2,507	28	
Housing Revenue Account (HRA)	5,734	1,351	7,085	1,569	22	During Q1 & Q2, the expenditure incurred was mainly on the planning of slippage schemes from 2013/14. By now, we have procured the 2014/15 programme and spend is expected to increase in Q3.
Private : Grants & Loans	900	621	1,521	870	57	The grants and loans schemes are expected to have been spent by the year end.
Affordable Housing	0	393	393	68	17	Priorities continue to be considered jointly with the funding required for the mortgage rescue/home buy scheme, which will benefit from a contribution from Cymdeithas Tai Eryri.
Education	1,720	1,049	2,769	737	27	
21st Century Schools Contingency	0	789	789	0	0	
21 st Century Schools	0	61	61	16	26	There has only been minimal spend on 21 st century schools for the year to date on site investigations and site appraisal works.
Flying Start Capital Expansion Programme	720	0	720	25	3	There was only limited spend up to the end of Q2 on planning application, ecology and engineering services. Work is due to commence on site in the Autumn although, due to a risk of significant overspend, project costs are now being re-evaluated.
Education : Other	1,000	199	1,199	696	58	This relates to minor works schemes in various schools. The budgets are fully committed. Work is progressing with over half of the budget spent up to the end of Q2.
Regeneration	4,491	2,106	6,597	2,213	34	
Econ Dev: Strategic Infrastructure - Sites and Premises	1,666	215	1,881	820	44	Construction of the 4 units at Pen Yr Orsedd is now completed and the handover is expected in Q 3. A bid to secure additional WEFO funding to construct a further 3 units has been approved, with the work due to begin in Q3.
Econ Dev : Other	650	721	1,371	328	24	This relates to the match-funding Cyfenter Scheme, Local Investment Fund Grants, Anglesey Business Centre Extension Plans, Anglesey Coastal Environment Project and Public Conveniences.
Property: Smallholdings Programme of Improvements	250	0	250	74	30	The smallholdings programme of improvements, financed from the ring-fenced capital receipts from the sale of smallholdings and rental income, is in its fifth year. The 8 schemes currently on site as part of the electrical installation programme is nearing completion. Refurbishment of four houses is progressing with one other scheme due to start towards the end of the financial year, whilst a further two refurbishment schemes will be tendered in the autumn. The programme continues to run ahead of capital receipts, with a deficit of £2,051k brought forward from 2013/14, to which must be added any expenditure in 2014/15. The programme of income generation is showing signs of improvement, with capital receipts of £631k agreed this financial year and major sales anticipated to take place in the second half of the year.
Physical Regeneration (3 Towns)	0	1,170	1,170	633	54	The budget is to be spent on projects and properties within the Holyhead Townscape Heritage Initiative.
Highways: Local Government Borrowing Initiative 2014/15	1,800	0	1,800	358	20	The works are expected to gain momentum during the year, being weighted towards the second half of the year. It is expected that all the programmed works will be completed by the year end.
Other	1,947	1,407	3,354	813	24	
Highways : Other	650	378	1,028	473	46	This budget relates to vehicles, structures, carriageways, car parks and street lighting, which are progressing as anticipated.
Property: Other	770	453	1,223	117	10	This all relates to disabled access and building risk management work, Holyhead Fishdock and extensions to two cemeteries, one in Llanddona and the other in Llanbedrgoch.
ICT: Strategy	150	456	606	0	0	No expenditure on ICT: Strategy during the year to date.
Social Services: Other	377	120	497	223	45	The expenditure incurred here includes the refurbishment of Brwynog Care Home, the purchase of a number of laptops and the purchase of specialist equipment, such as profiling beds.
Total	14,792	6,927	21,719	6,270	29	

