



## Cabinet Member for Delivery and Operations

Council – 1 July 2021

### Asset Management Plan 2021-25

<b>Purpose:</b>	To approve the corporate Asset Management Plan for the next five years.
<b>Policy Framework:</b>	Asset Management Plan
<b>Consultation:</b>	Access to Services, Finance, Legal, Building Services, Planning & City Regeneration
<b>Recommendation(s):</b>	It is recommended that Council:  1) Approve the Asset Management Plan for the period 2021-2025.
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#### 1.0 Introduction

- 1.1 The City and County of Swansea's current Asset Management Plan is a progression of the previous Asset Management Plan that covered an extended 4-year period 2017/21. This sets out a very broad framework of high-level asset management initiatives, alongside the following separate documents Highways Asset Management Plan (incorporating highway infrastructure) and 2020 HRA Business Plan (incorporating housing revenue account assets), which together allow for a corporate approach to asset management.
- 1.2 The policies, procedures and initiatives contained within previous documents have become embedded within the established Asset Management Planning process within the Council.
- 1.3 The intention is for the continued evolution of this process and this document continues to refine and adapt this streamline process.

## **2.0 Executive Summary**

- 2.1 The wider Asset Management Policy of the City and County of Swansea is the creation of a flexible, efficient and sustainable property portfolio meeting the objectives for the City and County of Swansea.
- 2.2 To deliver this policy the Asset Management Strategy is a corporate landlord solution ensuring a highly performing asset portfolio.
- 2.3 The key aspects of the Asset Management Plan are contained within 6 priorities.
- Corporate Landlord
  - Disposals
  - Property Investments
  - Regeneration and Economic Development
  - Capital Programme
  - Collaboration
- 2.4 These key priorities are summarised in the Council's Asset Management Plan on a page (Appendix A).
- 2.5 Previous asset management plans captured priorities across a wide area however as the council's asset management approach has matured and evolved, previous key activities can be captured across the above six key areas. In order to demonstrate progress made within the lifespan of the last four-year asset management plan, a summary against the six key areas is set out below along with future outputs and performance.
- 2.6 The plan is deliberately high level as significant activity and details will determine the performance and outputs over the next 4 years and this will inevitably evolve during the life of this document.

## **3.0 Financial Issues**

- 3.1 The Council continues to hold a large and varied portfolio of considerable value, but also, in practice, a considerable liability.
- 3.2 The financial position of the Authority continues to be one of expected longer term constraint of capital and revenue but opportunities will continue to be maximised to take forward asset usage, transformation and investment in the nearer term relying on especially advantageous rates of borrowing, resilient specific reserves, grant funding and partnership opportunities. The Council's wider portfolio assists the wider Capital Programme, but also has continued liability of capital investment.
- 3.3 The revenue budget is assisted with the income producing assets raising for the Council circa £7.4m, but there remains a challenge over the ongoing reduction of the revenue commitments for the wider operational portfolio.
- 3.4 As a result of the COVID pandemic, the Council's commercial rents dropped significantly during the period 20/21 which was primarily due to

the volatility within the local property market and the general inability for tenants to trade. In order to support its tenants, the Council offered financial support during this period (for qualifying tenancies) in the form of rent-free periods to ensure tenant failure & associated voids were minimised, whilst also trying to protect jobs for the local economy. The Council's financial stimulus resulted in an overall reduction in income received from the commercial property portfolio but was necessary to protect long term income streams. Although the immediate risks have been mitigated, the short/medium term impacts of COVID are still relatively unknown and therefore it is very difficult to forecast the impact this may have until the market has an opportunity to recover. As a significant amount of the Council's commercial portfolio is leased on a long-term basis, the revenue it receives through the Head lease gearing/turnover is not within the Council's immediate control and therefore it is anticipated that the level income will likely fluctuate for the foreseeable future.

- 3.5 As a result of the disposal of larger sites temporarily on hold pending decision on appropriation of sites to the HRA to enable the More Homes Project, there is likely to be an affect profiling capital receipts in the short term within the disposal programme.

