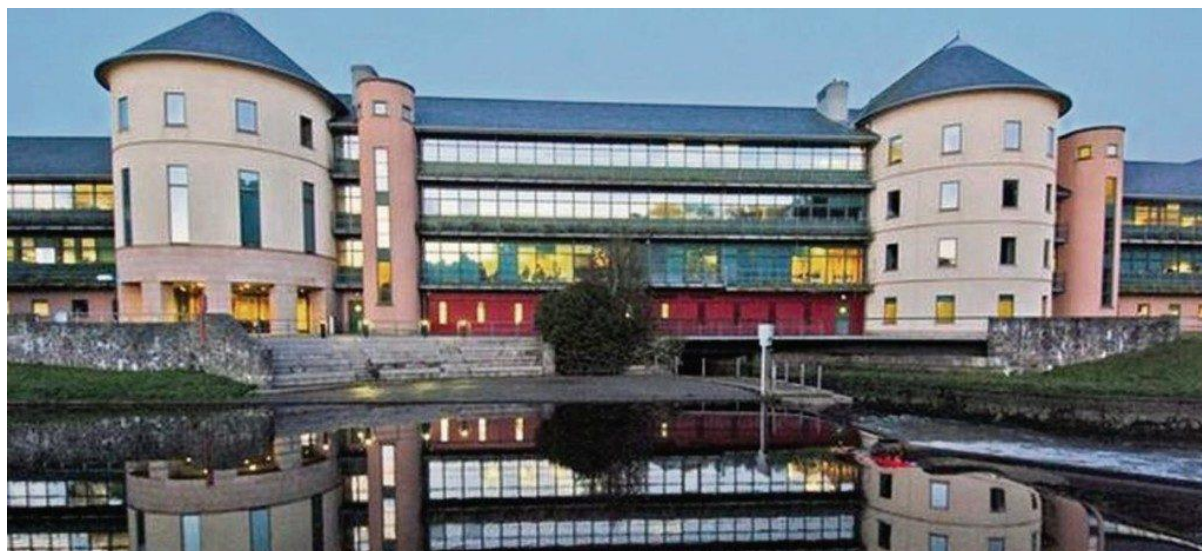




Pembrokeshire County Council

Asset Management Strategy 2023 - 2030

January 2023



Foreword

I'm pleased to present the Council's updated Asset Management Strategy (2023-2030), which replaces the Strategic Asset Management Plan (SAMP) that was approved by Cabinet in 2016.

The Asset Management Strategy is a key corporate strategy that both informs and aligns with a range of other Council policies and plans including the Programme for Administration, Corporate Plan, capital funding, carbon reduction and service delivery functions. The Council has an extensive asset (land and buildings) portfolio and, over the last couple of years, it has been focused on a range of interventions designed to improve the quality and sustainability of the estate. Key achievements include:

- A £50m investment in Council house building
- Capital investment of £120m in the first phase of new '21st century' schools, with a second phase of c£106m underway
- Over 300 energy efficiency and energy generation schemes on non-domestic Council properties
- Commenced a 'smarter working' project to modernise workplaces and provide greater flexibility

While there have been achievements it is recognized that the Asset Management function of the authority has not always, in recent years, performed at the level required. As a result, other Council service areas, partner organizations, elected members and the public have at times been left frustrated and poorly served. This strategy is part of our efforts to ensure a more responsive, supportive Asset Management function that supports and facilitates the delivery of services and the improvement of our communities.

The Council has recently undertaken an extensive review of its asset management arrangements, including governance, management resource, performance, and systems and processes. Audit Wales have reviewed the Council's approach and made recommendations that will help to transform, adapt and maintain delivery of services.

The updated Asset Management Strategy focusses on four thematic priorities – financial sustainability; climate and nature; place shaping and resilient communities; with specific objectives under each theme. It also provides a contemporary context for decision making at a time of public sector funding restraint, significant changes in work practices and the requirement to meet the Welsh Government's public sector 2030 net zero target.

Decision making is managed through the recently established Corporate Asset Management Board. The CAMB will make recommendations to myself as portfolio holder, Cabinet and Council as appropriate, and ensure effective monitoring is undertaken so that the Council can plan effectively over the short and longer term.'