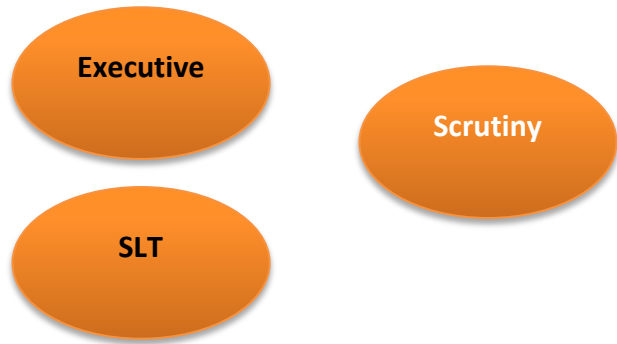
Slippage 2013/14 £'000	Budget 2014/15 £'000	SERVICE	Detail of the planned Capital Expenditure	Budget Amount ('000)	External Funding (specific grants & contributions) ('000)	Cost borne by IOACC ('000)
		Housing				
		Public Sector Housing :				
1,351	5,734	Housing Revenue Account Capital Programme	Planned Maintenance on Council Houses	5,350	2,600	2,750
			WHQS Planned Works 2014-15 - Unallocated contingency	400		400
			WHQS Change of Tenancy 2014-15 - Unallocated contingency	350		350
			Environmental Works 2014-15 - Unallocated contingency	250		250
			Sheltered Housing Review - Unallocated contingency	735		735
		Private Sector Housing Schemes :				
621	900	Private Sector Housing Grants and Loans Schemes	Energy Efficiency Grants 14-15 programme	171		171
			First Time Buyer Grants 14-15 programme	314		314
			Disabled Facilities Grants 14-15 programme	851		851
			Emergency Repair Grant	21		21
			Empty Home Grants / Loans	140		140
			Fire Safety Grant	24		24
393		Affordable Housing Schemes	No further information	393		393
2,365	6,634	Total Housing		8,999	2,600	6,399
		Education				
	720	Flying Start Capital Expansion Programme	Adjustment to Flying Start Building, Holyhead	720	720	
850		21st Century Schools Contingency	Capital Costs & design fees Ysgol y Llannau. Planning for new School in Holyhead	61		61
			Contingency	789		789
199	1,000	Schools - Refurbishment	Ysgol Syr Thomas Jones - Toilet Refurbishment	100		100
			Ysgol Uwchradd Bodedern - Replacement Boiler and Roofing works	525		525
			Ysgol Gyfun Llangefni - Works on school car park, re-wiring, Doors and the Fire Alarm system	110		110
			Ysgol David Hughes - Fire Risk	50		50
			Ysgol Uwchradd Caergybi - Science Block, Roof, Boiler	200		200
			Ysgol Gynradd Y Borth - Toilets	30		30
			Ysgolion – Legionella Risk	50		50
			Ysgolion Gynradd – Rewiring & Lights	50		50
			Ysgolion Gynradd – Fire Alarms	30		30
			Ysgolion Gynradd – Boilers	30		30
			Unallocated budget	24		24
1,049	1,720	Sub-Total		2,769	720	2,049