#### **4.0 Council Objectives**

- 4.1 The current Council Corporate Plan sets out a high-level vision for the City and County of Swansea for a safer, greener, smarter, fairer, healthier, richer Swansea underpinned by core values of people focus – working together – innovation.
- 4.2 The Plan focuses on the highest priority outcomes as follows: -
- Safeguarding people from harm
  - Improving education and skills
  - Transforming our economy and infrastructure
  - Tackling Poverty
  - Maintaining and enhancing Swansea's Natural Resources and Biodiversity
  - Transformation and future Council development
- 4.3 The Asset Management Plan sits under the wider Corporate Plan, but the objectives of asset management underpin key priorities with regards to assisting direct service delivery, but more specifically and directly with regards to Transforming our economy and infrastructure and Transformation and future Council development.
- 4.4 The Corporate Plan has been refreshed and rolled forward for 2020-22. Any revision of the Corporate Plan during the next 4 years will be reflected in updates of the Asset Management Plan as part of the annual reporting process to Cabinet. In addition any changes in policy direction resulting from the next local government elections in 2022 will also be incorporated and reported to cabinet where it impacts on the delivery of the document

## **5.0 The Well-being and Future Generations Act**

- 5.1 The Well-being and Future Generations Act requires that the Council demonstrates how it incorporates the sustainable development principles.
- 5.2 The Act's Statutory Guidance states that it will enable public bodies to strengthen arrangements for the effective management of their assets in terms of the management of physical assets and facilities this should mean that they can be used for the benefit of our communities; enabling them to be used over the long-term with safeguards in place for their retention at the community level.
- 5.3 Involving people is a key contributor to working in a more sustainable way, regarding Asset Management, the Statutory Guidance requires the Council to involve people and communities in decisions about the management of assets, to ensure assets are used for the benefit of communities.
- 5.4 During the life of this 4-year plan, officers within the Council's property and more specifically those responsible for service delivery, will continue to work with communities to ensure services are delivered to meet their needs. This will apply not just to specific cross cutting reviews such as the Community Hubs but will be embedded throughout all business plans linking into service asset plans.

## **6.0 Welsh Language**

- 6.1 As of 30 March 2016, the use of the Welsh language in the authority is directed by Welsh Language Standards. These replace the system of Welsh Language Schemes which has been in place since 1996. The Council is committed to ensuring that it complies with the appropriate Welsh language Standards in all its property and asset related dealings.

## **7.0 Governance**

- 7.1 This 4-year plan will set the broad strategy for asset management within the City and County of Swansea, but it is fully expected that the plan will evolve during that period. This will require ongoing updates and reports and revised strategies that will be reported through the normal mechanisms to ensure the plan is fit for purpose.
- 7.2 The ongoing governance structure with regards to consultation will be through the established Asset Management Group (internal officers), member's engagement and the Local Property Board (third sector and public sector partner consultation).
- 7.3 The Deputy Leader, has specific responsibility for Delivery and Operations which includes significant elements of activity within the Asset Management Plan, but more specifically Strategic Estates and Property.
- 7.4 Where there are specific work-streams and strands within the key activities as set out below, these will be governed through the more formal governance and future cabinet decisions as necessary.

7.5 Annual reports on progress specifically related to the outputs as identified below will be made to Council to ensure the Plan is live and fits with ongoing and emerging Corporate Objectives.

## **8.0 Service Asset Management Plans**

8.1 All Heads of Service complete their own service asset management plan relating to specific asset implications within their Service Area. These plans are updated annually once their Service Business Plan is completed and signed off.

8.2 A selection of asset implications from Service Areas for 2021 are:

- The temporary Adult Services restructure to respond to the Covid pandemic will result in changes to the Social Work teams focus and may impact of their location.
- Four Early Help Hubs have been established including the old GP surgery in Brynhyfryd as a fifth Hub, which has now completed.
- Early Help staff based at Alexandra House have moved to the Guildhall. Notice was served on the lease for Alexandra House.
- The youth centre in Gorseinon 'Evolve' is to be appropriated from the education department and will sit with CFS.
- A reduction in assets will have an impact on the servicing and maintenance budgets in future and ultimately the amount of work being generated, however there hasn't been a significant drop in assets in recent years and as buildings are modernised, the servicing and inspection regime has in fact increased.
- Digital Services work directly with Property Services to implement the Agile Programme for the Civic Centre and Guildhall. Ongoing, Digital Services will continue to work with Facilities on the new strategy around Community Hubs, hybrid working and the implications for accommodation.
- Findings from the HRA commissioning review are due to be reported to Cabinet later this year which include proposals regarding future use of assets.
- City Centre Regeneration projects, Civic Centre site in particular, will have specific asset related requirements. A corporate approach to develop proposals for alternative office accommodation are currently underway and will be reporting to Cabinet later this year.
- Property Services are leading on implementation of Agile Working, which has an effect on the back office in the main Civic buildings and ultimately, any satellite office accommodation.
- Property Services are also leading on the City Centre Community Hub which will set the template for wider community hubs for workplace and direct service provision.
- The project for the proposed Public Sector Hub is still live, in collaboration with Welsh and Central Governments. Additional projects for those services not suited to a city centre location will utilise assets in the existing Council asset portfolio including the new City Centre Community Hub.

