

CORPORATE ASSET MANAGEMENT PLAN

2020 TO 2026

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FOREWORD

The council's assets are vital to the effective delivery of our priorities and services. The provision of the right asset in the right place at the right time is a fundamental principle of effective asset management planning.

The unprecedented and sustained financial constraints, which all Local Authorities and other public sector partners are experiencing means that we have to be ever more efficient and innovative in the use of our resources. This involves developing a culture of innovation and co-operation. We have made significant progress already and the benefits of sharing assets and working in partnership are clear to see, through an ongoing and rationalised estate, to mobile working. In doing this have continued to protect front line services and maintain service delivery to our customers whilst using fewer buildings but use those that remain far more efficiently.

This document sets out an integrated plan for the future management of the Council's assets. It facilitates a seamless interface between business planning within the Council and the management of our assets and capital resources and contributes to the Capital Strategy. This will ensure that the provision of resources and future investment are prioritised correctly. It is a key document which run alongside and supports the Council's Medium Term Financial Strategy (MTFS) and Capital Strategy and will provide the framework for ensuring the effective and affordable management of our assets.

Technological advances continue to accelerate and the landscape of customer services is constantly changing and being reinvented, this provides opportunities and challenges within our property and land estates requiring us to constantly review the basis for holding assets in the locations they are in, seeking new opportunities to partner with other public sector organisations and to increase the pace, scale, ambition and the way we deliver services both now and in the future.

Like many organisations we are constantly reinventing ourselves and our assets create a platform for launching and delivering our modernized services. In considering this we must also reflect on the Future Generations and the young customers of today, our assets must also modernize to keep pace with an agenda that requires us to use significantly less energy, recycle more, be easily accessible and create environments which are flexible and sustainable. Like many organisations we are on a journey and our assets facilitate and support our services in the delivery of high quality customer outcomes.

Cllr Billy Mullins

Cabinet Member

INTRODUCTION

Key aims and Principles

The Council's Asset Management Plan is a fundamental component in the effective delivery of our corporate priorities and strategies. The provision of the right asset in the right place at the right time will ensure the effective and efficient delivery of a comprehensive range of high quality public services.

The unprecedented financial constraints, which all Local Authorities and other public sector partners continue to experience means that we have to be ever more efficient in the use of our scarce resources. This involves developing a culture of innovation and co-operation.

We have made significant progress already and we have demonstrated that a reduction in the running costs of our assets and the provision of enhanced customer service is achievable and we will continue to develop this approach. Ultimately our overarching aim is to use fewer buildings but use these far more efficiently and in partnership where possible.

This document sets out an integrated plan for the future management of the Council's assets and its capital programme. It facilitates a seamless interface between business planning within the Council and the management of our assets and capital resources. This will ensure that the provision of resources and future investment are prioritised and targeted into areas of greatest need or where our assets will bring the greatest benefit to our communities and citizens. It is a key document which runs alongside the Council Plan and Plan and Medium Term Financial Strategy (MTFS) and provides the framework for ensuring the effective and affordable management of our assets.

Key Aims

- Provide a clear context within which proposals for capital expenditure are evaluated to ensure all capital investment is targeted to deliver the Council's priorities as set out in the Council Plan.
- Sets out how the Council identifies and prioritises capital requirements and proposals arising from various strategies including Council Plan, Portfolio Business Plans, and other corporate strategies and how they will be managed within the limited capital resources available.
- Critically challenge our current estate, continue with the programme of asset rationalisation, ensuring that assets retained are effective, efficient and sustainable to deliver services.
- Maximise capital receipts.
- Identify and consider options available to fund capital expenditure that minimises the ongoing revenue implications of historic capital expenditure and of any new investments.
- Use partnerships, both public and private, more effectively to support our overall strategy.
- Establish effective arrangements for managing capital projects including assessment of outcomes and achievement of value for money.

Principles

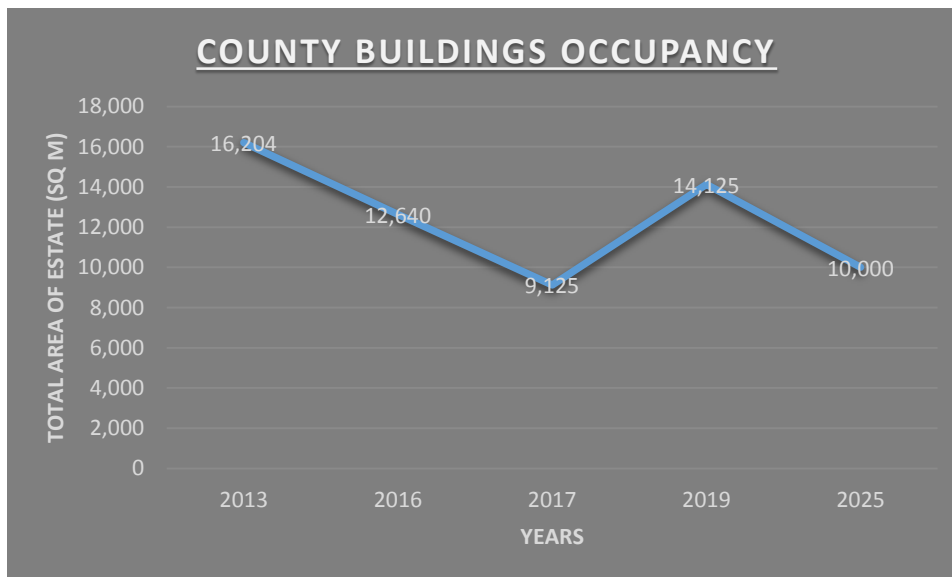
- The basic principle for managing our assets is to ensure that the right asset is in the right place to support Council priorities and enable efficient service delivery. In so doing we will identify and seek to dispose of surplus assets and those where retention provides no economic benefit.
- By understanding our future requirements and our current asset base we can map out a strategy for delivery. This will inform our capital programme for the medium term which is split into three sections; a reduced core programme of schemes that are regulatory / statutory in nature, a retained asset programme to improve or enhance the life of existing assets, and a larger investment programme in schemes linked to the Council's strategic priorities.