Slippage 2013/14 £'000	Budget 2014/15 £'000	SERVICE	Detail of the planned Capital Expenditure	Budget Amount ('000)	External Funding (specific grants & contributions) ('000)	Cost borne by IOACC ('000)
		Economic Development				
215	1,666	Strategic Infrastructure on Anglesey - Sites and Premises	7 new units on Penyrorseidd site and building demolition of Môn Training	1,881	1,500	381
277		Matchfunding Cyfenter Scheme	This is Run by Menter Môn and it's the Councils contribution in giving out grants to third sector community economic enterprises.	277		277
	130	Local Investment Fund Grants	The Council gives out grants to local businesses	130	100	30
	25	Anglesey Business Centre Extension Plans	Plans in 2007 to extend the centre. Updating and reviewing these plans to submit for planning application to extend Business Centre	25		25
	495	Anglesey Coastal Environment Project	Porth Dafarch, Holy Island	125	125	
			Yacht Station pontoons, Menai Bridge	57	57	
			Beach Road, Rhosneigr	107	107	
			Slipway, Treaddur Bay	57	57	
			Harbour Viewing Area, Cemaes Bay	57	57	
			Access for All Beach, Cemaes Bay	92	22	70
444		Other	No further information	444		444
936	2,316	Sub-Total		3,252	2,025	1,227
		Property				
	250	Smallholdings (Ringfenced programme)	No Programme on Small Holdings	250		250
2	200	Disabled Access to Public Buildings	Ysgol Syr Thomas Jones - Disabled Access	5		5
			Ysgol Gyfun, Llangefni - Disabled Access	40		40
			Ysgol Uwchradd Caergybi - Disabled Works	30		30
			Ysgol Gynradd Fali - Disabled Works	10		10
			Ysgol Esceifiog - Disabled Works	30		30
			Ysgol Llanfechell - Disabled Works	15		15
			Secondary schools unallocated DDA	50		50
			Contingency: General	22		22
143	450	Buildings Risk Management & Structural Maintenance	Primary Schools - Legionella Risks Unallocated	50		50
			Primary Schools - LPG Unallocated	30		30
			Primary Schools - Kitchens unallocated	50		50
			Various - Compliance with Legionella ACOP	50		50
			Last Trading Post - New Window	3		3
			Post Office Brynsiencyn - Flat Roof	3		3
			Council Depot - Asbestos Removal	10		10
			Unit 2 Bodedern - Convert window to door	2.5		2.5
			Old National School - Roofing	15		15
			Old National School - Retaining Wall	5		5
			Foel Fawr Access - Access Track	4		4
			All properties - Fire Risk	17		17
			All properties - Boilers	100		100
			All properties - LPG Safety Programme	50		50
			Contingency: General	203.5		203.5
(3)	120	Extension to Llanddona Cemetery	Extending the Llanddona Cemetery	117		117
110		Llanbedrgoch Cemetery Extension	Extending the Llanbedrgoch Cemetery	110		110
130		Holyhead Fishdock	No further information	130		130
11		Asset Management Option Appraisal	No further information	11		11
40		Wendon Cafe	No further information	40		40

20		Other	No further information	20		20
453	1,020	Sub Total		1,473		1,473
Slippage 2013/14 £'000	Budget 2014/15 £'000	SERVICE	Detail of the planned Capital Expenditure	Budget Amount (‘000)	External Funding (specific grants & contributions) (‘000)	Cost borne by IOACC (‘000)
		Waste				
	125	Waste Containers Storage Compound - Penhesgyn	The monies will be used in connection with Waste Container Storage Compound in Mona, The storage compound would replace the area currently occupied at Bryn Sunsur. - Cancelled	125		125
0	125	Sub-Total		125		125
		Planning				
1,170		Physical Regeneration (3 Towns)	Projects & Properties within the Holyhead Townscape Heritage Initiative	1,170	1,120	50
1,170	0	Sub-Total		1,170	1,120	50
		Highways and Transportation				
	1,800	Local Government Borrowing Initiative	Carriageway Resurfacing	1,490		1,490
			Drainage Improvement	170		170
			Footway reconstruction	140		140
(28)	200	Carriageways	Pengorffwysfa to Llaneilian	72		72
			Tregele Village	30		30
			Ravenspoint Road, Trearddur Bay	70		70
51	50	Car Parks	No programme on Car Parks	101		101
35	180	Structures	Aberffraw	90		90
			Llanfairynghornwy	90		90
			No further information	35		35
(3)	20	Street Lighting	Looking at the age of lamps and replacing the less efficient lamps	17		17
(3)	50	Estate Roads and Footways	No Programme on Estate Roads & Footways	47		47
237	150	Vehicles	To purchase Fleet Vehicles – due to go to tender	387		387
89		Beaumaris Flood Alleviation	Reduce the risk of floods in Beaumaris	89	72	17
378	2,450	Sub-Total		2,828	72	2,756
		Corporate				
456	150	ICT Strategy	ICT Backup System	150		150
			Update Windows XP to Windows 7	37		37
			Microsoft Exchange	75		75
			3Comm Refresh	50		50
			PSBA fibre to schools	50		50
			Additional Cost for Backup Systems	20		20
			Replacement of 2003 servers	100		100
			Provision for Microsoft and Oracle licensing costs	30		30