Cllr Paul Miller

Deputy Leader and Cabinet Member for Place, the Region and Climate Change

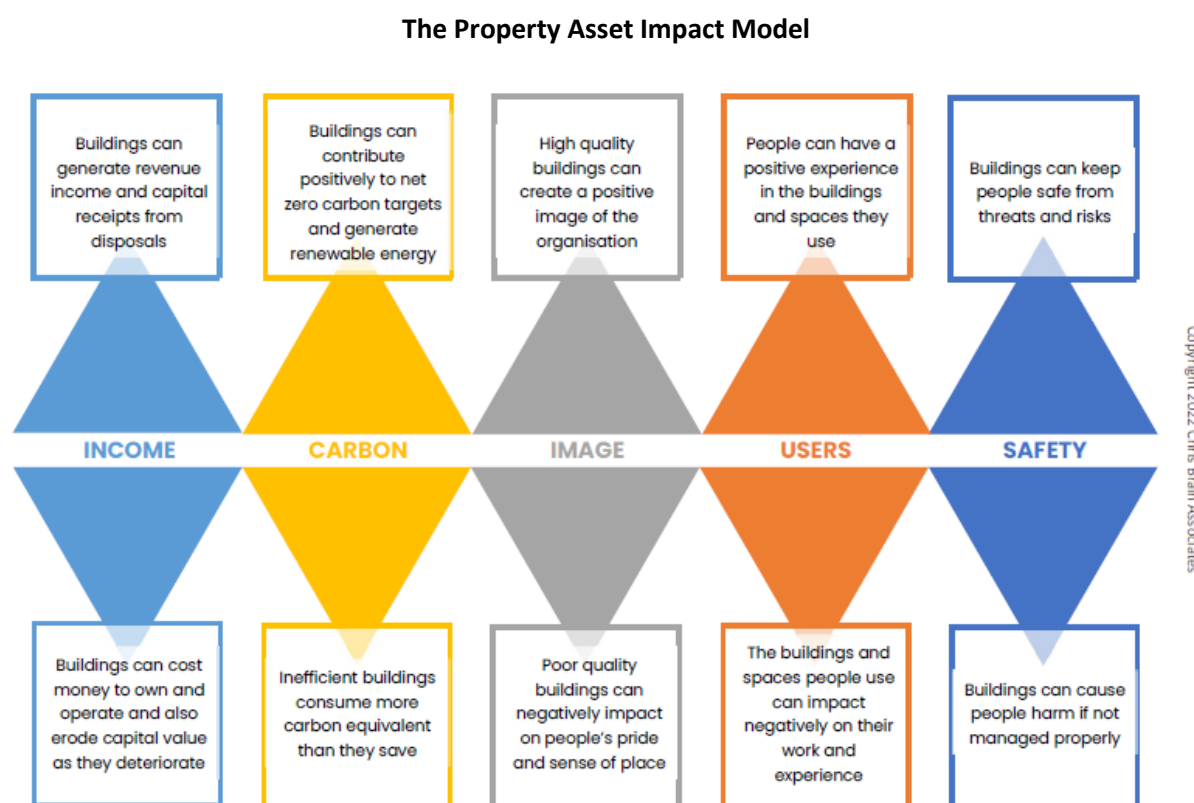
Vision Statement

A sustainable property portfolio, financially and environmentally, that supports the efficient and effective delivery of services; economic regeneration; and healthy and resilient communities.

1. Introduction

The purpose of an Asset Management Strategy (AMS) is to provide a framework for the effective management of the Council's property assets. In tandem with our capital strategy and treasury management strategy, it supports the delivery of property solutions to achieve Council objectives. Through this AMS, the Council will have a structure and an understanding of what it wants to achieve and the role its property portfolio can play in achieving its objectives through to the end of the decade (2023-2030).

The land and buildings estate is important to supporting the delivery of the Council's objectives and vision for Pembrokeshire. It has the potential to make both a positive and a negative impact, as illustrated by the following diagram¹.



The management of property assets within a significant and multi-purpose portfolio requires on-going investment and coordination across the County, in order to maximise its positive effects and minimise its potential negative effects. After its human resource, the property resource is possibly the Council's most important asset; and at a strategic level, land and buildings can be utilised to deliver the Council's objectives.

The development of this AMS has been a collaborative effort across the whole of the Council. Its development has taken place in what is a financially challenging environment for the Council.

