



CABINET – 16TH OCTOBER 2024

SUBJECT: ASSET MANAGEMENT STRATEGY 2025 - 2030

REPORT BY: CORPORATE DIRECTOR FOR ECONOMY AND ENVIRONMENT

1. PURPOSE OF REPORT

- 1.1 To consider the new strategic approach to asset management for Caerphilly Council.

2. SUMMARY

- 2.1 The Caerphilly Asset Management Strategy 2025 - 2030 addresses significant economic challenges by optimising property assets to reduce costs, improve service delivery, and support long-term financial stability. The strategy aims to create a smaller, greener, and smarter estate, achieving net-zero carbon emissions by 2030 through investments in smart and digitally capable assets. Key objectives include reducing the estate size, supporting core services, maintaining a safe and compliant estate, and maximising community value and commercial returns. The approach involves a five-year Asset Management Strategy, annual Asset Management Plans, and Service Asset Management Plans to drive efficiencies and safety.

Financially, the council needs to save £45 million over the next two years, part of the focus will be on better utilisation of properties, disposing of underutilised assets, and investing in revenue-generating or cost-saving assets. The Decarbonisation Strategy emphasises reducing energy consumption, generating green electricity, and offsetting carbon emissions. Agile working arrangements will reduce the corporate office footprint and implement flexible workspaces. The Forward Action Plan includes developing a Corporate Landlord model, promoting Community Asset Transfer, rationalising assets, and identifying commercial opportunities to enhance efficiency and service delivery.

3. RECOMMENDATIONS

- 3.1 Approve the implementation of the Asset Management Strategy 2025 – 2030 to optimise property assets, reduce costs and improve service delivery.

4. REASONS FOR THE RECOMMENDATIONS

- 4.1 Provide a structured and strategic approach to managing Caerphilly Council's property assets.

5. THE REPORT

- 5.1 The current economic climate, characterised by a global downturn, rising costs, and reduced funding, has placed significant pressure on Caerphilly Council's financial resources. The need to identify and deliver approximately £45 million worth of savings over the next two years underscores the urgency of adopting a strategic approach to asset management. The Asset Management Strategy 2025 - 2030 aims to address these financial challenges by optimising property assets to reduce costs and improve service delivery.

- 5.1.2 The strategy outlines key objectives such as creating a smaller, greener, and smarter estate, achieving net-zero carbon emissions by 2030, and investing in smart and digitally capable assets. These objectives align with the Council's broader goals of sustainability, efficiency, and community value. By adopting this strategy, the Council can ensure that its property assets are managed in a way that supports these strategic objectives, leading to long-term financial stability and enhanced service delivery.

- 5.1.3 The strategy links how the commitment to achieving net-zero carbon emissions by 2030 will be tackled. The strategy emphasises reducing energy consumption, generating renewable energy, and offsetting carbon emissions. This aligns with the council's broader goals of sustainability and environmental responsibility.

- 5.1.4 The strategy focuses on creating a smaller, greener, and smarter estate. This involves reducing the size of the operational estate where possible and investing in smart and digitally capable assets, adopting agile working arrangements, and implementing a Corporate Landlord model to enhance efficiency and service delivery. The emphasis on innovation and efficiency is evident throughout the report.

- 5.1.5 The Asset Management Strategy emphasises the importance of creating value within the community by leveraging property assets to enhance social cohesion and community development. One key initiative is the promotion of Community Asset Transfer, which empowers local organisations to manage or own public assets. This approach not only fosters a sense of ownership and responsibility within the community but also allows for more tailored and locally responsive services. By supporting community-led management of assets, the council

aims to ensure that these properties continue to benefit residents, enhance well-being, and contribute to the overall social fabric of Caerphilly.

- 5.1.6 The strategy also focuses on maximising commercial value by reviewing the existing property portfolio to identify opportunities for increased revenue generation. This includes optimising current income streams and discovering new commercial opportunities within the operational estate. By enhancing the commercial viability of its assets, the council aims to generate additional revenue that can be reinvested into public services and infrastructure. This approach not only supports the council's financial stability but also drives economic growth and development within the region, benefiting both the council and the wider community.
- 5.1.7 Ensuring that the council's property assets are safe, compliant, and professionally managed is another objective. The strategy includes measures to enhance the asset register, maintain statutory compliance, and prepare assets for future climate challenges. This focus on risk management and compliance is crucial for sustainable asset management.

