



Comisiwn y Cynulliad Assembly Commission

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Asset Management Strategy

This paper has been prepared for consideration by the National Assembly for Wales Commission. It has been deemed suitable for publication after such consideration in line with the Commission's rules for conduct of business. Premature publication or disclosure of the contents of this paper is not permitted as this might prejudice the Commission's deliberations

Purpose and summary of issues

1. To agree the purpose and content of the asset management strategy and to seek the Commission's direction on key issues.

Recommendations (including priority deadlines)

2. That the Commission agrees the broad content of the Asset Management Strategy and gives direction, by:-
 - Setting the purpose and defining the scope of the Strategy;
 - Agreeing broad objectives;
 - Considering the approach on some key issues, to allow wider stakeholder engagement and detailed planning.

Discussion

Purpose

3. The purpose of an asset management strategy is to define the best way of managing the assets of an organisation to achieve its purposes in a sustainable way. The Commission has defined its purpose as follows:-

“To make the Assembly an accessible and effective parliamentary body that inspires the confidence of the people of Wales” (Assembly Commission Strategy, 2007-2011).

On this basis, the **purpose** of the asset management strategy would be **to guide and plan the provision of world class services for the Assembly, in a way which reaches out to the people of Wales, by being accessible, transparent and sustainable but demonstrating good governance.**

Scope

4. We suggest that the Asset Management Strategy should focus upon the Commission’s **land and buildings and their contents** at this stage. To set the strategy in the broader context, it will influence and be influenced by other key Commission strategies including communications, branding, events, people and sustainability and the Pierhead and i-change projects. In due course, it may be helpful to add records and intellectual property to the scope. But an initial focus on land-related assets will help in setting the direction.
5. The Commission has a small but highly significant portfolio of property, which carries with it the potential for increasing benefits and challenges. The estate is substantially located in Cardiff and Colwyn Bay. **Annex A** contains some background statistics on the extent of the Assembly estate and its running costs. The Commission also has access to use of facilities at the Royal Welsh Showground in Builth Wells.
6. The Senedd is a world class, iconic parliamentary building, at the cutting edge of sustainable technology, a significant visitor attraction and venue for events. The Pierhead is a grade one listed building, a landmark in Cardiff Bay with a strong history and huge potential for the future. Ty Hywel provides functional office accommodation, but is also the setting for extensive public use, particularly Siambr Hywel, the Assembly’s main education and conference facility.
7. In Colwyn Bay, the Assembly has an office base for outreach and switchboard staff, and a visitor facility. Changes have been made to the Colwyn Bay lease to relinquish the under-used exhibition area, although the office accommodation and meeting room has been retained as there was no suitable alternative at present. Plans are under way to purchase a bus

which will provide mobile outreach and communications technology, to be based primarily in North Wales, plans for the use of this facility can be linked to the strategy.

Objectives

8. The Strategy should contain some broad objectives, which will inform more detailed planning and policies. The following broad objectives are suggested:-

The Asset Management Strategy will support the purpose of the Assembly Commission by:-

- **Enabling the effective operation of an efficient Assembly;**
- **Placing our landmark buildings at the heart of our communications and use them to demonstrate transparency and to enable participation in democracy;**
- **Using our assets to promote and widen engagement in devolution, by welcoming and encouraging safe and diverse access;**
- **Protecting the historical and design integrity of our buildings, holding, preserving and developing them on behalf of the people of Wales;**
- **Showing leadership in sustainability;**
- **Promoting probity and good governance and giving value for public money.**

Key Issues

9. Planning the best use and management of major public buildings like the Assembly estate is a significant challenge. The strategy will aim to solve current issues, plan for which are likely to arise in the future, and to strike a balance between conflicting priorities.
10. The most immediate issue facing management of our assets is the **expanding space requirement**. More powers for the Assembly mean that more people need to be accommodated. In the future, this might mean more Members, but we are already seeing increases in other support. Demand for meetings and events expands and conflicts as the Assembly's brief and support base widens, both under the 2006 Act changes and any step change which follows. Plans for expansion, refurbishment or replacement can be hard to communicate positively and must demonstrate sustainability and value for money. They also need to provide a productive working environment. The next review of support for Members may have implications for use of space.
11. Our obligation is to ensure that the estate is **sustainable**. Hard choices will be needed in the near future. For example, the estate includes carbon hungry buildings which will need substantial investment to improve performance. Sustainable buildings can be very different in terms of

temperature control, so expectations may need to change. Travel to work policies could be unpopular if the level of free parking provision is reduced.