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The Outline Draft County Council Budget for 2022-23 has been developed against the backdrop of eight years of real reductions* in financial settlements and significant workforce inflation, non-workforce inflation, demand, demographic and legislative pressures, resulting in a cumulative funding gap of £110.6m** (2014-15 to 2021-22). The funding gap was bridged by a combination of £25.4m additional income from Council Tax increases (including base changes), £81.3m in cost reductions/efficiencies, a £0.6m contribution from the Council Tax 2nd homes income (community element) and a £3.3m one-off contribution from reserves.

The impact of Covid-19 on the 2020-21 position has been significant both financially and in the way the Council delivers its services. Alongside this, the current high inflation, cost of living crisis and other financial challenges the Council faces is expected to continue throughout the life of the Medium Term Financial Plan 2022-23 to 2025-26.

This financial position creates real challenges for the Council. At a time where the availability of resources are likely to be at the lowest ever; the Council is entering a period where the demand for financial resources to deliver its strategic ambitions is at its highest.

This AMS is critical in setting the strategic direction for our land and buildings, so the Council can prioritise investment and disinvestment decisions, based on sound business case principles and which provide the best overall outcome for the Council and the people of Pembrokeshire.

2. Strategic Context

Programme for Administration 2022 - 2027

Our Programme for Administration is arranged around the portfolios of the Cabinet members of Pembrokeshire County Council and is designed to help us get to where we want to be and to realise our vision for the future. The programme is designed to deliver positive and lasting change for Pembrokeshire.

Our mission, through our Programme of Administration is to:

- **Place and the Region:** Amplify Pembrokeshire’s comparative advantage in energy to catalyse a green energy investment revolution while also supporting and developing the other foundational tenants of the local economy, agriculture and tourism. We will ensure Pembrokeshire remains a fantastic place to visit, live and work with vibrant urban centres, country leading digital connectivity and a world class leisure offer.
- **Climate Change:** Meet our 2030 target of being a net zero carbon Council, and work towards decarbonising the transport system over the longer term. We will take an innovative approach to protecting and promoting our environment and our capacity to adapt to climate change.
- **Education:** Make Pembrokeshire a great place to learn, live and grow.
- **Social Care:** Supporting people with appropriate care and support to live in their own homes and communities, focusing on prevention and ensuring vulnerable people are safe.
- **Housing:** Be innovative in dealing with the housing challenges we face by ensuring the people of Pembrokeshire have access to a suitable home which is of a high standard, affordable and improves their quality of life.
- **Planning:** Shape and enhance the environment of Pembrokeshire, and play a critical role in delivering housing, sustaining and attracting businesses, balancing the impacts of developments on communities and contributing to the Council’s response to the climate and nature emergencies.
- **Residents’ Services:** Focus our resources on delivering ‘brilliant basics’ – core services such as highways, waste and recycling, public protection and leisure and culture – that contribute to the quality of life for communities, ensuring residents live in neighbourhoods that are clean, green, safe and active.
- **Finance:** Work innovatively and prudentially to deliver the Programme for Administration within available financial resources, quality and timescale constraints.
- **Corporate Improvement:** Provide strong leadership and governance to facilitate the delivery of Pembrokeshire’s priorities, both in the short and long term. We will focus on four main areas, which are:
 - Governance
 - Customer focus
 - People and organisational culture
 - Digital, data and technology

These will be underpinned by continuing to develop our communications, building great relationships with stakeholders, and providing strong leadership, both political and managerial.
- **Communities:** Support Pembrokeshire’s communities, maintaining positive relationships with them to help to build active, resourceful, connected, sustainable, and creative communities. We will focus on the following key principles:

- Community decision-making: Involving communities and citizens more meaningfully in local decision-making.
- Collaboration with communities: Shifting the traditional public services top-down ways of working, to more collaborative approaches which involve both our partner agencies and communities as essential partners.
- Building community capacity, capability and confidence: Helping to equipping communities with the resources and skills they need to genuinely participate in local action.