5.2 **Conclusion**

The Asset Management Strategy 2025 - 2030 for Caerphilly Council addresses significant economic and financial challenges by optimising property assets to reduce costs and improve service delivery. It emphasises sustainability and decarbonisation, aiming for net-zero carbon emissions by 2030 through energy reduction, renewable energy generation, and carbon offsetting. The strategy focuses on creating a smaller, greener, and smarter estate, investing in smart and digitally capable assets, and adopting agile working arrangements. It also highlights the importance of community value by promoting Community Asset Transfer to empower local organisations and enhance social cohesion. Additionally, the strategy seeks to maximise commercial value by identifying new revenue-generating opportunities within the property portfolio. Ensuring safety, compliance, and professional management of assets is crucial, with measures to enhance the asset register and maintain statutory compliance. This comprehensive approach supports long-term financial stability, sustainability, and community well-being, making it essential for navigating current economic challenges and building a resilient future for Caerphilly.

6. **ASSUMPTIONS**

- 6.1 It is assumed that the current economic challenges, including the global economic downturn, rising costs, and reduced funding, will persist over the short to medium term. This assumption underscores the need for a strategic approach to asset management to contribute towards achieving financial stability.
- 6.2 The strategy assumes a continued rise in inflation and associated costs, particularly in construction, maintenance, and energy. These factors have been

considered in the financial planning and cost-saving initiatives outlined in the strategy.

- 6.3 The need to identify and deliver approximately £45 million worth of savings over the next two years is a critical assumption. The strategy is designed to optimise property assets to achieve these savings through better utilisation, disposal of underutilised assets, and investment in revenue-generating or cost-saving assets.
- 6.4 Assumptions regarding population growth and service demand have been made to ensure that the strategy aligns with the future needs of the community. This includes the provision of suitable properties for core services and the development of co-location opportunities.
- 6.5 The strategy assumes that current policies and regulatory requirements, particularly those related to decarbonisation and sustainability, will remain in place. This includes the commitment to achieving net-zero carbon emissions by 2030 and compliance with the Well-being of Future Generations (Wales) Act.
- 6.6 The strategy assumes continued advancements in technology, particularly in smart and digitally capable assets. Investments in these technologies are expected to enhance efficiency and service delivery.
- 6.7 It is assumed that there will be active engagement and collaboration with community organisations and commercial partners. This is essential for the success of initiatives such as Community Asset Transfer and the identification of new commercial opportunities.

7. SUMMARY OF INTEGRATED IMPACT ASSESSMENT

- 7.1 [Link to IIA](#)

8. FINANCIAL IMPLICATIONS

- 8.1 The strategy aims to achieve significant cost savings by optimising the use of property assets, reducing the size of the estate, and disposing of underutilised assets. These savings are crucial in addressing the need to deliver approximately £45 million worth of savings.
- 8.2 There will be initial investments required for the implementation of smart and digitally capable assets, as well as for the decarbonisation initiatives. These investments are expected to be funded through a combination of existing budgets, capital receipts from asset disposals, and potential external funding sources.

9. PERSONNEL IMPLICATIONS

9.1 None

10. CONSULTATIONS

10.1 No consultees have offered an alternative view to the recommendations contained within the report during consultations.

11. STATUTORY POWER

11.1 **Local Government Act 2000:** This Act grants local authorities the power to promote the economic, social, and environmental well-being of their areas. The Asset Management Strategy aligns with these objectives by aiming to enhance community value, promote sustainability, and support economic development.

11.2 **Local Government (Wales) Measure 2011:** This Measure provides powers for local authorities in Wales to improve their governance and service delivery. The adoption of a Corporate Landlord model and the promotion of Community Asset Transfer are measures aimed at improving efficiency and service delivery.

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Consultees: Corporate and Regeneration Scrutiny Committee - 23/09/2024
Corporate Management Team
D. Street, Interim Chief Executive
R. Edmunds, Corporate Director for Education and Corporate Services
M.S. Williams, Corporate Director for Economy and Environment
G. Jenkins, Interim Corporate Director for Social Services
Councillor Carol Andrews, Cabinet Member for Education and Communities
Councillor Shayne Cook, Cabinet Member for Housing
Councillor Elaine Forehead, Cabinet Member for Social Care
Councillor Nigel George, Cabinet Member for Corporate Services, Property and Highways
Councillor Philippa Leonard, Cabinet Member for Planning and Public Protection
Councillor Sean Morgan, Leader of Council
Councillor Chris Morgan, Cabinet Member for Waste, Leisure and Green Spaces
Councillor James Pritchard, Deputy Leader and Cabinet Member for Prosperity, Regeneration and Climate Change
Councillor Eluned Stenner, Cabinet Member Finance and Performance

Background papers:

Appendix 1, Caerphilly Asset Management Strategy 2025 – 2030



Caerphilly County Borough Council

Asset Management Strategy 2025 - 2030



FOREWORD

As the Cabinet Member for Property and Infrastructure, I am acutely aware of the significant challenges we face in the current economic climate. The global economic downturn, coupled with rising costs and reduced funding, has placed unprecedented pressure on our financial resources. In these difficult times, it is imperative that we make tough, yet necessary, decisions to ensure the sustainability and efficiency of our services.