- Set a capital programme split into three sections; a reduced core programme of schemes that are regulatory / statutory in nature, a retained asset programme to improve or enhance the life of existing assets, and a larger investment programme in schemes linked to the Council's strategic priorities.
- Schemes included in our investment programme will be subject to completion of a business case to include a thorough appraisal of options and sensitivity analysis, with the schemes that generate efficiencies for the MTFS being favoured.
- Whole life analysis and using Net Present Value (NPV) calculations will be applied to schemes in the investment programme linked through to the MTFS.
- With Capital and Revenue resources under pressure innovative and creative solutions to procuring capital assets will be sought.
- Assets surplus to requirements will be disposed of when appropriate in order to generate the maximum capital receipt for the Council.

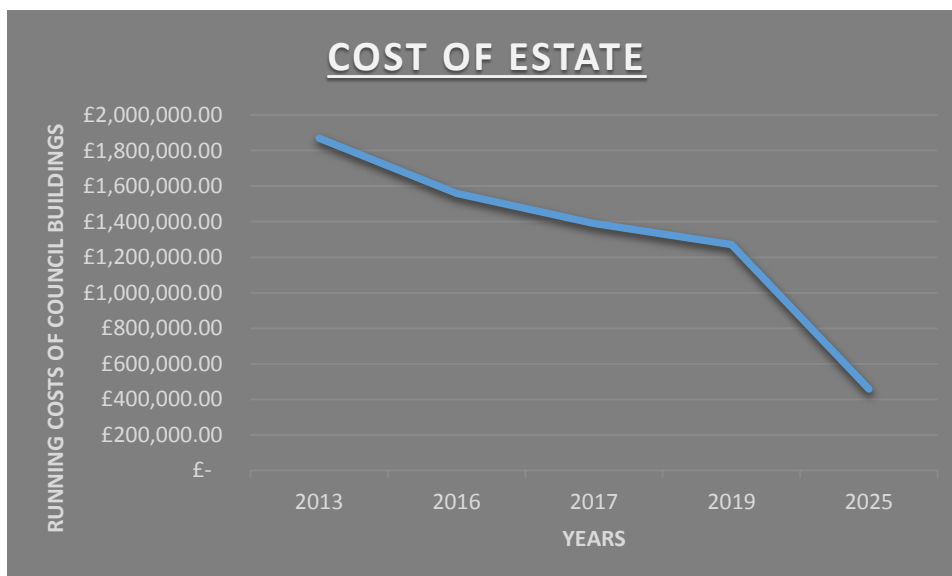
Achievements to date

We have achieved many of the objectives we set out in the previous asset management plan including:

- The long term regeneration of Flint Town Centre by utilising our land and property to facilitate the development of a new Extra Care scheme and Medical Centre.
- The Council has significantly increased the provision of affordable housing. Our SHARP programme has provided 110 extra council houses to date and a further 107 affordable homes through NEW Homes.
- We have progressed our office rationalisation programme and reduced the occupied space in County Hall by 50% and have moved staff to our newly refurbished office in Ewloe.



The reduction in floor space together with the utilisation of more modern and efficient buildings has resulted in significant efficiencies i.e. circa £600,000 savings between 2013 and 2019.



- We will now progress the second phase of our programme which will see the redevelopment of the County Hall campus.
- We have progressed our programme of Community Asset Transfers. Since embarking on the programme 5 years ago we have transferred 13 assets which has resulted in significant revenue savings for the council.
- Flintshire County Council is committed to providing high quality services for adults with a Learning Disability. To support service transformation in this area the Council prioritised a significant investment of £4 million to build a new learning disability community hub providing training, day service and work opportunities. The centre, named *Hwb Cyfle* (Hub for Opportunities) has delivered a sustainable and efficient building and replaces an ageing adult day centre which, out-dated in design and layout, was making it difficult to support the needs of clients with quality services. This flagship facility provides the highest quality environment for day care support and activities. The 'Hwb' specialises in social care services for vulnerable adults and aims to provide improved health and well-being for people supported, helping them to achieve outcomes by developing skills and supporting them to live more independently. It provides a safe, supportive and vibrant space for adults with learning disabilities, offering facilities for creative and interactive activities, including indoor and outdoor sensory spaces and workshops. The centre will also be used as a community hub, providing opportunities for social interaction and community activities. It is located at the heart of the community, with community access out of hours. The development of this former school site will also help to regenerate the local community.
- The Education and Youth Portfolio has progressed the Welsh Government 21st Century Schools Programme as follows:

Primary School Sector

- Provision of a new Welsh medium satellite provision in Shotton (Ysgol Croes Atti Glannau Dyfdrwy) - September 2014
- Construction of new Shotton Primary School (Ysgol Ty Ffynnon) September 2014 - £6.5m
- Construction of new Primary school, Connah's Quay (Cae'r Nant) – September 2012 - £7.5M
- Amalgamations which have reduced the number of schools and governing bodies from 14 infant/juniors to 7 primaries.
- Federation between Ysgol Gronant and Ysgol Treglogan
- Federation between Ysgol y Waun, Gwernaffield and Ysgol Gwernymynydd
- Federation of Nercwys VA and Nannerch VC Schools

The Council has completed its statutory proposal programme of infant and junior amalgamation through the School Organisational Code's legal framework.

School Modernisation Strategy

The Council's Cabinet approved the revised School Modernisation Strategy in January 2015 and approved the next stage of the school Modernisation implementation programme in June 2015.