			Additional costs for XP replacement	20		20
			ICT Contingency	74		74
456	150	Sub-Total		606		606
Slippage 2013/14 £'000	Budget 2014/15 £'000	SERVICE	Detail of the planned Capital Expenditure	Budget Amount (‘000)	External Funding (specific grants & contributions) (‘000)	Cost borne by IOACC (‘000)
		<u>Social Services</u>				
120		Brwynog	Refurbish Brwynog Care Home	120		120
	377	Intermediate Care Fund	24/7 Health and Social Care support service	5	5	
			Embedding intermediate care Pharmacy role into primary care	5	5	
			Provision of Equipment and Adaptations	90	90	
			Telecare Equipment	30	30	
			Mobile and Smarter Working	97	97	
			Specialist Equipment	50	50	
			Co-location of MDT Staff	20	20	
			Community Hubs	80	80	
120	377	Sub-Total		497	377	120
4,562	8,158	Total - General		12,720	4,314	8,406
6,927	14,792	TOTAL BUDGET		21,719	6,914	14,805

Data copied from Executive Budget Monitoring Report 2nd Quarter 2014/2015



Scrutiny – Holds decision makers to account, policy review / development, performance & improvement monitoring.

SLT – Guides the strategic direction of the Council.

Executive
Overall authority and oversight. Escalation from the *Transformation Programme Boards* as per the Constitution & Scheme of Delegation

Transformation Programme Boards - Realise the benefits of the Transformation Plan. Ensure programme/projects are managed and delivered. Prioritisation and allocation of funding.

Programme/Project Boards - Governs the individual Programme/Projects, reporting progress to the assigned Transformation Programme Boards.

Corporate Land & Built Assets Group - holistic management to ensure the best use of the Authorities' assets (inc. disposal) – monitoring of large accommodation schemes.

Capital Allocations & Review Group – (based on Business Case requests) allocating the Capital Budget in the short, medium & longer term and reviewing the spend.