Well-being of Future Generations Act

The Well-being of Future Generations Act 2015 provides the overarching framework for how we deliver our work as a Council. Central to this is the principle of sustainable development, which is embodied through the '5 ways of working' set out in the Act:

Long-term: the importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs

Integration: considering how the Council's well-being objectives may impact upon each of the well-being goals, on their objectives, or on the objectives of other public bodies

Involvement: the importance of involving people with an interest in achieving the well-being goals and ensuring that those people reflect the diversity of the area which the Council serves

Collaboration: acting in collaboration with any other person (or different parts of the Council itself) that could help the Council to meet its well-being objectives

Prevention: how acting to prevent problems occurring or getting worse may help public bodies meet their objectives

These five ways of working are the foundation of a range of Council strategies and plans, which in turn will shape what is needed from our land and buildings over the course of the current decade and beyond. Highlights from a selection of such strategies and plans are set out below.

Well-Being Plan for Pembrokeshire 2023 - 2028

This draft plan is formed around four Well-being Objectives of:

- Work with our communities to reduce inequalities and improve well-being
- Promote and support initiatives to deliver decarbonisation, manage climate adaptation and tackle the nature emergency
- Enable safe, connected, resourceful and diverse communities
- Support growth, jobs and prosperity and enable the transition to a more sustainable and greener economy

We are working closely with our partners to consider how we develop areas of work under each of these Objectives that are not only important to people, but where we can have the most impact through working together.

Further work will take place over the consultation period to develop delivery mechanisms for this work and to consider the more detailed, specific actions that need to be in place to meet these Objectives, together with how we can best demonstrate our progress going for.

The anticipated date for publication of the Well-being Plan is May 2023.

Medium Term Financial Plan

The MTFP projects the funding gap over the next four years and outlines how the funding gap will be bridged. As a live document, it is constantly changing both in terms of additional pressures and potential budget savings. Due to the current cost of living crisis, it is anticipated that a significant projected funding gap will remain throughout the period of the MTFP and potentially beyond.

2030 net Zero Action Plan

In May 2019 the Council declared a climate emergency, and in July 2019 began the journey to create an action plan to steer the Council towards becoming a net zero-carbon local authority by 2030.

The Council has, over a number of years, adopted proactive programmes to reduce its carbon emissions, and has previously reported performance in its annual reports.

It is proposed that these reported emissions initially constitute the scope of the Council's commitment to become net zero carbon by 2030, which will incorporate carbon emissions from our non-domestic buildings.

Renew and Regenerate 2020 - 2030

There are four underlying themes to this strategy; business; tourism; place; and people.

One key aspect of this strategy is reshaping our built environment through substantial investments to kick start transformation and regeneration of our County and key towns. We will also be working with our partners to deliver the next generation of clean, green engineering jobs focussed around the Milford Haven Waterway.

We will be looking to develop more quality, mixed access homes in centres with existing public transport infrastructure, we can reduce the need for car transport, supporting sustainability of both our urban centres and the environment.

Pembrokeshire County Council Local Development Plan 2021 and Pembrokeshire Coast National Park Authority Local Development Plan 2031

Two Local Development Plans for Pembrokeshire which establish plans and policies which are used to determine planning applications, and which apply to decisions on Council land and buildings as well as those of third parties. Both plans focus on delivering sustainable development and include a settlement hierarchy based on existing service provision.

Environment (Wales) Act 2016

Section 6 biodiversity duty under the Environment (Wales) Act 2016 requires that the Council maintain and enhance biodiversity and in so doing promote the resilience of ecosystems throughout all its functions.

Local Housing Market Assessment 2021

This assessment identifies the type of housing and level of affordable housing that will be required in Pembrokeshire broken down by community council level. It provides data on the average property prices and general housing market trends affecting Pembrokeshire.

Pembrokeshire Destination Management Plan 2020 - 2025

While economically vital for the county, the tourism economy has 'flatlined' with inflationary increases masking a gentle decline in visits over a decade or more up to 2015.

In delivering the themes for this plan, there are 5 key areas for action in this medium term planning period, including an ongoing commitment to the destination management essentials ('the brilliant basics' as Visit Wales term it). These are: shared narrative & brand; events & seasonality; responsible & sustainable; wellbeing & active; brilliant basics.

Summary

Our land and buildings help us to achieve these corporate objectives, so this Strategy is bold in its approach to rise to the challenges of the future.

3. Our Big Corporate Challenges

There are a number of strategic challenges the Council faces that impact and are impacted by the property estate. These are as follows:

Financial position

The County Council Budget for 2022-23 has been developed against the backdrop of eight years of real reductions in financial settlements and significant workforce inflation, non-workforce inflation, demand, demographic and legislative pressures.