Our Asset Management Strategy is a crucial component of our response to these challenges. By optimising our property assets, we aim to reduce costs, improve service delivery, and support our long-term financial stability. This strategy is not just about managing our assets; it is about transforming the way we operate to create a smaller, greener, and smarter estate that meets the needs of our community.

We are committed to achieving operational net-zero carbon emissions by 2030, investing in smart and digitally capable assets, and maximising the value of our properties. These goals require bold actions and innovative solutions. We must embrace change, drive efficiencies, and make strategic investments that will benefit our community now and in the future.

I am confident that, with the support of our dedicated staff and the community, we can navigate these challenging times and emerge stronger. Together, we will build a resilient and sustainable future for Caerphilly.

Nigel George
Cabinet Member for Property and Infrastructure

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1. EXECUTIVE SUMMARY

Purpose and Vision

The Asset Management Strategy for Caerphilly Council aims to provide a structured approach to managing the Council's property assets effectively and efficiently. The strategy focuses on optimising asset utilisation to align with the Council's objectives and services, promoting transparency, accountability, and sustainability.

Approach The strategy includes three key components:

1. **Asset Management Strategy (5 Years)**: Outlines the long-term strategic approach.
2. **Asset Management Plan (Annual)**: Communicates actions developed throughout the strategy's term.
3. **Service Asset Management Plans (SAMPS) (Annual)**: Drives efficiencies, change, and safety within the estate.

Key Objectives

- **Smaller, Greener, and Smarter**: Reduce the size of the estate, invest in smart and digitally capable assets, and achieve net-zero carbon emissions by 2030.
- **Service Innovation and Excellence**: Ensure properties support core services and enable innovation.
- **Safe and Professional**: Maintain a safe, compliant, and professionally managed estate.
- **Creating Value**: Maximise community value, commercial return, renewable energy, and carbon sequestration.

Forward Action Plan The plan includes developing a Corporate Landlord model, promoting Community Asset Transfer, rationalising assets, and identifying commercial opportunities. Alongside supporting the councils Mobilising Team Caerphilly programme.

The strategy emphasises financial savings, carbon reduction, and enhancing service delivery to benefit the community

2. PURPOSE

The purpose of the Asset Management Strategy for Caerphilly Council is to provide a structured approach to the effective and efficient management of the Council's property assets. This strategy aims to optimise utilisation, ensuring alignment with the Council's objectives and services.

By adopting this strategy, the Council gains substantial value. It empowers informed decisions regarding acquisition, maintenance, refurbishment and disposal, all grounded in comprehensive and accurate data. This leads to cost savings, improved service delivery, and enhanced sustainability.

Furthermore, the strategy promotes transparency and accountability in asset management, ensuring that all decisions align with the Council's strategic objectives and comply with regulatory requirements. It also facilitates risk management by identifying potential issues early and providing strategies for mitigation.

In essence, the adoption of the Asset Management Strategy represents a vital step for Caerphilly Council towards achieving its goals, enhancing service delivery, and ensuring sustainable and responsible asset management. This strategy is not just about managing assets; it's about maximising value and making a positive impact on the community we serve.

2.1. Vision

“To have an efficient, safe and fit for purpose estate which is sustainable to operate and creates value for Caerphilly residents, partners and council services”

2.2. Approach

Caerphilly Council owns a significant amount of property assets acquired over many years. The assets are diverse in nature and spread across the County borough which deliver the wide range of services for our residents and businesses.

Our assets are one of our largest financial overheads therefore to ensure that our declining resources are focussed correctly our assets to compliment the council's services we are adopting a new approach outlined in this document. The approach consists of three key parts which are:

- **Asset Management Strategy – 5 Years**

This document will outline our longer-term strategic approach to property aligning with the corporate objectives of the council.

- **Asset Management Plan - Annual**

This plan communicates a series of actions which are developed throughout the term of the strategy and will be reported annually demonstrating progress and will change focus throughout the term of the strategy based on progress and the needs of the organisation and stakeholders.

- **Service Asset Management Plans (SAMPS) – Annual**

These plans have been developed in most areas and have helped drive efficiencies, change and safety within the estate. The content and focus will continue to be revised and developed further and will be the link for the centralised property professionals, services and stakeholders. These documents will complement the service reviews within the Mobilising team Caerphilly programme and will provide a platform to drive change and efficiencies.