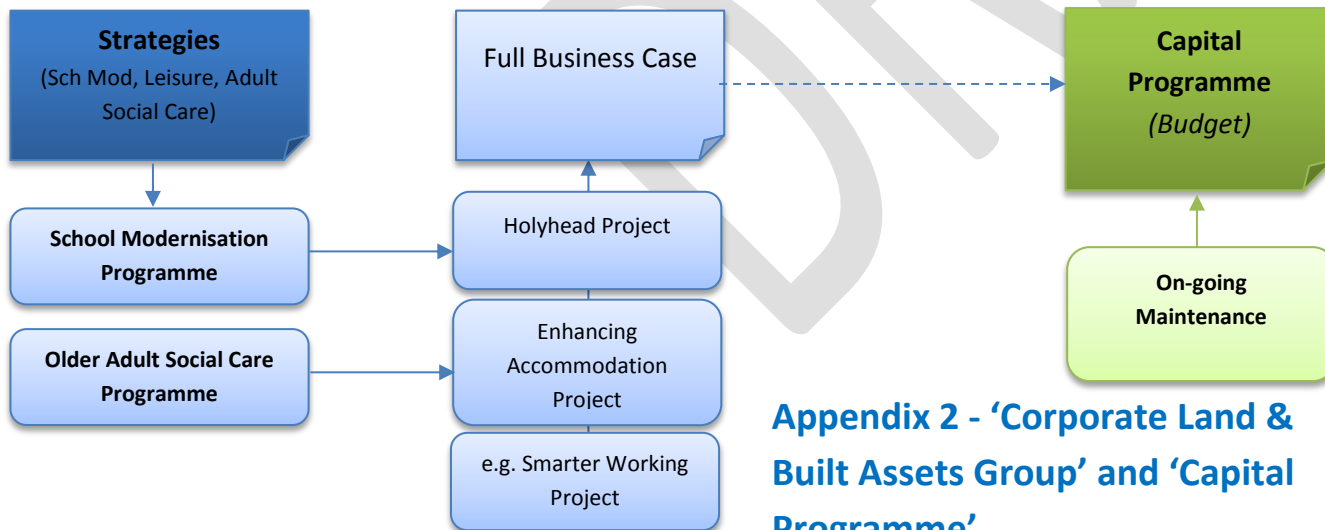
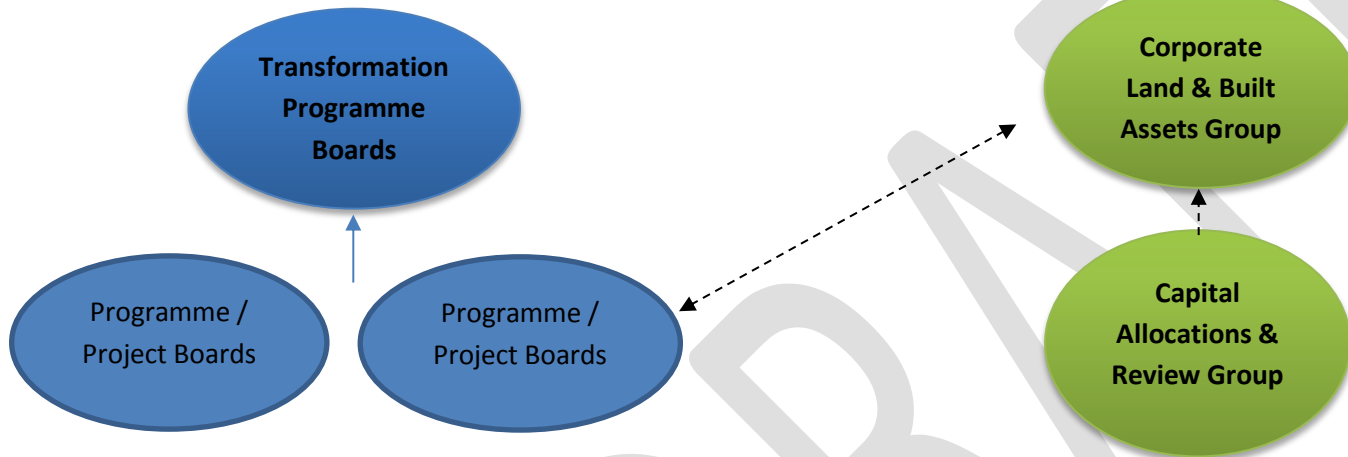
Capital Programme (Budget)
The record of the Authorities' capital budget

On-going Maintenance
The planned and unplanned maintenance of assets

Strategies
The strategic direction for the Service over a medium to long-term

Programmes/Projects
Delivering complex change in response to the Strategy

Full Business Case
Details the viability of the change and identifies a preferred option



Appendix 2 - 'Corporate Land & Built Assets Group' and 'Capital Programme'

Appendix 3 - Summary of Asset Condition Data (Excluding Housing & Highways Assets)

Indicator	Data Item(s)	2013-14	2012-13
The percentage of the gross internal area of the local authority's buildings in condition category A - Good	The amount of GIA in condition category A - Good (m ²)	34,903	29,519
	The total amount of GIA in all the local authority's buildings (m ²)	168,640	164,041
	PI value	20.7	18.0
The percentage of the gross internal area of the local authority's buildings in condition category B - Satisfactory	The amount of GIA in condition category B - Satisfactory (m ²)	124,731	124,876
	The total amount of GIA in all the local authority's buildings (m ²)	168,640	164,041
	PI value	74.0	76.1
The percentage of the gross internal area of the local authority's buildings in condition category C - Poor	The amount of GIA in condition category C - Poor (m ²)	7,197	7,837
	The total amount of GIA in all the local authority's buildings (m ²)	168,640	164,041
	PI value	4.3	4.8
The percentage of the gross internal area of the local authority's buildings in condition category D - Bad	The amount of GIA in condition category D - Bad (m ²)	1,809	1,809
	The total amount of GIA in all the local authority's buildings (m ²)	168,640	164,041
	PI value	1.1	1.1
The percentage of the total value of required maintenance for the	The value of required maintenance for works of priority level 1	3,925,148	3,809,448