12. **Safety and security** must remain key principles in the use of the estate, but can limit flexibility, reduce design integrity and deter some visitors. This will be challenging in the new context of Pierhead as a visitor attraction of increasing significance.
13. There are some opportunities we might take to address these issues and reach the aspirations we have for the estate:-
 - The impact of **technology** may mean that demand for a fixed desk space reduces. Our i-change programme will inform this, but there is already discussion about options. For example, we have homeworking staff and Members have sought extension of this to AMSS;
 - **Location and use** of Commission assets may change. For example, in Colwyn Bay, the need for exhibition space has reduced and we will surrender this in September, but we plan to improve mobility and outreach through the use of an ICT enabled bus which can take the Assembly to many more locations;
 - The **ownership of the estate**, how our buildings are held by the Commission both now and in the future, should be examined in terms of effectiveness and value for money. There will need to be discussion about whether the varied interests of the Assembly in its own buildings and land are the best forms of ownership;
 - If there is a need for expansion, there is a wide choice of **alternative options** in the immediate area of Cardiff Bay.
14. To inform development of the strategy, it would be helpful if Commissioners could consider the following questions:-
 - We aim to make best use of the space we have, and changes to layouts enable us to accommodate more people as well as improving working environments. However, should we start to explore the expansion possibilities? This could be done alongside Welsh Assembly Government, our major sub-tenants.
 - Should a significant thrust of the i-change programme be to enable remote and mobile working, to reduce the call on office space?
 - Is the Commission content to contemplate major investment in our buildings to secure sustainable use of energy?
 - We allow wide use of our public space in response to Member requests and operate on first come first served principles. Should we seek wider inclusivity and prioritise in line with more strategic goals?
 - Where does the balance lie between providing access, safety and security and the historical and design integrity of the estate?

Governance Matters

Financial implications

15. There are no additional financial implications arising from this paper. **Annex A** contains some background information on the level of spend on Commission assets.

Risk Assessment

16. A planned and strategic approach to asset management will reduce the realisation of uncontrolled and unexpected risks.

Compliance

17. The Commission may acquire, hold and dispose of property (2006 Act Schedule 2) for the purposes of the Assembly (2006 Act S.27(5)).

Annex A

National Assembly for Wales Estate

The estate consists of the following buildings:

1. Ty Hywel, Cardiff Bay

Tenure	Leasehold
Term	25 years
NIA	11,648 m sq
Rent	£1,775,000
Rent (psf)	£14.15

The main office building for the Cardiff bay estate which was constructed in 1990. It is a U-shaped building consisting of 6 floors with an underground and surface car park.

The building houses the following staff and facilities:

260 Assembly staff (projected to increase to 330 over the next 12 months)

Ground floor 483.56 m sq
1st Floor 944.09 m sq
3rd Floor 1,012.49 m sq
4th Floor 1,046.78 m sq

On this basis the space standard equates to 11.62 m sq per person

- Individual offices for 60 Assembly Members and 2-3 support staff per Member (approximately 200 staff in total).

2nd floor 1,527.25 m sq
3rd floor 1,195.63 m sq

On this basis the space standard for Members and staff equates to 13.60 m sq per person

- 50 Contractor staff (ICT, maintenance, catering and in house broadcast staff)
- Sublet office accommodation (1,791.97 m sq) for 150 Welsh Assembly Government staff (Ministers and their support staff, special advisers etc).
- Sublet accommodation to resident Media and Press
- Staff Restaurant
- Members' Restaurant
- Conference and Meeting Rooms
- Education Suite for visiting schools programme consisting of debating chamber and classroom
- Reception and event space

2. Senedd, Cardiff Bay

Tenure	Leasehold
Term	150 years
NIA	3,710m sq
Rent	N/A

Landmark, iconic building designed by Richard Rogers Partnership which opened in March 2006. The main public access building and centre for assembly business.