2.3. The Portfolio

This strategy currently covers the following portfolios which have been defined through our service asset management plan process which contains the detail the following are the vision each of the services has set:

- **Corporate Buildings**

To have the appropriate land and property, in the right place, operating in the right way, to facilitate safe and effective delivery of the Council's services, taking into consideration agile working practices.

- **Planning and Regeneration**

The Regeneration service primary focus is to lead on the physical, social and economic regeneration of the county borough' and contains the council's ambitious regeneration project Caerphilly Town 2035

The service portfolio includes the assets from three areas within the Planning and Regeneration wider team, however they would be considered under the regeneration umbrella:

- Destination and Events
- Community Regeneration
- Economic Development

- **Cemeteries / Allotments**

To provide a county borough wide Cemetery and Allotment Service. This includes the management of an extensive land portfolio, public facilities and the provision of professional services.

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- **Community Centres**

Buildings with a mixture of management arrangements with virtually all in the ownership of the local authority and leased to management committees who manage them on a day-to-day basis with support from the council.

Each management committee is a charity, and works on an entirely voluntary basis, elected by the residents of the area it serves. CCBC retain the maintenance liability across the majority with the centres covering energy use (utilities). The community centres vary in size, age and type but serve the purpose of offering residents the opportunity to participate in a wide variety of activities and events within their locality.

- **Countryside**

To provide a county borough wide Countryside Service. This includes the management of an extensive land portfolio, range of user and visitor facilities and the provision of professional services.

- **Early Years**

To work alongside all families to ensure their child has the best start in life, considering what matters to them, accessing support when needed. To create a sustainable integrated model to meet families' needs at the right time in the right place by the right person.

- **Infrastructure**

The Infrastructure Division will provide professional, quality, efficient and customer focused services to deliver modern, integrated, sustainable infrastructure that benefits our communities and future generations.

- **Leisure**

"More People, More Active, More Often" The current generous portfolio consists of leisure centres, pool facilities and the Caerphilly Centre of Sporting Excellence.

- **Libraries**

To provide the residents of Caerphilly County Borough with comprehensive and efficient Library Services. Library Services include access to information, books and non-book materials for loan or reference, digital services including public internet terminals, and in many locations free Wi-Fi coverage. All resident age groups have access to these services and suitable materials that match their educational and recreational needs.

- **Park Services**

Park Services is a diverse frontline service providing a range of services directly to the public and key stakeholders. This includes sports fields (rugby and football) and associated changing room facilities (pavilions), bowling greens and cricket.

Social Services

Social services provide a range of services many of which are regulated that are designed to protect vulnerable people whilst promoting their independence

- **Waste Strategy and Operations**

Provision of facilities for the public to deposit household waste and recycling. Bulking waste prior to transfer of waste collected within the county borough. Provision of a street and environmental cleansing and waste collection service.

- **Youth Services**

Our vision is for young people to have fun, feel valued and listened to, and to learn, achieve and aspire to do well now and in their futures.

- **Adult Services (Education)**

Caerphilly Adult and Community Learning (ACL) aims to help adults to broaden their opportunities to develop and improve their Communication, Literacy, Numeracy, Digital Literacy, ESOL and Employability Skills, enhancing their economic and personal growth in their chosen learning pathway

Assets not covered by this Strategy

The assets within the following specified portfolios fall outside the scope of this strategy. These assets are held operationally by the services as they have objectives which differ from the main operational estate as they have a different purpose. It should be recognised however that the services are supported through the strategy enabling them to operate in a safe and efficient manner.

Caerphilly Homes Business Plan

Our purpose is to ensure the provision of affordable, well managed, good quality, energy efficient homes in communities where people want to live, in safety and security, and which meet present and future needs. This is in line with the National Housing Strategy and the Welsh Housing Quality Standard (WHQS) set by Welsh Government which all social landlords must meet by 2020 (recently deferred to 2021).

[Link for more information](#)

Education - Sustainable Communities for Learning

The programme is a major, long-term, strategic capital investment programme. It is jointly funded by the Welsh Government and aims to create a generation of 21st century schools. The programme also contributes to the Council's Wellbeing and Place Shaping Framework of investment across Caerphilly.