The following statutory proposals have been undertaken and have been implemented post Cabinet determination:

- Ysgol Maes Edwin – closed 31st August 2016
- Ysgol Llanfynydd – closed 31st August 2016
- Ysgol Mornant, Gwespyr Picton (WM) federation with Ysgol Maes Garmon, Mold.

Flintshire has completed a capital project at Hawarden Village utilising its own capital resources. The Hawarden Village school project linked two school buildings and was completed in 2016.

Secondary Sector

Statutory consultations have been undertaken and determined by the Welsh Minister at the following:

- John Summers High School – Change of age range from 11-18 to 11-16 by 31st August 2016 and closure of 11-16 School by 31st August 2017.
- St David's, Saltney - Change of age range from 11-18 to 11-16 by 31st August 2016.
- Elfed High School Buckley – Change of age range from 11-18 to 11-16 as of 31st August 2015.
- Connah's Quay High School – Change of age range from 11-19 to 11-16 as of 31st August 2016.
- Holywell High School - Change of age range from 11-19 to 11-16 as of 31st August 2016.
- Post 16 provision was also reviewed in Flint Secondary schools, Flint High School & St Richard Gwyn RC. Cabinet, in June 2014 determined not to enter into statutory proposals and allow a collaborative federation of post 16 between the two Secondary schools, which is subject to annual monitoring by the Council.

21st Century Band A (2014-2019)

The Council agreed funding envelope with Welsh Government (WG) for its 21st Century Schools Band A programme of £64.2m and has successfully completed the following construction projects as part of this programme.

- **Deeside 6** in collaboration with Coleg Cambria was completed and operational for the start of the new 2016 academic year.
- **Holywell Learning campus (buildings)** operational at the start of the new academic year 2016, with pupils from the Holywell High School, Ysgol y Fron Junior School and Ysgol Perth y Terfyn Infants school transferring.
- **Connah's Quay High school** - Phase 1 of the Modernisation of the School, completed in December 2018. This project also included the demolition of the former John Summer High school
- **Penyffordd** - A new School Project at Penyffordd will amalgamated the previous split site primary provision onto one site within the village completed in Autumn 2019.

Highways Asset Management Plan

The Council's strategy for the management and maintenance of the highway asset is based on the "Well-Managed Highway Infrastructure" code of practice, which was published by the UK Roads Liaison Group (UKRLG) in October 2016, which was commissioned by the Department for Transport (DfT).

Highway assets that are considered in this process include carriageways, footways, structures, street lighting, traffic management systems and road-markings. The focus is primarily on those elements that are considered to be of high value or risk. These principles are followed as part of the Highway Asset Management Plan (HAMP) and monthly meetings are held to agree strategies for investment in highway asset groups, and ensure improved highway asset management and best value for highways investment is achieved.

Agricultural Estate

Following a review of our Agricultural Estate in 2011 we have continued to dispose of our farms and small holdings in line with our disposal policy as and when they become vacant and have in the past five years generated in excess of £7m in capital receipts from such disposals.

ASSET MANAGEMENT PLANNING IN FLINTSHIRE – THE KEY FACTS

Property Asset Management

Flintshire County Council (FCC) manages a property portfolio of over 530 properties, with a current value of £762m. The portfolio consists of two distinct property types:

Operational Properties

Operational properties are those that are used to directly support Council service delivery such as schools, service centres and depots together with those operated by partner organisations such as AURA Leisure and Libraries. There are currently 136 operational property assets.

Non - Operational Properties

Non - Operational Properties are those used to enable the council to support local business space and economic development, indirectly support corporate/community planning objectives and provide the council with a revenue stream.

FCC is committed to managing property assets efficiently and effectively to support the delivery of service and priorities. Property Maintenance Services will compile and monitor the following indicators to assist in the management of the property portfolio.

Property Performance Outcomes:

Outcome		Activity Aims
Compliance		Demonstrating that property assets comply with statutory and regulatory regulations. Ensuring properties are safe and available for use to deliver services by having them regularly inspected.
Condition		Demonstrating that property assets are maintained in satisfactory or better condition to support service delivery.

		Eliminate the backlog of priority work (i.e. in condition categories C and D as defined).
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A rolling programme of maintenance has been produced based on initial condition surveys which will be reviewed cyclically every 5 years.

Buildings are categorized according to their condition with priority levels in accordance with the WG performance indicators.

Condition Categories:

A	B	C	D
Good	Satisfactory	Poor	Very Poor

Priority Categories:

Priority 1	Priority 2	Priority 3
Urgent – Prevent closure	Essential – work required in 2 years	Desirable– work required in 5 years

Property Assets Breakdown**Analysis by property type.****Operational Property**

Property Use/Type	Sites	Condition				Priority 1 Urgent	Priority 2 Essential	Priority 3 Desirable	Total Priority 1 - 3
		A	B	C	D				
Behavior Unit	4	2	2	0	0	£1,951	£214,492	£143,595	£360,038
Community Centre / Youth Centre	17	0	12	5	0	£65,905	£370,070	£386,230	£822,205
Libraries (Partnership)	6	0	6	0	0	£62,792	£70,095	£137,397	£270,284
Sports Pavilions	7	0	6	1	0	£0	£70,887	£15,858	£86,745
Leisure Centres & Swimming Baths (Partnership)	4	0	4	0	0	£0	£802,508	£1,037,446	£1,839,954
Primary Schools	64	3	55	6	0	£0	£4,358,616	£5,024,078	£9,382,694
Secondary Schools	11	1	8	2	0	£0	£2,924,971	£4,996,026	£7,920,997
Special (Other) Facilities	5	3	2	0	0	£0	£19,348	£206,926	£226,274
Offices and Admin Buildings	6	0	6	0	0	£17,691	£908,643	£10,317,506	£11,243,840
Depots	1	0	1	0	0	£0	£13,330	£0	£13,330
Theatres	1	0	0	1	0	£326,700	£3,598,706	£4,641,502	£8,566,908
Residential Care Homes	3	2	1	0	0	£16,476	£9,085	£146,300	£171,861
Adult Learning Centre	7	0	2	5	0	£0	£11,176	£397,336	£408,512
Total	136	11	105	20	0	£491,515	£13,371,927	£27,450,200	£41,313,642

