

Conwy County Borough Council

Asset Management Delivery Plan 2012 - 2017

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1 INTRODUCTION

1.1.1 This Delivery Plan sets out how the Authority will deliver on the commitments and the key themes as contained within the Asset Management Plan 2012-2022 (AMP). This Delivery Plan will be for the period 2012-2017, and will focus on short, medium and long term deliverables for the Authority in pursuing the AMP.

1.1.2 Laid out below are the key actions in order of how they fit within the six key themes of the AMP, and are detailed in a more succinct spreadsheet form in Appendix 1.

2 KEY THEMES

2.1.1 The AMP highlighted six over-arching themes, namely :-

- **Governance and Compliance with the Corporate Asset Management Plan**
- **Service Reviews**
- **Property & Performance Management**
- **Investment Planning**
- **Sustainable Development**
- **Collaboration Agenda**

2.1.2 The themes will be inherent in the Authority's considerations of its property portfolio detailed within this Delivery Plan and in meeting the key objectives of the Corporate Plan. The golden thread running through the above six over arching themes will be the efficiency agenda.

2.1.3 The Corporate Plan key objectives for 2008-2012 are subject to revision, but at the date of publication of this Delivery Plan, are as follows:-

- Supporting the elderly
- Supporting children
- Improving our environment
- Increase the number of allotments
- Increase the provision of affordable housing
- Increase work skills
- Contribute to a sustainable future
- Support leisure and cultural provision
- Modernise working practices and make services more accessible.
- Work with businesses.
- Minimise flooding and coastal erosion
- Improve safety and efficiency of all forms of transport

2.1.4 As and when the Corporate Plan is revised, the key objectives will be incorporated into the Delivery Plan.

3 GOVERNANCE AND COMPLINACE WITH THE CORPORATE ASSET MANAGEMENT PLAN

3.1 Introduction

3.1.1 This Asset Management Plan would have been through due process in so far as an established Asset Management Plan Project Board and ultimate sign off by Cabinet to confirm the position that all land and buildings be treated as a Corporate resource and managed centrally. In being centrally managed there will be efficiencies and consistency in the management of land and buildings.

3.1.2 Adherence to the above position will be reliant upon adopted Policies and Codes of Practice which have been developed in conjunction with Services and users of land and buildings.

Short Term Deliverables

Deliverables within the short term which will be within the first year of the plan are detailed as follows and will be required so as to enable the Asset Management Plan to have a firm footing going forward :-

3.2 Corporate and Service Assets

3.2.1.1 One of the core principles of the AMP in order to drive efficiency is to ensure that one department is made responsible for the overall management from a strategic and resource perspective of the Authority's land and buildings. This principal reflects a key recommendation of Central Government's 'Leaner and Greener : Delivering Effective Estate Management' in that "Local Government should ensure effective property management by establishing centralised control of its estate within one department. A Central Property Unit should be made responsible for centralised property decisions, including leases and the procurement of buildings". Within this Authority, PMAS will be the 'Central Property Unit'.

3.2.2 All land and buildings (excluding sea defence and infrastructure assets) are to be subject to the above principle, and this can be applied to Corporate and Service occupied property, where in essence, Services occupy the role of an implied 'Tenant' of the Corporate Body as implied 'Landlord', where PMAS are engaged as 'Landlord's Agents'. Brief Heads of Terms will be provided which in summary states that day to day, operational matters remain the responsibility of the occupying Service, whilst changes in use, alterations, improvements, sub letting to third parties, and expenditure remain the responsibility of the Landlord's Agent (PMAS) to consider, on behalf of the Corporate Body.

3.2.3 All outgoings and income due on land and building assets, which are detailed below are to be verified by PMAS. The list is not exhaustive:

- Reactive Repairs
- Utilities – Electricity, Gas, Oil, Water
- Rent
- NNDR
- Preventative / Planned Maintenance
- Servicing / Testing
- Client Requests
- Alarm Systems

3.3 Disposal & Acquisition Policy

3.3.1 This policy will work on the existing Policy which was developed under the previous Asset Management Plan, but will take into consideration the Collaboration Agenda as promoted by the National Asset Working Group, the Community Agenda, as well as various forms of Transfer such as the Community Asset Transfer and transfer of assets between public bodies.