[Link for more information](#)

Highway Maintenance Plan

Caerphilly County Borough Council's (CCBC) Highway Maintenance Plan (HMP) records how we manage and maintain our roads and assets, how inspections should be carried out and guidance for highway inspectors to help assess highway defects. [Link for more information](#)

3. CONTEXT

3.1. Corporate Plan

The Corporate Plan 2023-28 for Caerphilly County Borough Council establishes the council's strategic direction and priorities, serving as a crucial driver for the Asset Management Strategy. The plan identifies several key outcomes linked to assets, including:

- **Improved Infrastructure:** Enhancing the quality and accessibility of infrastructure, such as roads, public buildings, and recreational facilities.
- **Sustainable Asset Management:** Promoting sustainable practices to reduce environmental impact and ensure long-term viability of assets.
- **Economic Development:** Leveraging assets to support economic growth, create new business opportunities, and generate employment.
- **Community Well-being:** Utilising assets to enhance the well-being of residents through the development of community centres, parks, and other public spaces.
- **Efficient Use of Resources:** Optimising asset utilisation to ensure cost-effectiveness and efficiency in service delivery.

3.2. Future Generations Act

The Well-being of Future Generations (Wales) Act is a significant piece of legislation that requires public bodies in Wales, including Caerphilly County Borough Council, to think about the long-term impact of their decisions. The Act aims to improve the social, economic, environmental, and cultural well-being of Wales by implementing a sustainable development principle. This principle mandates that the present needs are met without compromising the ability of future generations to meet their own needs.

Caerphilly Council is actively working towards meeting the goals set by the Act through various strategies and collaborations. One of the key strategies is the Community Asset Transfer (CAT) policy, which allows for the management or ownership of assets to be transferred to community organisations. This policy aims to ensure that assets continue to benefit the community and contribute to the well-being goals of the Act.

In terms of decarbonisation, the council has adopted a comprehensive Decarbonisation Strategy with the objective of becoming a net carbon neutral authority by 2030. The strategy includes an action plan detailing steps to reduce energy consumption, generate 'green' electricity, offset carbon emissions, and consider embedded carbon in procurement processes.

Furthermore, Caerphilly Council is involved in public sector collaboration with the NHS, Police, Fire service, and the voluntary sector to enhance community well-being. The Voluntary Sector Liaison Committee, for instance, is a platform for dialogue and partnership between the council and third-sector organisations, ensuring that the voluntary sector is an integral part of achieving the well-being goals.

These initiatives demonstrate Caerphilly Council's commitment to the principles of the Well-being of Future Generations (Wales) Act and its dedication to creating a sustainable and prosperous future for its residents. The council's efforts in asset management, decarbonisation, and public sector collaboration are aligned with the Act's objectives and are crucial steps towards a resilient and equitable community.

3.3. Financial

The current short and medium-term financial outlook for Caerphilly is bleak as the council is facing significant financial challenges. The council needs to identify and deliver approximately £45 million worth of savings over the next two years, expenditure on property is one of the councils largest overheads meaning we simply do not have the funding to deliver services in the same way as we have done in the past.

The council spends more than 60% of its budget on education and social care. Below inflation rises in the local government settlement from the Welsh Government have meant that the need to identify and implement significant budget saving initiatives through our Mobilising Team Caerphilly programme using the Corporate Landlord workstream.

This strategy will complement the Mobilising Team Caerphilly programme and ensure that the Corporate Landlord identifies opportunities for cost savings, efficiency improvements and enhanced service delivery. It involves the systematic and coordinated activities of managing assets to realise value. This includes the management of the entire lifecycle of assets, from the acquisition and operation to maintenance, upgrades, and disposal.

For Caerphilly, this will mean better utilisation of council properties, disposing of underutilised assets, or investing in assets that can generate revenue or provide cost savings in the long run. It could also involve making sure that assets like buildings and infrastructure are well-maintained to avoid costly repairs or replacements.

3.4. **Decarbonisation Strategy**

The Decarbonisation Strategy: Reduce, Produce, Offset, Buy sets out how we intend to reduce the Council's own carbon footprint and deliver our overarching objective of being a net carbon neutral authority by 2030.

The Strategy is accompanied by an Action Plan which details the actions the Council can take, and an Energy Prospectus outlining potential commercial projects both of which will help us achieve our ambitious target. The suite of documents focus on four broad categories

REDUCE - Reducing the amount of energy we use.

PRODUCE - Generating our own 'green' electricity and heat.

OFFSET - Offsetting any carbon emissions.

BUY - Everything we purchase has embedded carbon associated with it and this will need to be considered in the procurement process

The Asset Management Strategy of Caerphilly County Borough Council complements and delivers the Decarbonisation by focusing on creating a smaller, greener, and smarter estate. This involves reducing the size of the estate to minimise energy consumption, investing in smart and digitally capable assets to enhance energy efficiency, and generating renewable energy to reduce carbon emissions. The strategy also includes initiatives to increase biodiversity and offset carbon emissions through tree planting and other sustainable practices. By embedding carbon considerations in procurement and promoting sustainable asset management, the Asset Management Strategy directly supports the council's goal of achieving net-zero carbon emissions by 2030.