- With regards to service delivery, Waste and Parks & Cleansing Services will be affected specifically by the Depot Review.
- Disposal or the facilitation of alternative provision models for Public Conveniences will be essential for improving the provision and reducing Council liabilities.
- Phase 2 of Tir John Landfill site will reach the end of operational waste acceptance in 2022. The contractor will then cap and restore the site until 2024. Once the site reaches closure it will need to be monitored and maintained until the license can be surrendered to NRW (approx. 60 years).

## **9.0 Progress of 2017/2021 Actions**

9.1 All aspects of the Asset Management Plan have progressed within the last five years, key developments include:

### **9.1..1 Corporate Landlord**

Action: Implementation of Corporate Landlord – Management of those budgets already centralised and further work to centralise all General fund property budgets, room hire, external leases, utilities, etc.

Output: Effective performance management of existing property budgets has enabled significant savings for the authority. NNDR budgets have now been centralised and yearly rates bills are managed & validated to ensure periods of occupation are reflected accordingly. The assets rateable value is also reviewed on a regular basis to ensure the valuation entry is appropriate. In addition to NNDR, gas & electricity budgets have also been centralised which has enabled Property Services to take ownership of the authority's corporate energy contract and ensure utility spend is accurate. The centralisation enables Property Services to track and forecast energy consumption across all asset types which helps to identify high consuming assets so that physical or occupational efficiencies can be made i.e. 'Re-Fit' programme.

Action: Further work with regards to commercialism of the cleaning service.

Output: A corporate decision was taken to discontinue with the commercial arm of cleaning services.

Action: Depot Review – Implementation of agreed actions for the Depot Review and disposal of Pipehouse Wharf, relocation of services, expansion of Bailing Plant.

Output: Leasehold acquisition of former distribution Depot completed, and successful relocation of Transportation Service achieved. Additional Ferryboat Close sites to be returned to the control of the Council to enable relocation and centralisation of all Waste services and rationalisation of surplus sites.

Action: Investigation of relocation of Design Print to the Civic Centre – to improve efficiencies and generate property savings.

Output: Design Print relocated to the Civic Centre in 2019, which produced service and property savings.

Action: Agile Programme – Continue with the implementation of the revised Agile Programme working with local Social Enterprises to upgrade furniture.

Output: The roll out of agile working for services based at the Civic centre was completed at the beginning of 2020. Due to the pandemic work to complete the programme at the Guildhall has been delayed and will start again once working restrictions are relaxed. This programme will be updated to work alongside the revised agile working policy.

Action: Maximise efficiency in terms of occupation of the Civic Centre and beyond to generate savings and income.

Output: Following the completion of agile working at the Civic centre two new tenants were accommodated at the building. The IMA and VOA both started 3 year lease agreements during 2020. In addition, as a result of the need for social distanced space for the Crown Courts, a short term lease was agreed with the MOJ supporting the needs of the Court Service and bringing in additional revenue for the Authority. This lease began in June 2020 and will run until March 2022.

Action: Civic Centres- short term third party commercial occupations and finalised design/specification of new build

Output: The VOA and IMA have both taken up 3 year lease agreements with a view to relocating into the Public Sector Hub along with the Council and other Government departments. A business case for a Hub is currently being considered by the Government Property Agency (GPA) with a view to progressing design during 2021.

Action: Graphics Project – Ongoing programme of updating all ownership layers to ensure simplification of understanding of rights and responsibilities within the Authority.

Output: The programme is progressing with a number of wards now being finalised. Further work is required to map across all ward and ensure specific queries are applied consistently. Draft graphics are to be reported in asset management group with a view to completion by 22/23

Action: Computerised self-serve room booking and pool car booking system.

Output: Both meetings rooms and pool car bookings are now self-serve online booking systems freeing up resources and making bookings easier and more efficient.

Action: Cockett campus redevelopment and associated activities

Output: Due to an Educational need for the asset Social Services were relocating to in order to redevelop the Cockett site, a corporate decision was taken for Social Services to remain at Cockett and the proposed site redevelopment was removed from the Disposal Programme.

Action: Improved performance management with regular reports and accommodation densities.

Output: The past 5 years has seen a radical change in the way we occupy our accommodation. As a result of the monitoring of desk utilisation and better performance management of office accommodation a new agile working strategy

for the authority has been adopted. The results have seen a substantial reduction in requirements for office accommodation.

### 9.1..2 **Disposals**

Action: Complete identified disposals.

Output: 5year rolling disposal programme with profiled disposal and income projections in place. Annual performance targets met in line with estimated projections

Action: Finalised feasibility on CCS acting as developer. Identified sites reviewed and analysed to either be taken forward as development opportunities or sold.