3.3.2 For the Authority to ensure all Disposals and Acquisitions are undertaken in the most effective and efficient manner, it will be explicit that such exercises are undertaken solely by PMAS.

3.3.3 For the avoidance of doubt, disposal and acquisition relates to all instances where the Authority wishes to secure or give up an interest or occupancy of land and/or buildings.

3.4 Corporate Offices Responsibility Policy

3.4.1 At present, there is no clearly defined document which sets out the roles and responsibilities of occupying Services within the Corporate Office Portfolio, as 'Tenants', and the role of Property Management and Asset Services as 'Landlord's Agent' acting in the best interests of the Corporate Body (the 'Landlord'). This Policy will assist Services in their use of Corporate Offices in managing expectations, and establishing that all works and changes to such offices are commissioned by Property Management and Asset Services.

3.4.2 For the Authority to ensure that works, roles and responsibilities are clearly defined and co-ordinated so as to avoid duplication, this Policy is designed to deliver efficiency, consistency and clarity to users of the Corporate Office portfolio.

3.5 Maintenance Policy

3.5.1 This Policy will apply to all newly developed/refurbished/acquired Council land and buildings as described in the Asset Management Plan, and subject to local variations depending on Service specific assets. Going forward, the Authority should promote its use of buildings which are modern, fit for purpose, and in doing so, when assets are developed/refurbished/acquired, in addition to the capital monies allocated to deliver at the outset, revenue monies should be made available so as to ensure that they are maintained in a well managed, safe, secure and planned way.

3.5.2 By identifying the need for revenue monies at the outset of a project to develop/refurbished or acquire land and buildings, the Authority can plan effectively over the lifetime of the Service need for the building the monies required, and that the building will be fit for purpose.

3.6 Policy on the Management of Tenanted Non Residential Property

3.6.1 The Authority holds a considerable number of assets where Services are the implied Sub Landlord of a 3rd Party occupier; the Corporate Body would effectively be the Head Landlord. Whilst there are elements of good practice in the form of the Service Level Agreement between Property Management and Asset Services (PMAS) and Community Development Services (CDS), there could be the opportunity of consolidating the property management function, so that the process is

managed in the most efficient manner in terms of human resources and the management of the lease itself, so as to maximise Financial and Service gains to the Authority. Other Services are in the position of a Sub Landlord, and it is vital that in such instances, these are identified and opportunities to streamline and offer lease compliant/best practice advice is given. It is envisaged that PMAS become a ‘one stop shop’ for directly managing assets subject to leases.

3.6.2 The Authority are also Tenants of 3rd party Landlords, and the policy would apply in this instance in that all leases occupied by the Authority are managed centrally by PMAS.

3.7 Vacant Buildings at Risk Policy

3.7.1 The existing Policy is dated and needs updating to meet current standards and the varying scenarios in which land and buildings are deemed surplus to requirements. All Services need to put forward their surplus space and buildings to Property Management and Asset Services so that they can be managed by a central department in a safe and proper manner, and that efficiencies can be sought from a consolidated portfolio of such space, and opportunities identified.

3.8 Protocol on aligning Property to Corporate Plan and Service Objectives and the Asset Management Plan.

3.8.1 This Protocol will dovetail into the Disposal and Acquisition Policy and more so the Service Reviews and will in essence match the Council's Asset land and buildings in how they meet with our objectives.

3.8.2 When properties are considered in the Authority's pursuit of its Disposal and Acquisition Policy or in Service Asset Reviews, objectives of both Corporate and Service Plans will be noted and marked up against the relevant asset. Any asset which does not have a clear link with Corporate or Service objectives will be considered as an asset which could be released by way of disposal or transfer.

3.9 Annual Highlight Report on Asset Management Plan Compliance

3.9.1 Key to delivering on the principles which are designed to improve the Council's efficiency when using land and buildings will be monitoring the compliance with the Asset Management Plan, and updating progress made with the key themes, and any deficiencies and how these can be rectified. This Highlight Report will be issued at the anniversary of the AMP.

3.9.2 The Highlight Report will be issued annually with recommendations made for the following year in terms of any revision to policies / procedures or the need for new ones.