3.5. **Agile Working**

At Caerphilly County Borough Council our workforce has been innovative, collaborative, resilient and resourceful in the face of extreme pressure and from early 2020, we have embraced the opportunities that agile working arrangements provided. Aligned to our vision for sustainable development which places an emphasis on the importance of economic growth, de-carbonisation and the health and well-being of our employees, we fully endorse and are committed to developing and resourcing agile working across our Council on a sustainable basis.

The adoption of this policy has already allowed us to reduce our corporate office footprint by implementing a 30% desk ratio as the demand for desks is reduced. Our accommodation will also need to be smarter in the future with the adoption of more flexible workspaces which focus on this new style of "on demand" working where staff, visitors and customers come together to collaborate and work. Our allocated Agile space on floor 1 "Y-Galon" has been designed in that way and is well used by staff, the installation of this space has also been key in driving financial savings.

4. OBJECTIVES

The objectives of the Asset Management Strategy are comprehensive and designed to align with Caerphilly County Borough Council's overarching strategic goals. These objectives encompass a wide range of initiatives aimed at optimising the use of property assets to support service delivery, promote sustainability, and enhance community well-being.

4.1. Creating Value

By leveraging property assets, the council aims to drive not only financial and economic growth but also to foster social cohesion, bolster community development, and enhance environmental sustainability.

What?	How
Create Value within Communities	Refresh the council's approach to Community Asset Transfer to allow assets to be maintained and managed within the community safeguarding their future.
Increase Commercial Revenues	Review the existing portfolio to ensure that current income streams are maximised and discover new opportunities to create revenue streams within the operational portfolio.
Increase Renewable Energy	Increase the amount of renewable energy installed and generated within the estate and deliver a programme of energy efficiency works.
Carbon Sequestration	Increase the biodiversity of our assets and identify areas of land for enhancement or tree planting.
Release land for Development	Identify opportunities within the estate for rationalisation and identify opportunities to acquire land for development and guide through the development process.
Capital receipts are maximised	Value is maximised through a refreshed approach to disposal.
New Commercial Opportunities are created	Review the assets within the portfolio to identify new commercial opportunities.

By 2030 we will:

- Have successfully transferred assets into community ownership through the CAT process.
- Increased the revenue generated from our assets.
- Identified, created or acquired new commercial opportunities within the estate.
- Increased the amount of carbon sequestered by the estate.
- Enabled a smart and localised approach to energy enabled by the estate.

How will we measure this?

- Number of Community Asset Transfers undertaken.
- Commercial estate income.
- % Vacancy rates for commercial estate.
- Installed capacity of renewable energy.
- Carbon sequestration capacity.
- Area of land released for housing.

4.2. Smaller, Greener and Smarter.

The future estate will need to be smaller, more efficient, decarbonised and smarter allowing the organisation to meet net zero commitments. Assets need to be invested in to become digitally capable and smart.

What?	How?
The size of our portfolio is reduced	<i>Review all property holdings focussing on reducing the operational cost of the estate. Using a desk to employee ratio of 30% and further digitising storage.</i>
Assets are smart and connected	<i>Buildings which form part of our future core estate are invested in to become smart and digitally capable to maximise efficiency.</i>
Assets are easy to use.	Technology and digital solutions are invested in to improve usability and flexibility of the estate. Accessibility is further enhanced.
Adopt a multi service Hub model across the authority.	Co-location is being implemented across council services and partners to minimise expenditure and focus resources on a smaller number of assets. The Tredomen Campus will serve as the central hub for the council's administrative functions. Community assets and services are being reviewed and consolidated into a Hub model where feasible.
The operational carbon footprint of the portfolio is reduced in line with 2030 Net Zero commitments.	Heating will be decarbonised, and assets will be invested in to be better insulated and more efficient. Opportunities to increase the amount of renewable energy will be maximised.
Biodiversity will be increased across the estate	Opportunities for increasing biodiversity during property reviews
Our portfolio encourages and enables sustainable and active travel.	Better facilities and connections for walking and cycling will be considered in the development of the future estate

	alongside the installation of more electric vehicle charging points.
Capital receipts are generated from surplus property.	Asset and Service reviews will identify opportunities to reduce

By 2030 we will

- Have smaller more efficient land and property portfolio.
- Assets will be smart and digitally ready.
- Have a clear plan on how to reach Net Zero in operation.

How will we measure this?

- Size of operational estate.
- Annual running cost of corporate estate.
- Property utilisation metrics
- Operational (Scope 2) Carbon emissions

4.3. Service Innovation and Excellence

Assets will support and enable services to deliver core services alongside increasing efficiency and promoting innovation within the current economic environment.