Output: Diligence and Legals undertaken in respect of identified sites. Viability tested and on independent advice JV direct development rejected. Mandate obtained to progress via disposal of sites or transfer to strategic or JV development programmes.

Action: Co-operative housing Policy to be agreed and adopted to consider the role of Co-op Groups as partners in development/disposal process

Output: Co-op Housing Policy agreed and in place. Support given to grass roots organisations wherever possible. Collaboration with Welsh Gov on self-build initiative, plots identified and working through planning process to assist low-cost housing development.

Action: Ensure linkages with corporate objectives including current and emerging planning policy and affordable housing provision.

Output: Collaboration with HRA on the More Homes programme. Corporate initiative to build more social housing with Council as developer/partner. Exploring appropriation of General Fund surplus sites to the HRA.

### 9.1..3 **Property Investment**

JLL were instructed to review the Council's non-operational portfolio in 2017. The purpose of the report was to independently test the existing Estate Management Strategy and provide a performance review of the non-operational portfolio. The main findings of the report were that the current estate management strategy was sound and demonstrated large areas of good practise but they did recommend that the Council improves the "quality and quantity of the Investment portfolio". As a result it was agreed that a Property Investment Fund be created and since its inception in 2017, the Council has acquired three investment properties at a cost of £8m whilst returning £660k of annual income. All investments purchased to-date exceed the cost of borrowing and provide a net contribution to the overall revenue budget.

Action: A key output of the JLL report was the formulation of a mission statement prioritising the maximisation of income.

Output: The investment strategy was originally approved by Cabinet in July 2016 and initially authorised a £5m fund for the purchase of new property investment assets. Since then, an investment panel has been created to ensure opportunities are scrutinised in-line with the investment criteria to ensure the



decision making process is transparent and justified. To date, the authority has purchased three income producing assets at a cost of £8m. The acquisitions have increased the authorities total rental income by circa £660k.

Action: Acquisitions will continue for the first 12 months of the life of the asset management plan with further rationalisation around those poorly performing assets identified through ongoing reviews.

Output: The existing investments are reviewed on a yearly basis to ensure poorly performing assets are identified. However, the Council has a long term investment strategy and is unlikely to dispose of underperforming assets due to market fluctuations as long as the income can service the authorities' interest and MRP provisions.

Action: Continued investigation of investment properties and rationalisation of property portfolio.

Output: The investment panel meets on a monthly basis to review new investment opportunities and this enables the authority to react quickly to the market. The Council has appointed a third party investment consultant (JLL) to act on its behalf to ensure all opportunities are identified. As the initial £5m fund has been exhausted there is a need to 'top-up' the notional fund to ensure the Council can continue with its investment strategy and increase income & its financial returns

Action: Improved performance of investment portfolio

Output: The individual assets are managed accordingly to ensure their performance is maximised and all lease events triggered for financial return. The three assets acquired to date have index linked rent reviews which produce guaranteed growth over time. Where possible, the Council will also look to restructure or vary existing terms to yield more income

Action: Production and agreement of performance management criteria.

Output: The investment criteria was agreed as part of the original cabinet decision and is weighted according to risk vs. return. The selection criteria for individual assets is scored against a matrices which sets out clear objectives i.e. minimum yield of 7% along with additional strategic/regeneration benefits. The other considerations include location, sector/use class, covenant strength and tenure.

#### 9.1..4 **Regeneration & Economic Development**

Action: Mariner Street for student accommodation, obtaining planning consent.

Output: Started on site in August 2019 and due for completion in August 2021 in preparation for intake of students in September, providing 780 beds and 6 commercial units. The developer will own the building on a long lease with the Council retaining the freehold interest and receive a Ground rent.

Action: Health Centre at Mayhill on site.

Output: Completed in 2018, the Mayhill development consists of a Health Centre, a pharmacy, and a Children's Centre. The centre is now known as Mountain

View Health Centre and Children's Centre. The Health Centre is run by the local health board and Children's centre is operated by Swansea Council.

Action: Infrastructure at Felindre and Swansea Vale completed.

Output: Felindre - Main infrastructure has been completed, and final finishes to the highway will be completed by April 2022 with a view to adoption in 2023. Swansea Vale – Infrastructure already completed at Swansea Vale.

Action: A £9M Stage 1 HLF supported project for a visitor centre and distillery for Penderyn Whisky has been approved for Hafod Copper Works.

Output: HLF grant funding secured and completion of the Penderyn facility is due Q1 2022, opening in Q2/3 2022.

Separately, other historic buildings at Hafod Copper Works & the nearby Bascule Bridge, have been partly restored through other WG funding mechanisms to avoid any further deterioration. A wider masterplan for the area has been developed to guide future investment.

