

## ISLE OF ANGLESEY COUNTY COUNCIL

<b>Report to:</b>	EXECUTIVE
<b>Date:</b>	19 MARCH 2024
<b>Subject:</b>	Asset Management Strategic Plan 2024 – 2029
<b>Portfolio Holder(s):</b>	Dafydd Rhys Thomas - Portfolio Holder – Highways, Waste and Property
<b>Head of Service / Director:</b>	Huw Percy Head of Highways, Waste and Property
<b>Report Author:</b> Tel: E-mail:	Meilir Hughes, Chief Asset and Property Officer <a href="mailto:meilirhughes@ynysmon.llyw.cymru">meilirhughes@ynysmon.llyw.cymru</a>
<b>Local Members:</b>	Relevant to all Elected Members

### A –Recommendation/s and reason/s

**Recommendation: The Executive is requested to recommend the Asset Management Strategic Plan 2024-2029 to the full Council for its formal approval.**

Better asset management delivers better assets, in the right locations, drives efficiency and limits waste. In turn the assets provide the best possible support to local communities, improve the way public services are delivered, and make those services more accessible.

The Asset Management Strategic Plan 2024-2029 builds on the last few years' work programmes that has guided investment priorities and portfolio management decisions. It sets out the direction of travel for the next 5 years.

The purpose of the Asset Management Strategic Plan is to ensure that the Council has a financially and environmentally sustainable asset portfolio, rationalized to be fit for purpose and safe for the delivery of services.

In order to deliver that Purpose, we will address the following four Key Priority Areas;

1. Suitability – a smaller portfolio, improved condition, safe and accessible
  - A rationalised portfolio
  - The right properties in the right locations
  - Properties that are accessible and safe for everyone
  - Properties in good condition (with budgetary constraints acknowledged)
2. Sustainability – reduced carbon footprint, increased financial efficiency
  - Reduce our carbon footprint
  - Financially sustainable
3. Collaboration – joined up thinking to deliver economic, environmental and social objectives
  - Plan and manage properties as a corporate resource to achieve the Council's vision and strategic objectives.
4. Data driven – proactive planning, clarity and transparency
  - Proactive planning based on data

- Clarity and transparency

The Asset Management Strategic Plan is linked to a number of other plans and strategies. They include: -

- The Council Plan
- The Capital Strategy
- The Net Zero Carbon Reduction Strategy;
- The Leisure Improvement Strategy;
- The Modernising Learning Communities and Developing Welsh Language Strategy.

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

No other options were considered as officers consider that the production and adoption of an Asset Management Strategic Plan essential to the delivery of the Council Plan. A current Asset Management Strategic Plan is also considered a key document by both CIPFA and the RICS.

**C – Why is this a decision for the Executive?**

In accordance with and the Council's Constitution, the Executive is requested to consider the Asset Management Strategic Plan and recommend its approval to the full Council.

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

The full Council's approval of the Strategic Plan will be sought in due course.

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

There are no direct and immediate budgetary implications. Further decisions may be sought in due course.

**Dd – Assessing the potential impact (if relevant):**

1	How does this decision impact on our long term needs as an Island?	This Strategic Plan sets out the strategic direction and principles that will guide our Asset Management decision-making and processes for the period until 2029. and decision to achieve its long-term objectives as set out in the Council Plan.
2	Is this a decision which it is envisaged will prevent future costs / dependencies on the Authority? If so, how?	The Strategic Plan sets out a strategic direction and principles to improve the Council's property portfolio's financial sustainability.
3	Have we been working collaboratively with other organisations to come to this decision? If so, please advise whom	<p>The Strategic Plan sets out a strategic direction and principles to build on and improve existing collaboration between Council Services and with external partners.</p> <p>Going forward, it is envisaged that the Council will work collaboratively with multiple stakeholders to include Welsh Government, other public bodies and communities on specific projects and buildings.</p>
4	Have Anglesey citizens played a part in drafting this way forward, including those directly affected by the decision? Please explain how.	<p>No, this is a strategic document without reference to individual properties and communities.</p> <p>Going forward, it is envisaged that the Council will engage directly with communities about specific projects and buildings.</p>
5	Note any potential impact that this decision would have on the groups protected under the Equality Act 2010.	<p>The Strategic Plan sets out a strategic direction and principles that will improve properties' accessibility and safety for everyone.</p> <p>Going forward, Equality Impact Assessments will be undertaken when considering specific projects and buildings.</p>
6	If this is a strategic decision, note any potential impact that the decision would have on those experiencing socio-economic disadvantage.	The Strategic Plan sets out a strategic direction and principles to build on and improve existing collaboration between Council Services and with external partners to