The current inflationary situation is placing strain on the capital programme as the Council experiences the 'perfect storm' of rising construction costs, at a time when external borrowing through the Public Works Loans Board is increasing.

Net Zero Carbon Targets

The Council has adopted an Action Plan towards Becoming a Net Zero-carbon Local Authority by 2030. The Action Plan outlines a pragmatic route towards the Council becoming a net zero-carbon local authority by 2030.

It is intended to be a living document and will evolve over time, and is a long-term plan for the next ten years. As such, more proposals will be added as it develops. Further technological breakthroughs will inevitably come forward in due course, but the most important thing is that the Council has started on this crucial path.

A Net Zero 2030 Working Group has been established, with dedicated subgroups in the area of Energy/Buildings/Housing and Land Use/Assets/Development.

School investment programme

Despite recent investment, at least 17 schools (28%) will remain in 'Poor' condition following the successful completion of Band B. Any investment in addressing the condition of these schools will need to be preceded by a wider assessment of local demographics, including the effect of parental preference on school surplus places or over occupancy.

The total pupil population has shown a reduction of 10% since 1996 and a further decline is forecast over the next 10 years. It remains to be seen if the ability to 'work from home' as necessitated by the pandemic, will result in a plateau, or an increase in pupil numbers, due to young people and families staying in Pembrokeshire. As at the annual pupil census of 2021, approximately a third of all primary schools had significant surplus places, i.e. >25%. A number of these serve rural and/or coastal belt areas.

There is significant growing demand for Welsh medium education, particularly in the wider Haverfordwest / Milford Haven area. This, and the need to expand the provision in order to address Welsh Government targets are articulated in the Council's Welsh in Education Strategic Plan (WESP). The Council has already made great strides in increasing the level of provision, but there remain significant 'gaps' which will need to be addressed during the lifetime of the current WESP.

Housing Supply and affordability

The average house price in Pembrokeshire as at December 2021 was £233,913, an increase of over 20% compared to a year earlier. This is on top of consistent accumulated house price growth over many years.

Pembrokeshire has seen a 50% increase in second homes since 2017/2018, compared to an average 5% increase across Wales for the same period.

The County has the second highest proportion of second homes in Wales. The combination of this and the number of empty homes, means that in Pembrokeshire 9.2% of the housing stock is unavailable for use, again the second highest across the whole of Wales.

Through the combination of new Welsh Government policy and legislation on homelessness and renting homes, together with a changing housing market, this is impacting on supply of affordable housing and homelessness pressures.

Pressure on social care budgets

The Council's social care budget pressures increased by 53% in the ten years to 2020. The Office of National Statistics estimates that, between 2021 and 2031, the population of Wales will grow by just over 60,000 (1.9%). Within that population growth, there's a projected increase in the proportion of older people. The population of over 65s is due to increase by around 119,000 (17.5%). Within Pembrokeshire this is projected to be 33% increase by 2030.

This will have a significant impact on budget and resource pressures as people live longer and the support required to provide for their continued independence increases across the population. In addition, this will bring increased numbers of people suffering from dementia. A regional dementia strategy will see identified cases of dementia also increasing via improved diagnosis pathways.

There is also a continued increase in demand for Complex Needs Out of County / Private School placements, which creates additional financial pressures. This is expected to stabilise over the period of the current MTFP as a result increased reablement work and projects designed to provide care, support and further education to people closer to home.

Economic recovery from covid-19

In the aftermath of Covid-19 and in the shadow of its resurgence, Pembrokeshire faces an unprecedented level of economic uncertainty. The pandemic and society's response to it has delivered a more radical cultural shift than could possibly have been anticipated. That provides the Council and its partners with a unique opportunity but one that will need work at to realise.

That means us:

- Delivering UK leading Digital Connectivity with ubiquitous gigabit capable fibre broadband by 2025.
- Working with partners in a transformational bid for a freeport covering the ports of Milford Haven and Port Talbot to create a green investment corridor that spans clean energy developments and innovation assets, fuel terminals, a power station, heavy engineering and the steel industry across south-west Wales
- Reshaping our built environment – through substantial investments to kick start transformation and regeneration of our County and key towns.
- Working with our partners to deliver the next generation of clean, green engineering jobs focussed around the Milford Haven Waterway.
- Ensuring our world class tourism offer becomes even stronger, releasing the industry from the shackles of a public sector run tourism offer and empowering providers and business to lead in managing and marketing that destination to the world.
- Accelerating our journey in modernising the way we work

4. The Property Estate

Value

The Council's fixed asset portfolio was valued at circa £810m as at 31 March 2021, including Voluntary Controlled (VC), Voluntary Aided (VA) and PFI schools for which the Council has legal title. Around 30% of that value is accounted for by the Council House stock. The balance sheet value of the Council's land and buildings (excluding Council Housing) is just over £422m.