What?	How
Services have suitable properties in the correct location for their services	Service Asset Management Plans continue to be maintained by the asset management team. Continual / regular service reviews and challenge administered through the Mobilising Team Caerphilly work.
Co-location opportunities are maximised	Ensure buildings are organised and designed to maximise opportunities for co-location with services and partners.
Our buildings are future proofed and enable our staff to work in an agile manner whilst improving our customer service.	Our buildings are digitally capable.
Our buildings have the right environment for customers and staff and influencing positive behaviour	Continue to operate a robust Facilities Management Team within the Corporate Landlord function.
Establish community hubs to bring services closer to communities.	Establishment of Agile Utilisation Group (AUG) a forum which seeks to drive change and communicate progress within services.

Assist Caerphilly Homes to deliver 1000 new low carbon affordable homes by 2033.	Work with our Housing team to identify development sites and redevelopment opportunities.
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By 2030 we will

- Operate an estate that will be smaller and more efficient but continues to meet the needs of our communities.
- Released land to construct housing on and help achieve WB02.

How will we measure this?

- % of Service areas with a Service Asset Management Plan
- Metrics such as utilisation rates, maintenance costs, condition rating, disposal rates
- Amount of accommodation shared with or occupied by public sector partners
- Metrics within Service Asset Management Plans

4.4. Safe and Professional

Assets need to be safe and compliant with the relevant statutory requirements. The workforce which manages, plans and advises needs to be effective and professionally relevant.

What?	How
Develop an implement a Corporate Landlord model .	Review all existing property management arrangements within the council and centralise to a single team.
Improve our portfolio data	Enhance, develop and maintain our asset register. Collect and understand the relevant data.
Operate a professional and efficient property service.	Develop and implement a corporate landlord model and develop and refine our estate management approach.
Driving professional standards by ensuring our property team are knowledgeable and professional.	Our team are given adequate training opportunities and are developed to improve knowledge and where possible are supported to work towards professional qualifications.
Our buildings and sites are compliant and safe	Continued monitoring of statutory testing and swift actioning of resulting action with the creation of a compliance team.
Our assets are prepared and adapted for the future climate	Ensure that the properties are well maintained through the implementation of regular condition surveys and repairs are undertaken in a timely and effective manner.
Asset Valuations	Asset Valuations are undertaken in a timely manner.

By 2030 we will

- Implement a Corporate Landlord model providing property as a service to all council departments and their customers.
- Develop an effective approach to maintaining and improving the knowledge and professional skill of our property service workforce.
- Have an improved and accessible asset register.
- Continue to operate a safe and compliant estate.
- Operate a reactive maintenance service that is easy to engage with and effective in delivery.

How will we measure this?

- Number of professional qualifications held by workforce.
- Number of early career opportunities created.
- Statutory compliance of estate.
- % of Valuations undertaken by due date.

5. OUR FORWARD ACTION PLAN

5.1. Corporate Landlord

The significance of maintaining a safe, compliant, and cost-effective property portfolio cannot be overstated. As one of the council's largest financial overheads, it's crucial that our properties are managed in a way that adheres to ever-evolving standards and regulations. The advent of agile working and the challenges posed by the COVID-19 pandemic have tested our staff and estate, but we've risen to the occasion. Now, with a clear direction for our services, we must seize all opportunities to enhance the efficiency of our estate.

Many organisations are seeking swift and professional change, often opting for a centralised "Corporate Landlord" approach. Our portfolio has grown organically, with individual service areas stepping up to manage properties and budgets. This process builds on the successful model we developed with social services, which has led to a smaller footprint and increased statutory compliance. While this approach has been successful, centralising budget and decision-making presents an opportunity to deliver:

- Financial Savings
- Carbon Savings
- Capital Receipts
- Revenue Income
- Social Value
- Economic Development Opportunities

There's no one-size-fits-all template for a Corporate Landlord. The space allocated to a service is professionally reviewed and agreed upon with the service to ensure it's both sufficient and suitable. This removes the notion of service ownership, leading to more independent and objective decisions. That's not to say that consultation and engagement with service areas won't remain a crucial part of the asset management process. Transitioning from the current model of service

ownership to this approach won't be straightforward and will require a cultural shift. However, the potential efficiencies this model offers should not be overlooked.

5.2. Community Asset Transfer

The council currently supports the principles of community asset transfer devised by Welsh Government and Ystyddau Cymru.

Caerphilly has historically been generous with its support for community focussed buildings undertaking a significant amount of statutory testing and property maintenance tasks alongside a generous portfolio of community centres. With communities at the heart of the council's operation a new model which empowers communities and seeks to reduce the financial and operational burden on the council is being considered.