Non - Operational Property

Property Use/Type	Number
Industrial	240
Farms	16
Shops	19
Property Holdings (Miscellaneous) for example bowling reens, changing room etc.	124
Total	399

Summary Asset Data (CAM Status Report) as at Oct 2019

The Council has a diverse range of operational assets as listed in the table below:

Property – Asset Category	Property Type	Number of Properties
Other Land and Buildings	Schools	84
	Caretakers Houses	3
	Miscellaneous Properties	30
	Libraries	6
	Youth Centres	11
	Community Centres	15
	Leisure/Sports Centres	7
	Swimming Baths	3
	Work Opportunity Centres	2
	Day Centres	3
	Public Conveniences	9
	Cemeteries	13
	Civic Amenity Sites	8
	Depots	1
	Council Offices	6
	Miscellaneous Operational	2
	Residential Homes	4
	Markets	1
	Educational Establishments	7
Community Assets	Parks and Open Spaces	5
	Playing Fields Recreational	90
	Play Areas	158
	Amenity Space	45
	Allotments	17
	Ancient Monuments	10
	Bowling Greens/Clubs	21

With regard to our schools the Council has an up to date Asset Management system and data from the system is used to influence decision making on Capital investment in the schools network.

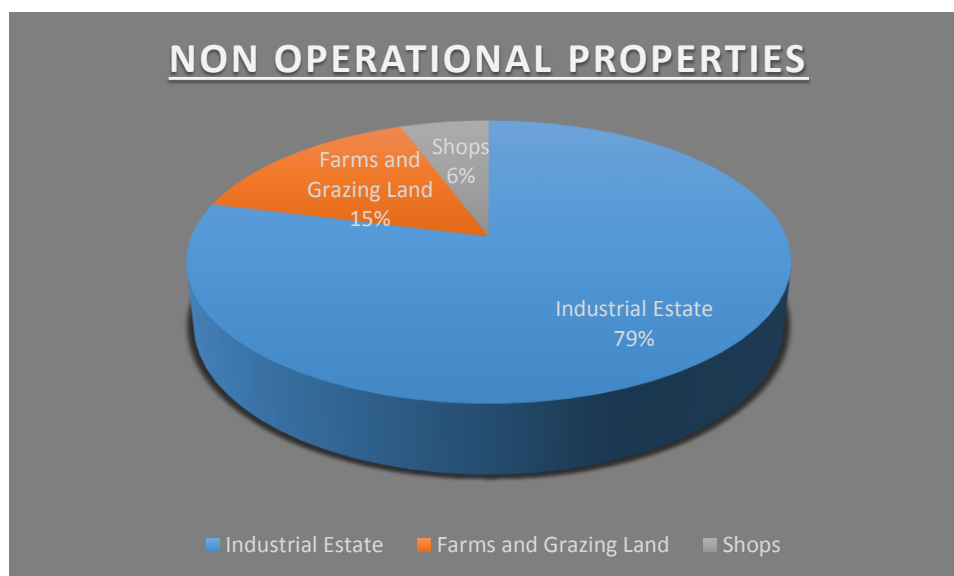
Condition Surveys are undertaken through a framework agreement with the private sector and condition surveys are undertaken by RICS qualified surveyors on a rolling five year cycle. Welsh Government have recently introduced standardised methodology, Flintshire will introduce this into its rolling cycle.

Suitability Surveys have been re-conducted used national guidance for the school estate in autumn 2016 and school data has been updated accordingly.

All information is shared and verified with individual schools.

Non-operational Estate

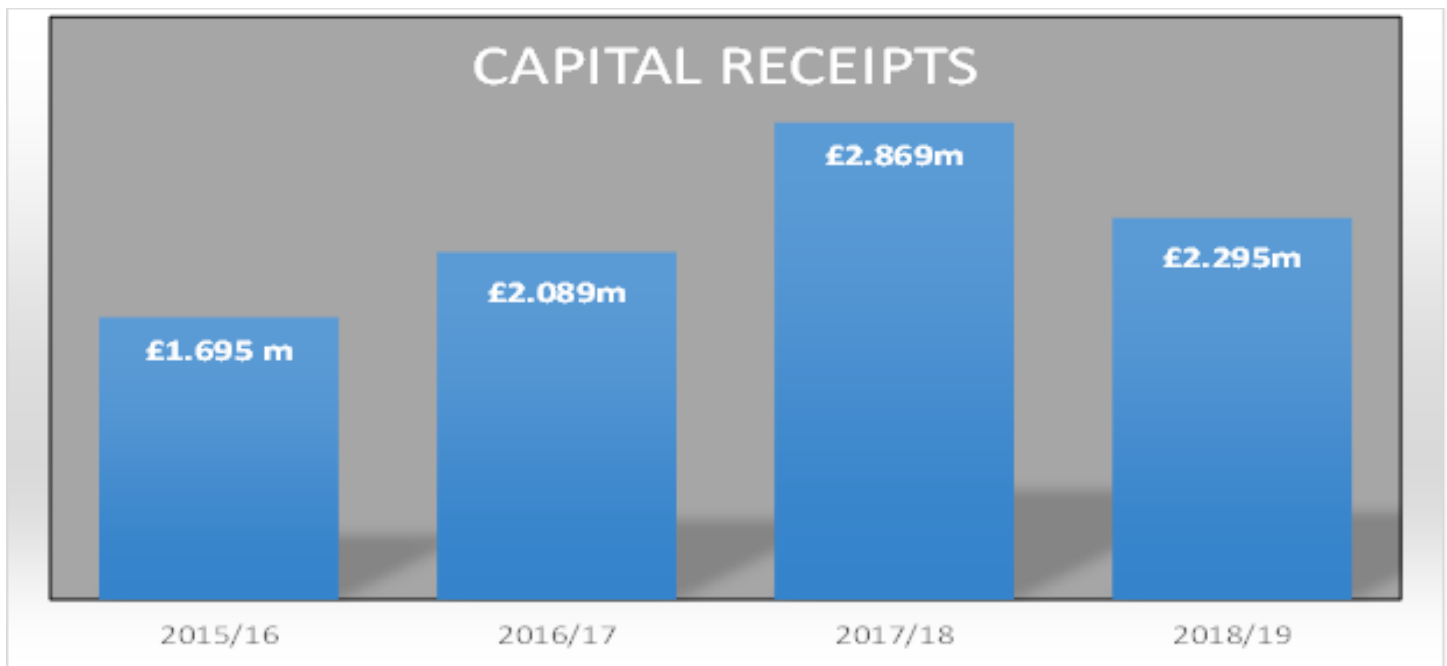
The Council also holds a significant commercial portfolio as detailed below.