		<p>The Strategic Plan sets out a strategic direction and principles to build on and improve existing collaboration between Council Services and with external partners to efficiently deliver services.</p> <p>Going forward, Impact Assessments will be undertaken when considering specific projects and buildings.</p>
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7	Note any potential impact that this decision would have on opportunities for people to use the Welsh language and on treating the Welsh language no less favourably than the English language.	The Strategic Plan sets out a strategic direction and principles to improve the Council's property portfolio's financial sustainability. Improved sustainability will help to maintain local communities in the long term, which will have a beneficial effect on the Welsh language.
<b>E - Who did you consult?</b>		<b>What did they say?</b>
1	<b>Chief Executive / Leadership Team (LT)</b> (mandatory)	Comments from the LT have been incorporated into the report.
2	<b>Finance / Section 151</b> (mandatory)	Comments from the Section 151 Officer. have been incorporated into the report.
3	<b>Legal / Monitoring Officer</b> (mandatory)	The Monitoring Officer is a Member of the LT and any comments made have been taken into account in discussions on this report in the LT.
4	<b>Human Resources (HR)</b>	No direct impact on staff.
5	<b>Property</b>	N/A The Property Section have authored the Strategy.
6	<b>Information Communication Technology (ICT)</b>	N / A
7	<b>Scrutiny</b>	TBC
8	<b>Local Members</b>	Proposals are applicable to all Members.
9	<b>Any external bodies / other/s</b>	N/A
<b>F - Appendices:</b>		
Appendix 1 – Asset Management Strategic Plan 2024 – 2029		
<b>FF - Background papers (please contact the author of the Report for any further information):</b>		
Council Plan 2023 – 2028		

# Ynys Môn

THE ISLE OF

# Anglesey



## Asset Management Strategic Plan

2024 – 2029



This is the Isle of Anglesey County Council's Asset Management Strategic Plan for 2024 to 2029. It is available on our website:

[www.anglesey.gov.wales](http://www.anglesey.gov.wales)

If you require this publication in another format and/or language, or have any questions about its contents, please contact:

Isle of Anglesey County Council

Council Offices

Llangefni

LL77 7TW

Tel:

Email:

We welcome calls and correspondence in Welsh and English. Using Welsh will not lead to a delay in responding.

# Foreword



Councillor Llinos Medi  
Council Leader



Dylan Williams  
Chief Executive

The Council is currently facing significant asset management challenges;

- our assets are aging
- their condition is deteriorating
- the burden of legislative compliance is intensifying
- the commitment to become a net zero council
- increasing public expectations
- the lack of sufficient capital funding
- increasing public expectations

The Council's capital requirement to modernise and upgrade existing assets and to deliver on its strategic objectives is in excess of £300m over the next 5 years. Whilst the Council takes pride in its assets, the void between ambition and the ability to deliver (due to increased costs and budget pressures) is growing.

Investment in the Council's property assets is essential from a social, economic, environmental and community perspective. In the current financial climate, it is important that decisions are evidence based, address the short and long-term risks faced by the Council and are affordable. This is a significant challenge.

The Asset Management Strategic Plan is driven by the Council Plan 2023-2028 and the Capital Strategic Plan 2024-2029. Together, the plans will ensure that asset management decisions are taken in a planned way that allows the Council to achieve its key strategic objectives whilst ensuring that the long-term viability of the Council is not put at risk.

# Purpose of the Asset Management Strategic Plan

The Council's vision for 2023-2028 is to create an Anglesey that is healthy and prosperous where people can thrive.

The purpose of the Asset Management Strategic Plan is to ensure that the Council has a financially and environmentally sustainable asset portfolio, rationalized to be fit for purpose and safe for the delivery of services.

The condition, safety, suitability, accessibility and sustainability of Operational Assets (schools, leisure centres, care homes, public toilets and so on) have a direct bearing on the delivery of front-line services to the Island's communities.

The way in which management of Investment (or Non-Operational) Assets (Industrial Estates, Smallholdings and other let property) has an impact on the income generated and costs incurred which has a direct bearing on the Council's financial position.

It is therefore important that these assets continue to be managed in a proactive and efficient way.

This high-level strategic document has a five-year lifespan and will provide the framework for ensuring there is a strategic, corporate and co-ordinated approach to the management of our assets, in line with the Council Plan.