local authority's buildings assigned to works of priority level 1 - Urgent	The total value of required maintenance for the year	18,019,256	19,337,304
	PI value	21.8	19.7
The percentage of the total value of required maintenance for the local authority's buildings assigned to works of priority level 2 - Essential	The value of required maintenance for works of priority level 2	7,878,495	9,301,243
	The total value of required maintenance for the year	18,019,256	19,337,304
	PI value	43.7	48.1
	The value of required maintenance for works of priority level 1 and 2	11,803,643	13,110,691
The percentage of the total value of required maintenance for the local authority's buildings assigned to works of priority level 1 (Urgent) or level 2 (Essential)	The total value of required maintenance for the year	18,019,256	19,337,304
	PI value	65.5	67.8
	The value of required maintenance for works of priority level 3	6,215,613	6,226,613
The percentage of the total value of required maintenance for the local authority's buildings assigned to works of priority level 3 - Desirable	The total value of required maintenance for the year	18,019,256	19,337,304
	PI value	34.5	32.2
	The total value of required maintenance for the year	18,019,256	19,337,304
The total value of required maintenance for local authority's buildings per square metre of gross internal area (GIA)	The total amount of GIA in all the local authority's buildings (m ²)	168,640	164,041
	PI value	106.85	117.88

Appendix 4 - Inventory of Highway Assets, Valuations & Investment 2014
(Data taken from Road Asset Valuation Report June 2014)

Table 1.1 Road Assets				
Asset Type	Quantity	Quantity Added During Year		Comment
Carriageways	1180.8 km	0.3	km	
Footways	440.746 km	0	km	
Cycle Tracks	km		km	
Structures: Bridges	207 no.	0	no.	
Structures: Retaining Walls	350 no.	0	no.	
Highway Lighting	8046 no.	22	no.	
Street Furniture (approx)	24575.6 no.	0	no.	
Traffic Signals (junctions)	1 no.	0	no.	
Pedestrian Crossings	22 no.	0	no.	
Land	ha.		ha.	

Table 1.1A Road Assets Added During the Year		
Asset Type		
Carriageways	0.3	km
Footways	0	km
Cycle Tracks	0	km
Structures: Bridges, culverts, subways	0	No.
Structures: Retaining Walls	0	No.
Highway Lighting (Columns)	22	No.
Highway Lighting (Luminaires)	160	No.
Street Furniture (approx)	0	No.
Traffic Signals (junctions)	0	No.
Pedestrian Crossings	0	no.

Table 1.1B Road Assets Disposed During the Year		
Carriageways		
Carriageways	0	km
Footways	0	km
Cycle Tracks	0	km
Structures: Bridges, culverts, subways	0	No.

Table 1.1B Road Assets Disposed During the Year		
C carriageways		
Structures: Retaining Walls	0	No.
Highway Lighting (Columns)	0	No.
Highway Lighting (Luminaires)	155	No.
Street Furniture (approx)	0	No.
Traffic Signals (junctions)	0	No.
Pedestrian Crossings	0	no.

Table 1.2 Road Asset Valuation Summary			
Asset Type	Gross Replacement Cost (000)	Depreciated Replacement Cost (000)	Annualised Depreciation Cost (000)
Carriageway	£852,480	£794,482	£4,478
Footway	£29,242	£7,011	£2,333
Structures	£51,665	£48,321	£264
Street Lighting	£30,192	£20,081	£789
Street Furniture	£9,337	£4,672	£468
Traffic Signals	£803	£613	£44
Land	£0		£0
Total	£973,719	£875,179	£8,376

Table 1.5 Current Roads Budgets by Capital and Revenue (000)				
Current Roads Budget	Total £	Revenue £	Capital £	Notes
Carriageways	£3,307	£3,107	£200	£1,280,000 (LGBl)
Footways and Cycle Tracks	£295	£245	£50	£170,000 (LGBl)
Structures	£540	£334	£207	
Highway Lighting	£544	£524	£20	
Street Furniture	£95	£95	£0	
Traffic Management Systems	£77	£77	£0	
Land	na	na	na	
Employee Costs	£0	£0	£0	
Overheads	£0	£0	£0	
Total	£4,857	£4,380	£477	