These non-operational properties currently provide an annual income of circa £1.5 million. As already stated we will be undertaking a detailed review of our industrial portfolio and will be deciding on the most economically beneficial future for each of the estates.

Capital Receipts

The Council seeks to dispose of surplus assets to generate capital receipts. Over the last four years we have sold assets totaling almost £9 million. In addition we have used our Council land to invest and develop new social and affordable housing delivered through the SHARP programme.



ASSETS STRATEGY – THE BIGGER PICTURE

National strategic context

The Welsh Government has set out its programme to drive improvement in the Welsh economy and public services. The Taking Wales Forward 2016-2021 seeks to deliver a Wales which is prosperous secure, healthy and active, ambitious and learning, united and connected. Alongside this programme are well-being objectives which are set out in the Well-being of Future Generations Act 2015.

With particular regard to assets the Welsh Government has established Ystyddau Cymru (formerly National Assets Working Group) which encourages excellence in active management of the Welsh public sector estate by the promotion and facilitation of strategic opportunities across geographical and organisational boundaries.

The impact of Brexit is as yet unknown although services have considered potential impacts and are preparing for these wherever possible.

Financial Context

The ongoing and challenging financial environment continues to create issues for the Council. The revenue budget remains under significant pressure and in the context of the Capital programme its ability to receive capital receipts generated through the disposal of its own land and property assets is constrained as the opportunities to dispose of its own land reduces. This scenario creates issues for the delivery of any programme and requires a case by case review of the programme to determine the availability of its capital resources or whether other funding mechanisms should be actively pursued such as Prudential Borrowing.

Regional strategic context

North Wales Population Assessment

The North Wales Population Assessment is a review of the care and support need of the population in North Wales, including the support needs of carers. It was produced by the six North Wales Council and Betsi Cadwaladr University Health Board (BCUHB) supported by Public Health Wales, to meet the requirements of the Social Services and Wellbeing Act (Wales) 2014.

Some of the key housing related findings for Flintshire include:

- Maintaining the local council care home provision and exploring the development of intermediate care hub focused on preventative and early intervention work.
- An increase (based on projected need from demographic changes) of a further 178 care home placements by 2020.

North Wales Economic Growth Deal

The six North Wales Local Authorities are working collaboratively on a Growth Deal.

Cabinet adopted the *Growth Vision for the Economy of North Wales* in September 2016. The vision set out a collective and strategic ambition for North Wales for infrastructure development, skills and employment, and business growth. The cabinets of the five partner councils in the region similarly adopted the strategy at that time.

Cabinet was then advised in a further report in February 2017 that North Wales had been formally invited to open negotiations for a Growth Deal with both the UK and Welsh Governments: - for additional resources and powers to pursue the priorities set out in the *Growth Vision*. A number of City Deals and regional Growth Deals have been adopted across the UK.

In June 2018 Cabinet and Council adopted a Governance Agreement for the planning and development phase of a Growth Deal. The Governance Agreement empowers and regulates the regional partnership between the six local authorities, the two universities, the two further education colleges and the North Wales Mersey Dee Business Council. The partnership operates through a joint committee called the North Wales Economic Ambition Board. All partners have similarly adopted the Governance Agreement.

Heads of Terms are being finalised with Governments and it is anticipated that capital allocations will be drawn down in the final quarter of the 2020/21 financial year. A *Proposition Document*, which sets out the priority programmes of activity for the region and for which national funding is being sought through the Growth Deal, and has been approved by the North Wales Economic Ambition Board. The Growth Deal will fund selected programmes and projects from within the *Proposition Document*; ones that meet shared governmental objectives for economic growth. The document constitutes the regional bid which will lead to a deal.

There is likely to be borrowing required in the future, the associated costs of which will need to be serviced. Until the detail of the final Growth Deal, to be negotiated with the Governments, and the capital grant payment arrangements to finance the Deal, the regional partners will not know the number and the combined cost of the approved projects. The combined cost of the approved projects, and how they are to be phased over a period of years, will have a bearing on the contributions to the borrowing costs each partner might be expected to make.

Regional Capital Projects

Joint Archive Facility, Flintshire and Denbighshire Councils:

This proposed scheme recognises and responds to the need and demand of the two local authorities archive services. Both services occupy old buildings, unfit for purpose. They lack suitable public spaces and appropriate storage, are too full to accept new collections and are listed buildings lacking scope for adaptation, requiring expensive maintenance. The Proposal is to construct a new building adjacent to Theatr Clwyd, Mold, to house both the physical archives and the new service operations.

Local strategic context

Council Plan (2019 – 2023)

Appropriate and Affordable homes: SHARP programme to deliver 500 new Council and affordable homes.