#### 9.1..5 **Capital Programme**

Action: Improved performance management specifically around targeted investment to reduce maintenance backlog.

Output: There has been a significant increase in the budget allocation both from within the Council and from Welsh Government which has resulted in a reduction in the backlog maintenance for education establishments. In 2018 Faithful & Gould advised that the Education backlog maintenance figure was approximately £43 million, over the last 3 years circa £15 million has been spent on educational properties indicating the current backlog maintenance figure in approximately £30 million. Similarly the Housing Capital maintenance budget has increased year on year allowing the authority to concentrate on the issues of homelessness, climate emergency and decarbonisation.

Action: Finalisation of cross cutting review of capital planning

Output: We have a clearly defined programme of work for the next 4 years for Housing through the Blue book, and with Education the Band B programme is progressing well with a ten-year plan in place. This is embedded within the asset management group reporting structure as part of the councils new Recovery and Transformation Programme.

#### 9.1..6 **Collaboration**

Action: Creation of pilot community hubs in at least three locations delivering agreed services in communities.

Output: Colocation of Housing/Library Services achieved in Gorseinon. Trial of Clydach Hub has identified lessons learnt to inform new City Centre Community Hub.

Action: Clearly identified collaborative opportunities with public and third sector partners.

Output: Council acting as lead body for Ystadau Cymru in Swansea Bay. Community Hub and Public Sector Hub opportunities being promoted to ensure landmark collaborative schemes.

## **10.0 Revised Actions 2021-2025**

### **10.1 Corporate Landlord**

#### **10.1..1 Actions:**

The primary focus for the next four years will be the finalisation of the implementation of corporate landlord approach. Those budgets which have already been centralised and will continue to be for the next 12 months so for the first half of the life of the asset management plan, the revision and monitoring of centralised budgets will be key and enable proper reporting on savings made as a result of the implementation.

In recent years the roll-out of the Agile Working Programme has created a flexible workforce and as a consequence the Council has been able to decrease their footprint within the Civic Centre. The current pandemic has intensified the pace of these new ways of working and as a result has decreased the need for traditional office space longer-term. This reduction in space has allowed the Council to capitalise on commercial opportunities, providing significant financial benefits. It has been important to be able to accommodate many of these tenants, as the current proposal is that they will relocate with the Council to a new Public Sector Hub making the business case for a new development more feasible. The focus of the accommodation strategy for the next 12 months will be to complete the roll out of Agile working at the Guildhall in line with the revised agile working policy and continue to explore commercial opportunities in the Civic Centre. The revised agile working will inform the Council's space requirements within a new public sector hub and Property services will continue to work with Regeneration colleagues on a design and specification for a new city centre building. A new Community Hub provision will also be established in the City centre reusing the former BHS/What! Stores site to potentially house the library, family history and Archives along with an employability hub and the Council's contact elements currently in the Civic Centre. The full decant plan for the Civic Centre will be developed during 2021/22 to enable the Civic Centre to be part of the Shaping Swansea programme.

#### **10.1..2 Outputs: Key actions expected during 2021-25 include:**

- Centralisation of water budgets which will also involve working closely with Dwr Cymru to develop a EDI billing system so that water rates/bills can be paid correctly. As water meters do not have AMR then premises managers will still need to provide readings and this process must be developed.
- Centralisation of solid fuels budgets to ensure efficiencies can be made with a view to procuring one supplier/contractor.
- Continue to map & report on gas and electric consumption through TEAM Sigma so that opportunities can be identified and acted upon.
- Revise Agile working Policy and associated policies to support agile working

- Completion of roll out of Agile working at the Guildhall
- Completion of City Centre Community Hub
- Confirm design and specification for Public Sector Hub.

## 10.2 **Disposals**

### 10.2..1 Actions:

Primary activity providing greater certainty over expected capital receipts and to ensure maximising returns and minimised delays in completion. Additional disposals have been targeted through the identification of relevant sites within the deposit draft LDP and working up the stage feasibility and site investigations to enable timetabled disposal within a four-year programme. The wider universal review identified a number of smaller scale opportunities which whilst producing lower capital receipts will also reduce revenue commitments. The activities will be to continue with the good work undertaken so far to centralise and clarify the disposal process. Further planned improvement will be to investigate, report and agree the opportunity for the council to act as developer which whilst removing some sites from the disposal programme will add value through the recovery of any developer's profit. It is expected this work will continue as a first stage for the next 12 months.