It is important to note that whilst the purpose of this Strategic Plan and the principles within are well established, the information we hold about our portfolio is not complete. Information collection and processing is therefore a key workstream that is already underway.

# The Council's Assets

The Council has a varied portfolio of assets.

These assets contribute to the delivery of services; however, they require substantial revenue and capital funding to run and maintain.

The management of these assets are informed by legislative and statutory obligations.

Type of Asset	Number	Type of Asset	Number	Type of Asset	Number
Primary Schools	39	Youth Clubs	1	Vehicles*	200
Secondary Schools	5	Industrial Units	68	Social Housing*	3,953
Canolfan Addysg y Bont	1	Retail Sites	20	Carriageway*	1,188 km
Offices	2	Community Centres	8	Footway*	661 km
Museums and Archives	2	Other Educational Establishments	3	Cycleways*	211 km
Libraries	7	Sundry Property	8	Structures*	539
Residential Care Homes	5	Maritime Sites	7	Lighting*	20,014 lights
Children's Care Homes (Cartrefi Clyd)	3	Moorings	468	Drainage*	28,064
Day Care Centres	4	Parks & Open Spaces	47	Non Illuminated Signs*	7,629
Leisure Centres	4			Other Highway Assets*	9,239
Public Conveniences	22				
Smallholdings (5,845 acres)	75				

\* Beyond the scope of the Asset Management Strategic Plan

# Council Plan 2023-2028

The Council Plan's vision is to:

'Create an Anglesey that is healthy and prosperous where people can thrive.'

The Asset Management Strategic Plan is closely linked to the Council plan and its vision. The Council Plan is the key document serving as a focal point for decision-making at all levels; providing a framework to plan and drive forward priorities; shape annual spending; monitor performance and progress.

At its core is our desire to work with Anglesey residents, communities and partners to ensure the best possible services, improve the quality of life for all and create opportunities for future generations.

Its six main objectives reflect the key areas the Council should be focusing its efforts on.



The Welsh Language

Increasing opportunities to learn and use the language.



Social Care and Wellbeing

Providing the right support at the right time.



Education

Ensuring an effective provision for today and for future generations.



Housing

Ensuring that everyone has the right to call somewhere home.



Economy

Promoting opportunities to develop the Island's economy.



Climate Change

Responding to the crisis, tackling change and working towards becoming a net zero organisation by 2030.



[Council Plan 2023-2028](#)

# Council Values

The Council Plan 2023-28 is underpinned by the organisation's core values, which are used to develop and guide the vision, strategic plans and services.

It also adheres to the general principles of:

- Sustainable development
- Equality and diversity
- Prevention and safeguarding
- Commitment and accountability
- Communication
- Modernisation

## Values



### Respect

We are respectful and considerate towards others regardless of our differences.



### Honesty

We are committed to high standards of conduct and integrity.



### Collaborate

We work best as a team, with our communities and partners to deliver the best outcomes for the people of Anglesey.



### Champion the council and the island

We create a sense of pride in working for the council and present a positive image of the council on the council and the island.