Size

The Council's operational land and buildings estate comprises over 1,600 separate property assets. This includes schools, leisure facilities, administrative offices, depots and stores, residential homes, agricultural and grazing lands, pupil referral units, education and learning centres, libraries, youth centres, day centres, museums, cemeteries, crematoria, parks and gardens, woodland, nature reserves, playing fields, picnic sites, play areas, foreshore, footpaths, traveller sites, civic amenity sites, car parks, boat yards, harbour buildings, bus shelters, memorials, stone circles, burial mounds and public toilets. It even includes an airport, a cinema, a youth hostel and a castle. It also includes industrial units, shops and development sites.

History

It is a very mixed property estate that has been established over hundreds of years, including properties inherited from predecessor local authorities including the original Pembrokeshire County Council which was in existence from 1888 through to 1972, and the former Dyfed County Council, South Pembrokeshire District Council and Preseli District Council that existed between 1972 and 1996. As such, much of the current land and buildings estate were not deliberate acquisitions of the current Council, and are a legacy of acquisition decisions by predecessor local authorities.

Challenges and Opportunities

Some of the principal challenges that are presented by the Council's land and buildings, and the way they have been historically managed, include:

- Poor performing property estate in terms of condition, energy efficiency, running costs and climate change resilience
- Fragmented internal property 'ownership' and decision making
- A property service acting largely transactionally, with little strategic capability

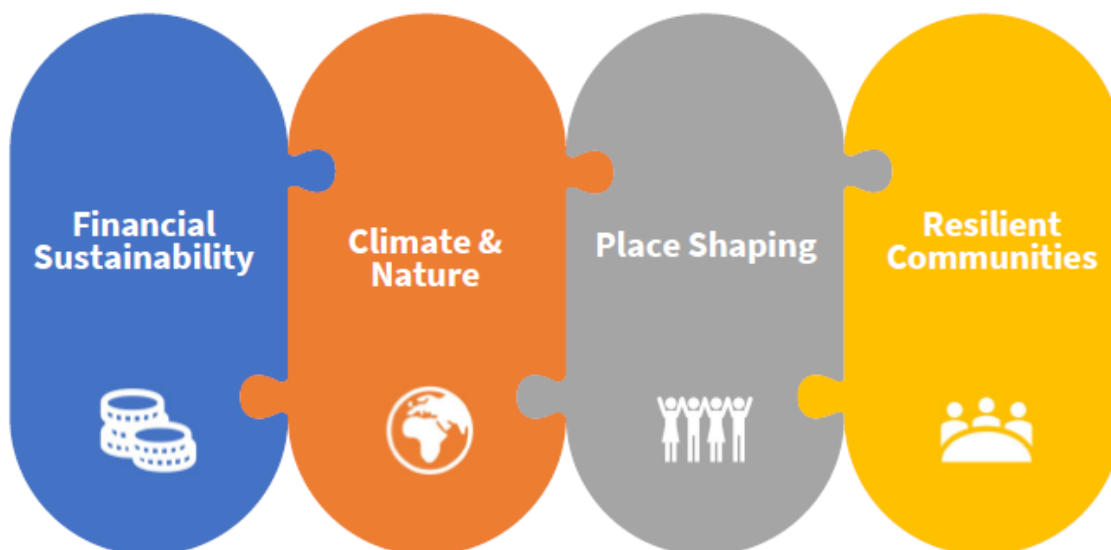
With challenges, come positive opportunities, and there is huge scope to transform the Council's land and buildings estate in the following areas:

- Create a leaner, better performing property estate that makes a positive contribution to net zero targets
- Supporting town centre regeneration through strategic acquisition and development
- Increase property income through asset repurposing, and capital receipts through property disposals
- Improve option appraisal, strategic decision making and governance, with centralised property budgets

5. Strategic Property Themes

As such an important and vital resource, it is imperative that our land and buildings are managed, operated and planned in a way that provides a positive contribution to the Council's strategic objectives and which serves the County and our residents best. We have adopted four strategic themes that will guide and direct us over the life of the AMS.