### 10.2..2 Outputs: Key actions expected during 2021-25 include:

- Bring general fund sites with residential allocation in adopted LDP forward for marketing/ disposal or appropriation to the HRA at value for inclusion in the More Homes Programme. Collaborate with HRA to resolve portfolio of property to be appropriated. Marketing and disposal of remaining sites.
- Education QED capital programme continues to release surplus sites. Bring forward for marketing/ disposals or appropriation as appropriate.
- Continue to review the Councils portfolio and identify opportunities to release surplus land and property for disposal.
- Respond to statutory notices under Leasehold Reform Act and dispose of freehold interest in those residential properties let on long lease.
- Miscellaneous small plot sales to be progressed on ad hoc basis.

## 10.3 **Property Investments**

### 10.3..1 Actions:

A major piece of work undertaken related to the independent review undertaken by JLL which validated the current approach with regards to the investment portfolio. This review also identified a property investment fund be created to maximise the Council's strategic position. The creation of a fund, building on the knowledge of the Swansea property market coupled with the ability to borrow at beneficial rates would place the Council in an advantageous position. This has been set up and good progress has been made in identifying opportunities and progressing negotiations.

#### 10.3..2 Outputs: Key actions expected during 2021-25 include:

- Now that the investment model is proven, a review of the initial £5m mandate is required so that the Council can pursue larger lot sizes which can often yield better returns.
- Where possible, concentrate efforts on opportunities which can immediately release marriage value i.e. where the Council already owns the freehold interest. This will enable the Council to be competitive within the market place whilst also 'de-risking' the investment.
- Whilst the above is achievable, the authority must be mindful of the CIPFA guidance which is likely to suggest local Councils are not able to purchase property for yield only without being locked out of PWLB. Therefore, opportunities that offer alternative or redevelopment angles in the medium/long term should be considered. Ultimately, if the investment opportunity is being purchased purely for yield then the S.151 officer must be prepared to be excluded from PWLB borrowing in future years.

### 10.4 **Regeneration and Economic Development**

#### 10.4..1 Actions:

The Digital Square project has been renamed Copr Bay Phase 1 and is due to be completed in September 2021 providing a 3,500-capacity arena, coastal park, car parking, residential units, commercial units and a bridge over Oystermouth Road. Subsequently the St Davids car park and Llys Dewi Sant building are to be demolished. Detailed designs of the hotel are being progressed along with delivery mechanisms.

The Council are in agreement with ATG a leading theatre operator to run the venue under a 30-year agreement in return for an annual rent. Pobl Housing Association will have a long lease on the residential block in return for an upfront capital receipt. Detailed discussions with prospective tenants are taking place for all of the commercial units.

71-72 The Kingsway – formerly known as Digital Village the Council has a scheme for 114,00sq ft of flexible office space and ancillary accommodation primarily aimed at creative industries and the tech sector. This is due to start on site Q3 2021 with completion Q2 2023. The Council will retain the freehold and let the accommodation to 3<sup>rd</sup> parties to include a flex operator and more traditional type tenants. In addition, the Council will be refurbishing the adjacent property 69/70 The Kingsway following its acquisition by the Council in 2016. This is anticipated to start on site Q4 2021 and completed Q2 2022. The use is intended to be complementary to 71/72 in terms of providing flexible office accommodation and ancillary space.

Public realm works to the former car park at the rear are proposed to add value to these and neighbouring developments.

Kingsway infrastructure works to support redevelopment in this area have already been undertaken.

Potential acquisitions of neighbouring properties are being explored, to improve connectivity and bring positive benefits to the area through additional footfall.

DPD constructed a 60,000sf warehouse at Felindre that opened at the end of 2019. Active marketing is ongoing to attract further high end industrial manufacturing, including detailed discussions with another potential occupier.

Further release of residential land at Tregof Village, Swansea Vale expected in 2022.

#### 10.4..2 Outputs: Key actions expected during 2021-25 include:

- The Council are in the process of procuring a long term development partner to work alongside in order to ensure ongoing regeneration of the city centre and build upon the significant investment made so far, including Copr Bay and 71-72 The Kingsway. The seven key sites included in the procurement exercise along with the proposed opportunities are:
  - Swansea Central North – mixed used development to include offices, leisure and retail, residential and public realm.
  - Civic Centre – repurposing of the civic centre for mixed use development along with a waterfront leisure destination and residential
  - St Thomas – residential led waterfront scheme linking St Thomas community to the city centre.
  - Hafod Copperworks – heritage led mixed use development scheme to deliver a major leisure destination, including Skyline.
  - Sailbridge – mixed use waterfront leisure and residential scheme.
  - Oxford Street Schools – city centre mixed use development.
  - Site 9 The Marina – residential led coastal development.

with provision to bring in additional sites in the future.