Modern, efficient and adapted homes: Ensuring the supply of quality and affordable housing of all tenures.

Business Sector Growth and Regeneration: A strategic approach to regenerating and supporting town centres.

High Performing Education: School Modernisation Strategy

Sustainable Development and Environmental Management: Maximise energy efficiency within Council assets.

Resilient Communities: Supporting local communities to be resilient and self-supporting.

Effective Resource Management: Maximisation of the Council's assets including County Hall, non-operational estate ensuring that capital funding streams are maximised.

Portfolio Business Plans

Chief Officers as part of business planning at Portfolio level will include medium term capital and asset requirements – this will provide a clear link mapping out and supporting strategic thinking and identifying specific areas where there will be capital requirements or asset related issues to consider. Including capital and asset implications in Portfolio business plans will involve services giving much earlier consideration to their requirements which can then be considered on a Council wide priority basis, clearly linked to portfolio business plans, the Council plan and other strategic plans over a medium term time frame.

Capital Programme

There is a great deal of overlap between asset planning and capital planning, at both the strategic and the operational level.

Capital planning is about capital investment or expenditure, as distinct from revenue expenditure or running costs. Capital expenditure can be defined as expenditure on assets that will provide a benefit to the organisation beyond the current financial year. This includes expenditure on:

- purchase of new assets
- creation of new assets
- enhancing and/or extending the useful life of existing assets.

The way in which assets are managed on a day-to-day basis can have significant implications for the capital programme. Inadequate levels of routine maintenance and capital investment can increase the cost of reactive maintenance and the capital expenditure that is required in the long run. A good example of this is highways maintenance, where cutting capital budgets tends to result in increased revenue expenditure on filling potholes.

Inadequate levels of routine maintenance and capital investment also reduce the value of capital receipts that can be achieved from the disposal of assets. AMPs should therefore be based on an integrated approach to the day-to-day management of assets and the longer-term plans for those assets based on the asset strategy.

An asset may be in good condition, but no longer suited to the purpose for which it exists. For example, a school built in the Edwardian era might be in good condition, but the thickness of the walls might prevent the functioning of a wireless network, making it an unsuitable environment for the provision of 21st century education.

Medium Term Financial Strategy MTFS

The MTFS forecasts funding levels and resource requirements over the medium term, identifies the gap between the two, and enables specific actions to be identified to balance the budget and manage resources.

Any asset investment plan that results in a capital project will have consequences for the revenue budget, both positive and negative. These may be savings to running costs, schemes that generate income or resultant revenue costs of servicing any borrowing associated with the scheme. It is therefore essential that the capital and revenue budget cycles are aligned to ensure that these revenue implications are properly costed and fed into our MTFS.

Capital and Assets Programme Board

The Capital and Assets Programme Board comprises a group of senior officers from each Chief Officer portfolio who have an interest, proactive approach and enthusiasm around the development and management of work streams relating to the councils capital programme and wider asset base. The Board will manage and oversee the following activities:-

- Capital Receipt Planning (manage the delivery of capital receipts to maximise resources for the capital programme);
- Capital programme forward planning (to provide a forward look and anticipate likely work items for future capital programmes and to understand the potential revenue implications)
- Principal capital programme management (to ensure key principal programme items run to plan and deliver the Councils Core Programme and other agreed programmes of work – Portfolio Business Planning and Investment Plans);
- Consider reports to Cabinet, Council, or Scrutiny Committees regarding capital programme delivery;
- Capital and Asset Management Strategies (to develop and maintain the strategy ensuring strategic linkage into the MTFS);

- Public sector shared asset planning (develop partnership solutions to strategic asset delivery through shared resources);
- Estate depreciation planning and management (effective management of assets, retention, disposal strategies and plans)
- Section 106 planning agreement strategy and management and any other contributions to capital schemes
- Regeneration and market stimulation (consider proposals for wider regeneration, linkages to SHARP and the contribution the Councils land and property makes to this activity by acting as a catalyst or lever).
- Creative capital funding solutions (regularly explore opportunities for innovative funding solutions which reduce the burden of interest charges and revenue impact);
- Prepare reports for consideration relating to land disposals, acquisitions and lettings;
- Contribute proactively to the delivery of the Councils Community Asset Transfer strategy and where applicable Alternative Delivery Model strategies

Flintshire Local Development Plan (LDP) 2015-2030

Flintshire is in the progress of preparing its LDP and has produced its Preferred Strategy Consultation Document, which sets out the growth ambition for the County and its strategic policy for meeting housing needs through the planning system. The Preferred Strategy identifies a requirement for 7,645 new houses during the plan period 2015 -2030 the plan will have implications for future Capital and Assets requirements e.g. increase in demand for school placements.

ASSET MANAGEMENT PLANNING IN FLINTSHIRE – WHERE WE WANT TO BE

The aim of our long-term corporate Asset Strategy is to move towards an optimal portfolio of assets. To achieve an optimal portfolio of assets we have considered what assets we need to deliver the Council's corporate objectives efficiently. This Asset Strategy directly relates to the Council's purposes: the services we are responsible for providing and the statutory functions we are responsible for fulfilling. It links the assets we require in order to provide services and fulfil our functions.

The optimal portfolio is not simply the assets that the Council would ideally like to have if resources were unlimited, but those assets that best enable corporate objectives to be delivered, taking into account overall value for money.

This high level strategic document makes reference to the more detailed asset management plans developed within portfolios for example; Schools modernisation, Highways Asset Management Plan, Housing Asset Management Plan, Corporate Property, Industrial Estate, Agricultural Estate and the Digital Strategy.