Pembrokeshire County Council Asset Management Strategy Strategic Themes



Within each of these strategic themes, are a series of sub-themes the Council will pursue through a combination of property review programmes. This sets out our strategic property agenda for the next 8 years.

Theme 1 – Financial Sustainability

Commercial Estate

Objective: To secure opportunities to improve the income / cost ratio in the management of the commercial estate, through a programme of raising income, maintaining condition and reducing management costs.

Corporate Estate

Objective: To optimise the efficiency and condition of the corporate estate, through improved alignment with service delivery operating models, increased internal and external asset sharing and a property co-location, rationalisation and disposal programme.

Learning Estate

Objective: creating schools and other places of learning where the environment improves the delivery of curriculum and standards of achievement.

Adult Social Care Objective: To support the mitigation of cost increases in Adult Social Care through a programme of property acquisitions and property efficiency improvements, supporting people in their own homes and to live independently.

Housing Estates: To invest and grow our housing stock and estates in order to achieve high quality, thermally efficient homes for our tenants that are compliant with Wales Housing Quality Standards.

Theme 2 – Climate & Nature

Net Zero Carbon Objective: To achieve a net zero carbon position with our land and buildings by 2030 through a programme of retrofit energy efficiency improvements, new design standards, renewable energy production and maintaining our waste and recycling infrastructure.

Climate Resilience Objective: To establish a more resilient property estate, through a risk assessment and reduction programme around flooding and climate adaptation.

Biodiversity Objective: To secure opportunities to improve biodiversity across the corporate and commercial property estate, through a programme of wilding and greening.

Theme 3 – Place Shaping

Regeneration Objective: Exploit opportunities presented by the Council's land and building ownership across our principal settlements, in developing regeneration programmes through property acquisition, refurbishment, redevelopment and, where appropriate, to facilitate private sector investment, disposal.

Housing Objective: To secure land and buildings for social and affordable housing development, with higher affordable housing thresholds, to increase supply for our residents.

Gypsy Travellers Objective: To acquire land to meet statutory requirements in relation to the provision of suitable accommodation for Pembrokeshire's Gypsy Traveller communities.

Public Realm Objective: To invest in public spaces and buildings that will enhance our tourism offering, improve the sense of pride in the County and improve life for future generations.

Theme 4 – Resilient Communities

Housing Estate Shops Objective: To establish a new future for our district shop parades that provide modern and good quality facilities for our local communities, including conversion to different uses.

Service delivery network Objective: To maintain a network of customer facing service assets, striking the right balance between minimising cost through digital

channel shift, whilst respecting the polycentric settlement pattern of the county.

Third Sector Portfolio

Objective: To support local communities to take more control of land and property within their neighbourhoods (for example playgrounds), through a programme of targeted community asset transfer.

Health & Wellbeing

Objective: A network of property assets that provide services where residents need them, increasing accessibility to healthy space (parks, open spaces & allotments etc) and education.

6. Policy Framework

The successful delivery of the AMS will rely on the development of a robust policy framework that provides a set of clear guiding principles to both strategic and day to day operational property decisions, projects, programmes and activities.

Such a policy framework will provide consistency and transparency in decision making and actions across all parts of the property estate. It will provide guiding principles for officers and members. Whilst not intended to be rigid in every respect, the framework will introduce a discipline to decision making.

The detailed individual policies will need to be developed over time and will cover a range of areas including acquisition, disposal, energy management and carbon, maintenance, design, efficient space utilisation, cost management, etc.

To provide a foundation for the development of the new property policy framework, the Council has adopted the following high level corporate asset policy statement. This statement may be augmented and adapted over time to reflect changing Council objectives and priorities, with detailed definitions emerging through the development of individual policies.