Comment

Investment levels for carriageways falls short of annualised depreciation by some margin. (21%) which demonstrates the low amount spent on maintaining these assets

Appendix 5 – Listed Building Register

38SSO1000	Old Rectory Llanfechell (Not at risk)	Social Services	£21,500
46LEO 2000	Part South Stack Holyhead (Not assessed)	Museums & Culture	£75,000
45POO1000	Llandwyn Lighthouse & Cottages (Not assessed)	Planning	£20,000
39POO4000	St Georges Pier & Booking Office Menai Bridge (Not at risk)	Property	
46SSO2000	Toll House Holyhead (Not at risk)	Property	£16,000
11EDO2000	Ysgol Syr Thomas Jones Amlwch (Not at risk)	Education	£1,300,000
35HEO2000	Haulfre Stables & Outbuildings (Not assessed)	Social Services	£85,000
47LEO1001	Melin Llynnon Llanddeusant (Not at risk)	Museums & Culture	£17,000
31HE07000	Tollgate Llanfairpwll (Not at risk)	Housing	
12LEO3000	Beaumaris Gaol (Not at risk)	Museums & Culture	£231,000
12LEO4000	Beaumaris Court House (Not at risk)	Museums & Culture	Included in above
11SPO4000	Mona Windmill Amlwch (To be monitored)	Property	
11SPO1000	Lighthouse & Watchtower Amlwch Port (Not at risk)	Property	
11EDO5000	Old National School Amlwch (Not at risk)	Property	
34OFO2000	Shire Hall Llangefni (At risk, structural overloading Archives)	Property	
12SSO1000	David Hughes Community Centre/Library Beaumaris (Not assessed)	Museums & Culture	
13EDO2000	Ysgol Gynradd Beaumaris (Not assessed)	Education	£538,000
18SHO3000	Caerau Llanfairynghornwy (Small Holding) (At risk)	Property	
45SH05000	Quirt Dwyran (Small Holding) (At risk)	Property	£84,800
41SHO7000	Braint Farmhouse (Small Holding) (At risk)	Property	
46OLO4000	Old Customs Post Porthdafarch (At risk)	Property	
19ED08000	Cybi Block Holyhead High School (At risk)	Education	
	Gunpower Magazine, Breakwater Country Park (Not at risk)	Planning	

Appendix 6 – Rationalization Register

Property	Possible Surplus Date ⁽¹⁾	Asset Valuation (2013) ⁽²⁾	Possible Saving On Building Maintenance ⁽³⁾
Ysgol Parch Thomas Ellis - Holyhead	2016/2017	£1M	£234K
Ysgol Gynradd Llaingoch - Holyhead	2016/2017	£826K	£154K
Ysgol Y Parc – Holyhead	2016/2017	£1.1M	£120K
Ysgol Llanfachraeth	2017/2018	£580K	£158K
Ysgol Llanfaethlu	2017/2018	£510K	£28K
Ysgol Llanddona	Closed 2014	£375K	£51K
Parc Mount Offices - Llangefni	2015/2016	£300K	£93K
Pen Yr Orsedd Offices - Llangefni	2014	£133K	£14K
Mon Training - Llangefni	2014	£297K	£176K
Cynnal Offices - Llangefni	2015/2016	£78K	£180K
Genesis Offices - Llangefni	2015/2016	£27K	£18K
Rovacabin - Llangefni	2015/2016	£130K	£20K
Garreglwyd Care Home - Holyhead	2015	£575K(MV)	£72K
Plas Penlan Care Home - Llangefni	2017/2018	£1.8M	£55K
Brwynog Care Home - Amlwch	2017/2018	£884K	£70K

1. Possible surplus to requirement dates which are very much dependent on the projects progress.
2. The valuations are Asset Valuations i.e. what they are worth to us now for service delivery and not what we would hope to get from their sale.
3. Building Maintenance figures from 2012/2013 Condition Surveys

DRAFT

Date: October 2015

Status: Draft

Version: For Approval

Author: Chris Staddon – Corporate Assets Transformation Manager

Approval Date:

DRAFT