At a high level for the varying categories of assets the strategy includes our plans for:

- purchasing and constructing new assets
 - investing in and replacing existing assets
 - transferring assets to other organisations
 - disposing of assets that are surplus to requirements
-
- Sets out the long term modifications required to the Council's portfolio of assets to deliver efficient services in the future.
 - Links with various other Council strategies including the Council Plan, Portfolio Business Plans and other corporate strategies to identify changes required to the Council's portfolio of assets.
 - In conjunction with the Capital Strategy manage the levels of investment required within the limited capital resources available.
 - Determine what assets are required for service delivery, Corporate Strategy and the Council Plan.
 - Seek to maximise opportunities to generate sustainable income levels whilst reducing the Council's liabilities.
 - Critically challenge our current estate, continue with the programme of asset rationalisation, ensuring that assets retained are effective, efficient and sustainable to deliver services..

Key Aims

Following consultation with service areas and consideration of requirements within the context of the capital strategy, the following potential projects have been identified. These schemes contribute directly to identified priorities within the Council Plan.

21st Century Schools Band B

The 21st Century Schools Band B programme is due to end by 2024/25. As each of the remaining schemes is proposed for approval, a decision will need to be made taking into account its affordability in the context of the position on the MTFS. The Flintshire funding element of the remaining 21st Century Schools Band B programme will need to be funded from Prudential Borrowing.

WG has approved the Council's in principle submission for 21st Century Schools Band B. The programme is to be funded from specific grant from WG at an agreed intervention rate, with the Council's contribution to be funded by Prudential Borrowing. The WG intervention rate for funding the 21st Century Band B programme has increased from 50% to 65% for schools and 75% for Pupil Referral Units (PRUs).

A revised submission is currently being made to Welsh Government. The total estimated cost of the programme is £xxm. Each of the projects is subject to individual approval to ensure that each meets the Council's continuing priorities and is affordable in the context of the Council's MTFS.

During 2018/19 and 2019/20 Cabinet has approved three 21st Century Band B schemes and one other scheme for inclusion within the Capital Programme, those at Connah's Quay High School, Queensferry CP/Plas Derwen PRU, Ysgol Croes atti, Shotton and Brynford CP school.

Croes Atti, Flint Residential Care Home Review / Expansion

The care sector in Flintshire is working within an increasingly challenging environment as a result of a range of factors, including the complexity of need, an ageing population, rising costs, increasing expectations and regulation and difficulties with recruitment and retention of high quality staff. As a result of these pressures there is limited resilience and in Flintshire is particularly challenged with only a small number of independent providers who are part of a reducing and fragile market. As a Council we are taking a positive approach to rebalancing the care home provision, taking a lead as a local authority to develop care homes that value older people and provide good quality support that would place the Council in a good position for the future.

Croes Atti is a single storey 31 bed care home purpose built for older people, which was refurbished in 2005. The 31 bedrooms are small and less than 12 square metres which makes it increasingly difficult to support people with complex physical care needs and there are only 3 bedrooms with an en-suite facility. The living and day time spaces are well used and whilst we have a number of assisted bathing / shower rooms they are not all DDA compliant. The existing accommodation does not meet new RISCAs regulations in relation to bedrooms and living space and any capital investing into refurbishment or new build must take into account of the new regulatory requirements. The care home is popular locally, is always at capacity and often with a waiting list for support. The home is regulated by the Care Inspectorate Wales (CIW) and achieves good inspection reports. A feasibility report in relation to options for increasing capacity at Croes Atti to 55 beds have been undertaken, the options for a refurbishment and new build on the current site are being considered.

Extension to Residential Care Home, Marleyfield – Buckley

Following a comprehensive review of the residential care market in Flintshire the Council approved a capital scheme to extend Marleyfield House in Buckley by an additional 32 beds to bring total provision up to 64 beds. The new facility is being developed through a joint Integrated Care Fund (ICF) budget arrangement with BCUHB to provide additional services, beds and multidisciplinary support in a community setting. This provides permanent residential beds, as well as beds which

prevent hospital admissions, expedites hospital discharges and allows appropriate assessment to reduce care packages to support people in the long term.

Llys Gwenffrwd, Holywell Care Home Review

Llys Gwenffrwd is a 31 bed three storey care home built in the 1970s which was refurbished in early 2000. There are challenges associated with the current building as it is built on a sloping site, as a result there are a number of levels requiring the need for ramps to access many areas both inside and outside. It includes the provision of a single undersized lift to reach the three stories which does not meet DDA requirements and there are a number of living and day spaces which are some distance from the bedroom areas. Outside space is difficult to access because of the site levels and parking can be difficult. The Holywell locality has the fewest number of care home placements available and would benefit from a new build facility on a different more accessible site which requires further consideration.

Children's in-house Residential Care Home

Work is underway to develop the business case for an in house Residential Care Home for Children. The facility will provide short term assessment and support to children and young people with a view to supporting them to return to their family/carers where appropriate. The provision would form part of our strategy to reduce reliance on Residential care. Options are being considered to support the procurement of an appropriate building which include seeking capital funding from Welsh Government, leasing a property from an Registered Social Landlord or make a direct purchase using our capital.

Specialist Autism Facility

The possibility of developing a specialist facility to provide services for children and young people with Autism is being explored. The Council currently funds a number of out of county placements in neighbouring counties, in both maintained and independent settings. There is an increasing need for these placements and there has been a notable increase in the costs of the provision in recent years; costs associated with transport are also increasing given the distances to the provision. A piece of work has been commissioned to look at the viability of developing in-house provision utilising existing assets, and reallocating the revenue budget currently funding out of county placements for Autism.

Moderate Learning Difficulties (MLD)

The Council currently has a gap in its provision for secondary aged pupils with Moderate Learning Difficulties (MLD). Mainstream schools are funded to offer support for the majority of pupils with special educational needs and Ysgol Maes Hyfryd meets the needs for pupils with profound and complex needs. There is a small group of pupils for whom neither setting is able to meet their needs appropriately. The possibility of developing a joint provision between Flint High School and Ysgol Maes Hyfryd is being explored to meet the needs of this particular cohort thus reducing the need to commission out of county placements.