Corporate Asset Policy Statement

In the strategic and operational management of its property estate the Council will:

- Only hold property assets that have a defined purpose, and aim for financial, socio-economic and environmental sustainability across the property estate
- Invest appropriately to optimise business continuity and resilience, proactively managing threats and risks, and to exploit strategic opportunities
- Proactive investment in property assets taking a longer term life cycle approach to income, costs and future generation benefits
- Seek to access external funding to supplement internal funding where appropriate and possible
- Ensure that property assets are operated efficiently and effectively, to provide accessible services in the right location
- Repurpose existing property assets (where appropriate) to avoid unnecessary acquisition or new construction
- Maintain property assets in good condition and legally compliant, to ensure they remain both safe and fit for purpose
- Proactively manage property maintenance
- Make property decisions that provide the best overall corporate outcome, based on sound option appraisal
- Establish design standards to be followed in the acquisition or refurbishment of property assets to ensure carbon efficiency and future space flexibility
- Minimise carbon emissions from property assets, encouraging and enabling tenants to do likewise
- Embrace technological advances to improve the efficient and effective management and strategic planning of the property estate
- Encourage biodiversity gains in property decision making
- Support the third sector through property provision and transfer where appropriate and sustainable

- Exploit the property estate to support quantifiable regeneration outcomes informed by overarching place plans
- Where appropriate, dispose of property assets to support the capital programme

7. Portfolio Performance

Sound data on property performance does not really exist across the property estate. There will need to be a renewed emphasis on both data and intelligence gathering and analysis in the delivery of the AMS.

During the first year of this plan, we will be developing a performance management framework, that will identify the key data needs to support our work, with a programme of data collection. This data will feed into the strategic property reviews within the strategic sub-themes, as well as identifying the high level estate wide data that will support strategic decision making.

Key areas of property performance for which we will be developing performance measures and performance targets are likely to include:

- Condition
- Maintenance spend
- Running costs
- Energy efficiency and carbon performance
- Utilisation and vacancy rates
- Income and debt recovery
- Capital receipts
- Fitness for purpose

8. Corporate governance

Delivery of the AMS will rely on good governance and decision-making arrangements.

Critical to this will be the creation of a new Corporate Asset Management Board (CAMB) which comprises of senior officers from Finance, the core asset management functions, and services. It will have responsibility for advising the portfolio holder and Cabinet on the capital strategy and all asset management matters.

The Property Services team is recognised as the “owner” of all the council’s land and property assets (excluding highways infrastructure and countryside spaces) and arrangements will be put in place with each service setting out respective roles and responsibilities.

An Operational Asset Management Board will be created, comprising service managers from core asset management functions and front-line services representatives to meet at least quarterly to review operational management performance and budgets.

key process improvements will be put in place in respect of strategic asset management:

- An asset management framework, consistently applied and adhered to
- Appropriate consultation and engagement with internal and external stakeholders on strategic asset management decisions
- Regular asset challenge and review, adopting robust option appraisal
- Clear corporate property standards
- Regular arrangements to meet local and regional partners to discuss strategic asset management matters and opportunities

Alongside this key process improvements in respect of the financial management of the capital programme and asset management functions, will include:

- Capital investment bids only progressing with a five-case business case (or proportionate equivalent / de minimis level) including whole life costings and options appraisals
- All business cases properly appraised and considered by the Corporate Asset Management Board before approval is sought from the portfolio holder and/or Cabinet
- The bidding process for core capital funding aligned to the annual revenue budget planning process timetable, and identification and quantification of capital funding needs in year
- Bids for external capital funding (above a de-minimis level) going through the Corporate Asset Management Board before s151 Officer and portfolio holder approval is sought
- Clear option appraisal criteria against which to make capital investment decisions
- The building maintenance budget covers all council owned, occupied, and maintained properties (where it has a responsibility to main them) without exception

9. Monitoring and Review

The AMS sets out our strategic direction for our land and buildings through to 2030. Oversight and monitoring of progress against this plan, and the associated Asset Management Delivery Plan, will be the responsibility of the Corporate Asset Management Board (CAMB).

This will include as a minimum:

- Annual reporting against agreed performance matrices
- Six monthly reporting against the Delivery Plan
- Quarterly exception reporting on major projects
- Annual approval of a State of the Estate report summarising progress in the preceding 12 month period

The CAMB will also undertake a major progress review of the plan in 2026 to ensure the strategic direction of the plan remains robust and deliverable, making any changes considered necessary. The CAMB will from time to time form permanent or short life working groups.

The current intention is that during 2029 a fresh AMS will be produced to be adopted in 2030, and to take the Council through to 2040.