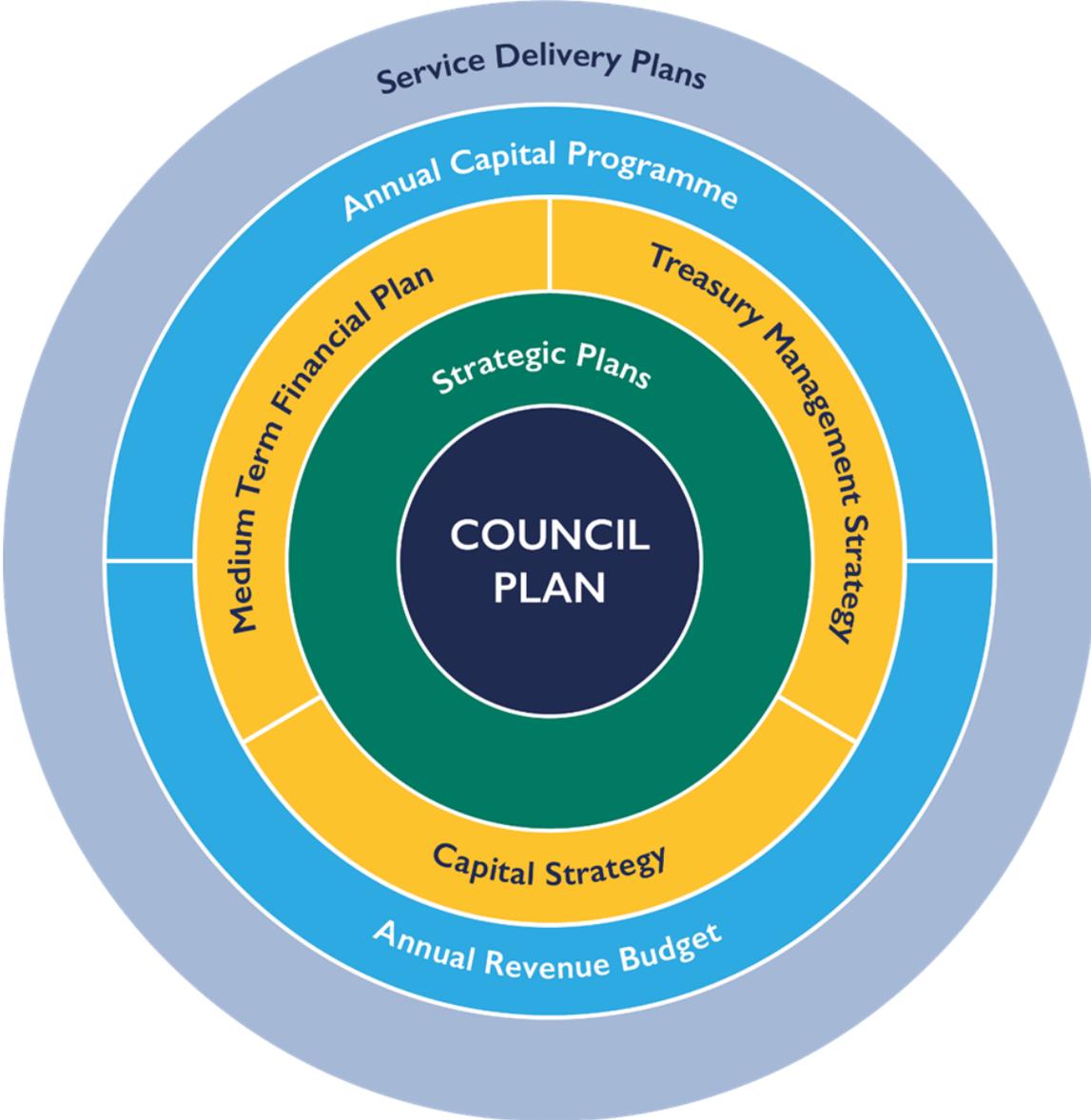


[Council Plan 2023-2028](#)

# Strategic Circle

The strategic circle identifies the plans in place to ensure we are able to achieve our priorities and objectives.

This plan is a key strategic plan that aligns with the Council's Plan and contributes to the achievement of the strategic objectives and vision.



[Council Plan 2023-2028](#)

# Key priority areas

To ensure that the Council has a financially and environmentally sustainable asset portfolio, rationalised to be fit for purpose and safe for the delivery of services.

## 1. Suitability

- A rationalised portfolio
- The right properties in the right locations
- Properties that are accessible and safe for everyone
- Properties in good condition (with budgetary constraints acknowledged)

## 2. Sustainability

- Reduce our carbon footprint
- Financially sustainable

## 3. Collaboration

- Plan and manage properties as a corporate resource to achieve the Council's vision and strategic objectives.

## 4. Data driven

- Proactive planning based on data
- Clarity and transparency

# Suitability – a smaller portfolio, improved condition, safe and accessible

## Why is this important?

We have a large historical portfolio that hasn't evolved at the same pace as our communities and their needs. We must align needs of our communities with our property portfolio.

Our maintenance backlog is increasing, and the condition of our buildings is deteriorating.

By reducing the size of our portfolio, we can concentrate our budgets and improve the condition of our properties. This will lead to us having fewer\* but better-quality properties.

By providing fit for purpose properties, in the right locations, we can meet the needs of existing users and Services and plan more effectively for the future.

By providing safe and accessible properties and we can protect against health and safety risks and liability.

## What are we going to do?

- Hold assets with a defined purpose only and aim for financial, socio-economic, and environmental sustainability across our property portfolio.
- Presume in favour of disposal of a property if there is no service requirement.
- Challenge the existing use of assets by identifying co-location opportunities and alternative provisions, including with partners, which could mean rationalising and disposing of properties when appropriate.
- Maintain assets so that they are in a good state of repair and legally compliant, to ensure their continued safety and suitability.
- Develop information gathering and management arrangements to evidence achievements.