The building includes the following facilities:

- Debating Chamber and public gallery
- 4 Committee rooms and public galleries
- 10 meeting rooms to support assembly business
- Reception and public space
- Event space
- Public Café
- Members Tea Room
- Office space for FM and ICT staff supporting the building and events

The building is connected by 2 link bridges to Ty Hywel.

The only staff permanently based in the building are 4 FM and ICT staff. Security, reception and visitor services staff work on a rota basis to cover the security duties, the reception desk and provide visitor tours. Therefore, the majority of Assembly staff are based in Ty Hywel, but according to the nature of their duties some will work for part of the week in the Senedd to support plenary sessions and Committee meetings and other events and meetings.

3. Pierhead Building, Cardiff Bay

Tenure	Leasehold
Term	150 years
NIA	1,116 m sq
Rent	N/A

A Grade 1 Listed Victorian building. The building was formerly used as a visitor and exhibition centre and featured a permanent exhibition about the work of the Assembly. The building also housed the Education Centre and included a mock debating chamber and classroom. All of these facilities have been decommissioned over the past 6 months. The Education Centre has been relocated to Ty Hywel.

A project has recently commenced to develop the Pierhead's former public spaces into a multi purpose conference, events, exhibition and formal dining facility as well as futures debating. The project is being developed and specified at present. The project will also include installing an interpretation scheme into the building which

will look at the history of the building, Cardiff Bay and Wales, the development of the Assembly and work of the Assembly. The Assembly shop is also located in the Pierhead Building, although it is planned to relocate the shop to the Senedd as part of the Pierhead Project. The building also includes a number of small offices in which can house up to 40 people.

4. Princes Drive, Colwyn Bay

Tenure	Leasehold
Term	10 years
NIA	463 m sq
Rent	£49,880
Rent (psf)	£10.00

The accommodation is based on the ground floor of a two storey office building. The office was constructed in 2003. The accommodation is split into two halves with a central common entrance and stairs to the upper floor and toilets. One half of the space provides office accommodation for up to 14 staff and a conference room.

Staff working in the office operate the Assembly's information line, booking line and main switchboard. Hotdesk space is also provided for regional and education staff who work all over North Wales. The other half of the space consists of a permanent exhibition about the work of the Assembly and an Assembly Shop. The lease includes a 5 year break option from September 2008.

The office and exhibition was originally established to replicate the visitor facility in the Pierhead Building in Cardiff Bay for North Wales visitors. However, the factors of low visitor numbers and the review of the Pierhead facility have led to a review of the location and ongoing requirement for the North Wales Office. Issues under consideration include developing the outreach service to work across the community in North Wales, using purpose built conference and exhibition centres and the potential to have more mobile exhibition and public information services. However, there is still a requirement to run the switchboard, information line and booking line services from North Wales

Yearly running cost for APS Estate 2007-2008

Contract	Tŷ Hywel	Senedd	Pierhead	Princes Drive		Totals
Rent	£2,092,162.27	£0.00	£0.00	£66,589.96		£2,158,752.23
Rates (TH, SN & PH together)	£1,044,659.00	£0.00	£0.00	£21,392.00		£1,066,051.00
Sanitary Waste	£206.16	£0.00	£0.00	£412.32		£618.48
Cleaning	£282,881.74	£1,777.19	£0.00	£9,504.00		£294,162.93
Refuse	£7,937.57	£0.00	£0.00	£359.26		£8,296.83
Window Cleaning	£16,284.40	£35,217.60	£1,136.34	£0.00		£52,638.34
Gas	£36,786.51	£731.28	£3,803.54	£1,298.98		£42,620.31
Water	£15,537.03	£1,155.00	£3,338.96	£704.54		£20,735.53
Electricity	£263,950.66	£69,273.18	£7,798.84	£16,716.65		£357,739.33
Planned Maintenance	£276,751.24	£270,193.28	£41,297.76	£6,402.96		£594,645.24
Reactive Maintenance	£509,752.93	£118,309.40	£12,757.36	£3,884.83		£644,704.52
Wood Chips		£9,805.00				
Totals	£4,546,909.51	£506,461.93	£70,132.80	£127,265.50		£5,250,769.74

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