- It is anticipated that a partner will be selected and legal agreements in place during Q3 2021. Key actions in the short to medium term are delivery of regeneration schemes at Swansea Central North, Civic Centre and St Thomas whilst working up the programme for delivering the remainder. The outcome of ongoing discussions with Skyline for a proposed luge attraction in Swansea will determine the timeline for delivering Hafod Copper Works.
- In addition to the above initiatives include:
  - Ongoing regeneration at Copr Bay, in particular delivery of the hotel.
  - Delivery of 71-72 The Kingsway, due to start on site Q3 2021 with completion Q2 2023, alongside the refurbishment of 69-70 The Kingsway and associated public realm in the former rear car park.
  - Delivery of upgraded public realm and commercial opportunities at Castle Square with play and green space to complement city centre investment and increase visitor dwell time. Aiming for planning consent by June 2022 and construction completion August 2023. Complementary public realm enhancements to Wind Street are being undertaken, to be completed Q4 2021, which will further enhance the city centre and integrate key spaces.
  - Ongoing infrastructure and marketing of sites at Swansea Vale and Felindre.

- Deliver recommendations emerging from a Repurposing report currently being prepared, that identifies key interventions to secure the future of the city centre following a decline in retail, exacerbated by the Covid pandemic. This is likely to include updating Council strategies, delivering specific regeneration projects, ensuring a coherent and well maintained public realm and supporting the private sector to deliver other initiatives.
- Progress the refurbishment works at Hafod Copperworks, with a focus on the Laboratory Building, utilising Levelling-Up funding if successful in the UK Government bidding process.
- Palace Theatre- completion of construction works and creation of a new innovative, incubation facility for emerging businesses

## 10.5 **Capital Programme**

### 10.5..1 Action:

Currently there are significant Capital Projects that relate to all priority strands of this document, including Band B QED and those relating to the HRA which are managed elsewhere. Future Capital spend is undertaken within a structured process ensuring greater visibility and corporate ownership of the Programme.

Specifically, the allocated budget for Capital Maintenance over recent financial years has been £4M. There has an additional £1M allocated in financial years which was specifically targeted at business continuity issues throughout Swansea Schools. We have also received in excess of £3M from Welsh Government in each of the last two years to help reduce the backlog maintenance within schools.

As of February, the backlog maintenance within CCoS assets is in the region of £211M.

Projects will be selected on a priority basis. The criteria for selection (unless otherwise stated) were based upon condition rating, legislative compliance, health and safety indications, likelihood of failure and business continuity.

Asset Management Group will review and inform emerging Capital Strategy

As this document relates to land and buildings the Capital Programme governing Highways Infrastructure and Housing (HRA) is outlined in a standalone document.

### 10.5..2 Outputs: Key actions expected during 2021-25 include:

- QED Capital schools programme.
- More Homes programme

## 10.6 **Collaboration**

### 10.6..1 Action:

Formalisation of Community Asset Transfer Policy and continued negotiation around ongoing CATs. Co-ordination of Local Property Board as part of the Ystadau Cymru initiative to ensure linkages with the vision remains to ensure sustainable and improved access to Council services

using existing local assets “differently” helping empower citizens to provide and support them in what they need within their community.

10.6..2 Outputs: Key actions expected during 2021-25 include:

- The completion of the City Centre Community Hub to inform the model and branding for a network of Community facilities tailored to meet the specific needs of those communities. All buildings identified to be operated within the adopted Community Hub model to be effective within the life of this Plan.
- A review of the CAT policy to ensure it is aligned with the land transaction rules

## **11.0 Recovery**

11.1 On the 15th October 2020 Cabinet approved the strategy on the initial re-mobilisation of the Council and the immediate priorities from the COVID-19 crisis, the longer term plan from recovery to framework to replace Sustainable Swansea Strategy with Swansea – Achieving Better Together. Many aspects of the Asset Management Plan 21-25 will ensure continue support for resilience within Council Services with a particular emphasis on the built environment and the regeneration of the wider economy.

11.2 It is to be suspected that the lifespan of this document will have to react to the challenges of the uncertainty in particular around the economy and the local financial position.

## **12.0 Climate Change**

12.1 In June 2019 Swansea Council declared a climate emergency. In response to this a programme of activity is being developed to support the delivery of:

- Net Zero Carbon Council by 2030
- Net Zero Swansea by 2050.

12.2 In order to achieve net zero by 2030 the council needs to reduce or offset its current total emissions which equate to 27,500TCo2 for 19/20. This includes:

- Council Buildings – The Energy Strategy and Carbon Management Action Plan, approved by Cabinet on the 19<sup>th</sup> November 2020, details initiatives to support the net zero carbon journey e.g. increase the pace and scale of the Re:Fit Cymru programme, with the provision of available resource and finance.
- A commitment to construct and Build new schools and future civic buildings to net carbon zero.