This model, based on the principles of community asset transfer, encourages local communities to take on the management or ownership of public assets. By doing so, it not only fosters a sense of ownership and responsibility within the community but also allows for more tailored and locally responsive services. Correctly constituted and motivated organisations will also be able to unlock funding streams which are not available to the council which will enable assets and services to be not only maintained but improved.

Our refreshed approach aims to proactively identify opportunities for the appropriate organisations to take management responsibility of assets by:

- Streamlining our processes to make them more accessible.
- Identifying more resource to promote and progress opportunities.
- Design a comprehensive support programme to guarantee the effective management of transferred assets and share good practice.

Furthermore, it could potentially lead to cost savings for the council, freeing up resources for other critical services. However, it's important to ensure that communities are adequately supported and equipped to manage these assets effectively, to ensure the sustainability of services and the continued benefit to the community. This approach aligns with the council's commitment to putting communities at the heart of its operations and the broader principles of sustainable development and local empowerment.

5.3. Asset Rationalisation

Throughout the previous year, our organisation has undertaken an extensive evaluation of our corporate properties. This strategic analysis resulted in the integration of multiple outlying offices into the central Ty Penallta location. The consolidation is part of an ongoing initiative managed by the Corporate Landlord function, which is dedicated to enhancing operational efficiency and reducing overhead costs. The initiative is set to continue, with a proactive approach to

uncover further fiscal savings and operational improvements across our corporate estate.

5.4. Mobilising Team Caerphilly - Service Reviews

Rationalisation will be a key focus of the broader review underway as part of the Mobilising Team Caerphilly process.

The Corporate portfolio review and subsequent wider reviews align with the medium-term financial plan principles.

We anticipate opportunities to streamline the estate and exploring disposal routes including community asset transfer opportunities. Property Services will support the service reviews by providing data, assisting with option appraisal work and site assessments. Disposal opportunities will be considered and progressed within the Asset Management process.

Current service reviews are;

- Libraries
- Tourism sites
- Leisure Centres
- Parks / sports facilities

These reviews seek to evaluate service needs and future delivery options to identify both service and asset requirements.

5.5. Commercial Property Review

A review of our property is required, as it ensures that the local property market aligns with the broader economic goals and planning policies of the area. A review can identify opportunities for growth, diversification, and take advantage of investment in the region. It will also highlight areas where improvements are needed, whether in terms of infrastructure, regulatory compliance, or environmental sustainability.

Moreover, a commercial property review can help in assessing the current market conditions, including the supply and demand dynamics, which can inform future development plans and marketing approaches. This is particularly relevant given the evolving legislative changes and the need to adapt to new national policies and guidance.

By examining the performance of current commercial properties and looking at the portfolio through fresh eyes, the council can make informed decisions about asset management, potentially leading to better utilisation of resources and optimising revenue generation.

6. ASSET MANAGEMENT ACTION PLAN

Below is a plan of the priorities over the next year which will form the focus of the property team. Progress against these items will be communicated annually alongside the performance indicators noted against each of the Objectives and wider commentary on the state of the estate.

What	Who	When
Mobilising Team Caerphilly Assist and support the current Mobilising Team Caerphilly service reviews.	Asset Management, Estates, Energy, Building Consultancy.	Ongoing
Corporate Landlord Develop an appropriate model which promotes a centralised professional approach. Driving changes involving	Asset Management	April 2025
Asset Rationalisation Identify further opportunities for asset rationalisation by undertaking reviews using the service asset management process and through Mobilising Team Caerphilly.	Asset Management	Ongoing
Decarbonisation Create a roadmap, plan and programme to decarbonise the operational estate in line with 2030 Net Zero commitments.	Decarbonisation Team / Energy Team	July 2025
Community Asset Transfer Develop a new model to promote and deliver Community Asset Transfer	Asset Management	December 2024
Commercial Review Review the councils existing commercial and operational portfolio identifying opportunities for increased efficiency and revenue generation.	Estates	July 2025
Disposals Policy Review the current property process to ensure that that it maximises the return to the council.	Asset Management and Estates	April 2025
Maintenance Service Review Review the current Planned, Reactive and Cyclical Maintenance service to ensure it remains fit for purpose and explore opportunities for improvement.	Building Consultancy	September 2025
Compliance Further develop the councils approach to manage statutory compliance across all assets.	Property Services	April 2025
Asset Management Software Review the current software used to manage assets to improve data.	Digital Services	April 2025

Performance Indicators Develop a comprehensive set of performance indicators which clearly communicate the position of the estate.	Asset Management	July 2025
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