County Hall Campus

The redevelopment of the County Hall campus site needs to be progressed through the formulation of a comprehensive and visionary masterplan which addresses the future needs to the Council and other public sector partners; linking this with an integrated approach around the Courts, and theatre together with a wider site development. This work is complex but phase one has already commenced with the demolition of phases 3 and 4 of County Hall. The site has huge potential being framed within a mature semi-rural landscape; work on a comprehensive plan will need to commence in 2020/21.

Review of Industrial Estate

The Councils industrial estates are widely dispersed throughout the County and provide much needed accommodation and commercial space to many local businesses. They bring into the Council revenue through rental income but are also of an age where they are now likely to require investment. This creates an opportunity to review the mix, size and type of units and consider the future direction. Work will therefore need to be undertaken to review, on a site by site basis each site and come up with a detailed strategy which considers each sites viability, whether to invest or dispose or seek an alternative use.

Highways Asset Management Plan

The core Capital Programme includes £0.600m per annum for the HAMP. In 2019/20, as in previous years, this has been supplemented by additional WG grant. It has been estimated that the investment required to maintain current network performance is £2.7m per annum, an increase of £2.1m per annum. Welsh Government announced additional Public Highways Refurbishment Grant 2018-21 to Flintshire of £0.959m in 2018/19, and in 2019/20, with funding for 2020/21 to be confirmed in due course.

Digital Strategy

A planned programme of projects required to increase the number and range of services available digitally are under consideration. The projects have an impact across a range of services, rather than in a single specific service e.g. web payment portal that will be used for all payments to the council. These will be used to enhance the ability of customers to interact with the Council on line.

The capital costs of purchasing new software will be calculated on a project by project basis at the time each project is ready to proceed in order to accurately capture not only the technical requirements for the software but also the costs prevailing at the time.

The range of cross cutting projects under consideration include:

- software that can automate answering simple telephone calls or email enquiries (so called "chat bots")
- a generic web booking system to allow customer to make appointments for services on line
- integration of webchat and email into the Customer Relationship Manager application

- a generic facility for customers to upload and store commonly needed documents e.g. proof of entitlement to benefits
- software to link information held in separate databases so that we can update them all on a single contact with the customer”

Theatr Clwyd Redevelopment

The Theatr Clwyd building is nearing the end of its life and needs updating to ensure it is safe for public and employment use. Funding from the Arts Council of Wales has been used to complete a feasibility study into the potential for future capital development.

The outcome of the feasibility study indicated that the main two theatres work extremely well and are the right size for audiences, however, the infrastructure supporting the building is in need of replacement and without this the Theatr is not sustainable.

Leisure Centres

Following a recent condition survey jointly commissioned by Aura and the Council it is apparent that the asset base is arguably nearing the end of its useful life. An Options Appraisal will need to be undertaken to determine the future of these facilities.

SHARP Programme

The Council is currently delivering its affordable housing programme. The objective is to deliver 500 new units within a five year timescale. The Council will continue to explore innovative ways of delivering the programme and will seek to maximise capital receipts wherever possible.

The Standard Industrial Estate Waste Transfer Station (WTS), Buckley.

This receives all of the kerbside recycled material from every residence in Flintshire and is now operating at its maximum capacity. It lacks the space and equipment to be able to take in more material or any additional recycling streams required for processing. The WTS also operates across two sites in the same location and on separate sides of a public access road to the industrial estate, which can cause logistical difficulties with collection vehicles, on site plant and haulage vehicles. At peak times of the year, the site already struggles to cope in terms of space and room for processing, depositing and storage of materials. Without further development of the facility, there is a risk that the rise in the quantity of the materials collected will start to compromise the quality of the recycled product. Consequently, the facility is at a critical point and further investment in infrastructure is required to ensure the continued viability of the site and accommodate future growth in processing capacity. Scheme costs £3.23m. Funding sources: FCC capital (£1.23), WG Invest to Save (£1.2m) and WG waste funding (£0.8m)

ASSET MANAGEMENT PLANNING IN FLINTSHIRE – THE CHALLENGES

- **SHARP programme:**

The Council's ongoing social housing programme is increasing much needed housing provision in Flintshire but has had an impact on the capital receipts that the Council has been able to realise. Priority has been given to the development of social housing on our available land and has therefore reduced the land we sell for private development. This has impacted on the funds available within our capital programme and potentially this will continue.

- **Agricultural Bill** – The Government has recently consulted on a proposed new Agriculture Act. The proposals include preventing local authorities disposing of any farms or smallholdings in their ownership. In accordance with our Farm Disposal Policy we have sold 13 farms and realised £7m+ in the last 5 years. If we were to be prevented from selling any more this would also have an impact on the funds available in the capital programme.
- **Modern Energy Efficiency Standards** – The Government has introduced legislation which prevents commercial properties being let or re-let to the same tenant if their EPC grade is either F or G. This may have implications on the income we receive and may influence our disposal strategy and there may also be investment required to bring the properties up to standard.
- **Funding** - The Council has limited capital resources from Welsh Government (WG) to support Council priorities, needs and liabilities; however, it has the powers to fund Capital schemes by borrowing, but this is temporary and ultimately the cost and repayment of any borrowing is charged to the Council's revenue budget. Schemes funded by borrowing are carefully considered due to the long term impacts on the Council's revenue budget.
- **Economic Impacts** In recent years, much of the Council's programme has been funded from capital receipts. However, the Council's ability to generate significant capital receipts is getting harder and is almost exhausted. Although the Council will wherever possible seek to identify assets for sale (as appropriate) to fund the Capital Programme.
- **Brexit** The impacts and issues flowing from the outcome of Brexit is currently unquantifiable and it is difficult to speculate what impact this may have on the property market.