The combined effect of these two commitments could equate up to a 20% reduction in emissions equivalent to 20% or 4000T Co2.

12.3 The intention of increasing tree cover and other measures as part of its biodiversity plan such as the installation of a new green infrastructure will also support the offsetting of carbon emissions.



## **13.0 Integrated Impact Assessment Implications**

- 13.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:
- 13.2 Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
  - Foster good relations between people who share a protected characteristic and those who do not.
  - Deliver better outcomes for those people who experience socio-economic disadvantage
  - Consider opportunities for people to use the Welsh language
  - Treat the Welsh language no less favourably than English.
  - Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.
- 13.3 The Well-being of Future Generations (Wales) Act 2005 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.
- 13.4 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.
- 13.5 The Asset Management Plan has a low impact for all groups due to it being an overarching plan for the Council and although many of the projects cited in the plan will impact on a variety of groups, each project will complete their own individual IIA.
- 13.6 Heads of Services and Senior Managers with relevance in the plan have been consulted and provided input to the plan and all Heads of Service have provided their department's asset implications supports the overall plan. Each project identified as part of the Asset Management Plan will be subject to their own consultation and engagement plan when necessary.
- 13.7 The Well-being of Future Generations Act states that it will enable public bodies to strengthen arrangements for the effective management of their assets in terms of the management of physical assets and facilities. During the life of this 4-year plan, officers within the Council's property and more specifically those responsible for service delivery, will continue to work with communities to ensure services are delivered to meet their needs. This will

apply not just to specific cross cutting reviews but will be embedded throughout all business plans linking into service asset plans.

- 13.8 The Asset Management Plan is low risk as it's an overarching plan looking to raise awareness of the Council's asset implications, however projects identified in the plan will complete their own IIA to assess the potential risk.
- 13.9 The cumulative impact of this proposal is an overarching view of asset implications across the authority, raising awareness to all services. As each individual project comes to fruition, cumulative impact will be identified as part of the scheme.
- 13.10 The EIA screening form (Appendix B) has been completed and reviewed, as the Asset Management Plan is an overarching plan for all services across the Council and projects identified would individually complete the IIA process, it was reasoned a full IIA does not need to be completed.

#### **14.0 Financial Implications**

- 14.1 As this is an overarching plan for all services across the Council there are no financial implications. As the development of each scheme progresses, financial implications will be identified and reported on.

#### **15.0 Legal Implications**

- 15.1 As this is an overarching plan for all services across the Council there are no legal implications. As the development of each scheme progresses, legal implications will be identified and reported on.

**Background Papers:** None

#### **Appendices:**

Appendix 1 - Council's Asset Management Plan on a page

Appendix 2 - IIA screening form

**Appendix 1**

**ASSET MANAGEMENT PLAN 2021-25 ON A PAGE**







**ASSET MANAGEMENT POLICY**

The creation of a flexible, efficient and sustainable property portfolio meeting the objectives of the City and County of Swansea.

**ASSET MANAGEMENT STRATEGY**

To deliver a Corporate Landlord solution ensuring a highly performing asset portfolio.

**ASSET MANAGEMENT PLAN**

<p><b>Corporate Landlord</b></p> 	<p><b>Disposals</b></p> 	<p><b>Property Investments</b></p> 	<p><b>Regeneration and Economic Development</b></p> 	<p><b>Capital Programme</b></p> 	<p><b>Collaboration</b></p> 
<ul style="list-style-type: none"> <li>• Agile Office</li> <li>• Depot Review</li> <li>• Centralisation of property budgets</li> <li>• Service Asset Management Plans</li> <li>• Compliance checks</li> <li>• Energy Strategy</li> <li>• Carbon Reduction Strategy/Climate Change</li> </ul>	<ul style="list-style-type: none"> <li>• Maximising returns</li> <li>• Commercial approach</li> <li>• Supporting More Homes</li> </ul>	<ul style="list-style-type: none"> <li>• Maximising Income</li> <li>• Commercial Approach</li> <li>• Investment Fund</li> <li>• Review of Property Performance</li> </ul>	<ul style="list-style-type: none"> <li>• City Centre Strategy</li> <li>• City Deal</li> <li>• Strategic Sites</li> <li>• Hafod Copperworks</li> <li>• Reshaping Swansea</li> </ul>	<ul style="list-style-type: none"> <li>• WHQS</li> <li>• Cap Maint.</li> <li>• More Homes</li> <li>• QED</li> <li>• Cross Cutting Review</li> <li>• Highway Asset Management Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Identified Collaborative Opportunities</li> <li>• Community Service Hubs</li> </ul>