## How are we going to do this?

- Challenge our assets on a continued rolling programme.
- Identify properties that should be kept / invested in, and those that are surplus to requirement and should be disposed of.
- Review the portfolio and plan service provision according to service requirements and geographic areas.
- Formalise property safety arrangements and ensure that the necessary checks are completed within suitable timescales.
- Set up a rolling programme for detailed condition inspections of schools and other buildings.

# Sustainability – reduced carbon footprint, increased financial efficiency

## Why is this important?

Our property portfolio is one of our main carbon emitters and we will have to reduce our carbon footprint if we are to achieve our Towards Net Zero Plan. There are substantial grants linked to decarbonisation, and if we plan and prioritise correctly they offer a funding stream that will allow us to upgrade, improve and reduce the burden of maintaining our buildings whilst achieving the main goal of decarbonisation.

The current financial climate is challenging and the property portfolio's financial implications are significant. The corporate property portfolio represents a significant proportion of the value of the Council's assets, liabilities, revenue (rents) and expenditure (maintenance, energy, taxes etc.) and the portfolio can have a significant impact on the Council's financial capacity.

## What are we going to do?

- Establish a carbon baseline for our buildings.
- Reduce the carbon emissions of property assets.
- Be ambitious and brave when considering opportunities to decarbonise our stock whilst accepting that there are risks associated with new technologies.
- Be open to opportunities to fund decarbonisation and energy production schemes.
- Encourage biodiversity gains when making property decisions and make wise and prudent investments.
- Reduce operational costs by using buildings more efficiently.
- Ensure maximum financial gains whilst recognising economic and social benefits.
- Make the most of external funding.

## How are we going to do this?

- Develop a pathway towards net zero for the council's property portfolio.
- Establish design standards to follow when buying or renovating assets to ensure carbon efficiency and the future flexibility of the space.
- Develop performance monitoring processes and manage energy efficiently.
- Establish clear and transparent invoicing and debt collection arrangements.
- Review property disposal policies presuming in favour of ensuring the highest price.
- Explore all funding opportunities as stated in the Capital Strategy.

# Collaboration – joined up thinking to deliver economic, environmental and social objectives

## Why is this important?

It is crucial that property decisions are made with regard for, and in the context of, the economic, environmental and social impacts on our communities.

The property portfolio is an asset that is held with the aim of achieving the vision in the Council Plan of creating a healthy and prosperous Anglesey where people can thrive and introducing a breadth of services to support that vision.

## What are we going to do?

- Work together to plan and manage properties as a corporate resource to achieve the council's vision and strategic objectives.
- Be open to opportunities to use our portfolio innovatively to support economic regeneration and the delivery of the objectives of the Housing Plan.

## How are we going to do this?

- Develop a proposal for a Corporate Landlord Model for stakeholder consideration.
- Establish a view point on working in partnership with the Island's communities and other public services through the *Ystadau Cymru* programme.

# Data Driven – proactive planning, clarity and transparency

## Why is this important?

Decisions relating to property are significant, difficult to undo and can attract a lot of public interest. It is crucial that procedures and policies are clear and transparent.

Opinion is not always a sufficient basis for decision making when resources are limited and the decisions difficult.

We need to be able to plan our work and our investment programmes for the mid to long term to establish a long-term direction.

## What are we going to do?

- Develop data gathering and management arrangements to provide evidence and aid decision making.
- Plan for the long-term despite gaps in information and uncertainties regarding resources.
- Ensure clarity about what needs to be done, the resources needed and any barriers.
- Make decisions after evaluating the options with clear and documented reasoning in line with recognised good practice.

## How are we going to do this?

- Move to the CPM asset management software.
- Develop complete programmes for collecting, checking and maintaining data.
- Establish key performance indicators (KPIs) and suitable measures for managing them.
- Develop plans for undertaking prioritised work before funding is identified so that we are ready to respond to grant opportunities.
- Review or develop policies and arrangements as required.
- Establish suitable arrangements for publishing information.

# Risks in delivering the Asset Management Strategic Plan



# Governance and accountability



To ensure the plan is realised, we will establish robust arrangements. We will review the terms of reference of the Land and Assets Group to ensure its fit for purpose.

We will report to our Leadership Team and our Executive Committee.

Our arrangements will ensure clarity, accountability, coordination and the structure to monitor progress effectively.