Medium Term objectives

Medium Term objectives for the Authority to pursue will be as follows :-

3.10 Conwy Model Specification

3.10.1 A consistent approach with regard to the specification of building construction and services of new buildings or extensions needs to provide an underpinning the Authority's requirement. The adoption of a model specification will not mean all buildings will be the same, but they will all be of a consistent standard.

3.10.2 It is essential that existing projects such as the Primary School Modernisation Programme which have a long time scale, likely four of these delivery plans, have the backbone of a model specification with core principles to ensure consistence over time and delivery methods.

3.10.3 A prerequisite would be the compliance with standards at the actual time, but to fully support other policies and Conwy's key objectives it is necessary to produce a model specification, for which any proposals shall achieve.

3.10.4 Key areas will be as follows

- Thermal efficiency
- Renewable energy
- Flexibility for future change
- Environmental enhancement
- Sustainable development

3.10.5 PMAS will develop the Model Specification and revise when necessary.

3.11 Farms Strategy 2012-2022

3.11.1 The Authority holds a limited portfolio of Small Holdings that number fourteen separate holdings. A number of the holdings have been subject to a lack of investment over time and accordingly have required, and still require capital expenditure in order for the Authority to comply with the terms of the relevant tenancies, and to maintain their asset value.

3.11.2 A report was tabled before members of Cabinet Sub-Committee Asset Management in December 2010 with a proposed strategy which would have promoted a progressive disposal of the Estate. The matter was deferred pending further detail and discussion required with neighbouring Authorities. Mindful of the capital value locked within the Estate and vision of the Authority aligning assets to Service delivery, this is a key piece of work which requires progressing and certainty to be attained, and if the portfolio is to be retained, monies made available for outstanding obligations and resources allocated for future management.

4 SERVICE REVIEWS

4.1 Introduction

4.1.1 By their very nature, Service Reviews will be a combination of short, medium and long term deliverables, with benefits mainly realised in the medium to long term.

4.2 Service Asset Management Plans

4.2.1 The Authority's portfolio for the purposes of Service Reviews has been divided into five groups, whereby 20% of the entire portfolio will be considered each year in order to produce Service Asset Management Plans.

4.2.2 The groups have been allocated a place within the five year cycle, by Service type and size and are detailed below, namely :

Figure 1 SAMP Groups by year and service

SAMP Group	Survey Year	Service	Total Nr Block Surveys
Group 1	2012-13	Education Services - Primary	174
Group 2	2013-14	Education Services - Secondary Youth Service	33 10
Group 3	2014-15	Environmental Services Leisure & Community Development Services Property Management and Asset Services Regeneration Services	1 1 70 1
Group 4	2015-16	Children & Families Services Older People/PDSI Services Provider Services Theatres & Conference Centre	3 1 23 5
Group 5	2016-17	Administrative & Democratic Services Car Parks Environmental Services Highways Leisure & Community Development Services Library Information & Culture Services Property Management and Asset Services Regeneration Services	1 1 69 1 15 18 1 2
Grand Total			430

4.2.3 In producing the Service Asset Management Plans, PMAS will be working closely with the relevant Service and will set up an Action Plan at the outset to detail roles, responsibilities and timeline. At the end of the process, following agreement on the way forward, a report will be tabled before Cabinet Sub Committee - Asset

Management to highlight issues and opportunities and make recommendations within the relevant groups.

4.2.4 The Service Asset Management Plans will be deliverables which are short, medium and long term objectives of this Delivery Plan which will focus property requirements to Service requirements, which is intended to streamline the property portfolio and consider investment in assets aligned to Service delivery to improve outputs and efficiencies.

4.2.5 Consideration of other Service accommodation requirements, as well as other public sector accommodation requirements, as part of the Collaboration Agenda will be a key item in the Service Reviews when any space is made available, is required, or significant investment considered.

4.3 Corporate Office Accommodation

4.3.1 The Corporate Office Accommodation Portfolio is contained within Group 3 and 5 of the Service Asset Management Plan process, and accordingly will not be surveyed until 2014 and 2016. However, due to long standing issues with the portfolio and the fact that the lease on the Authority's largest concentration of staff at Dinerth Road, Rhos on Sea is due to expire in January 2016, work needs to be progressed on an appropriate exit strategy for Dinerth Road and how the Authority wishes to deal with the portfolio.

4.3.2 The CCBC Accommodation Strategy – Strategic Outline Case prepared in March 2010 put forward a generic case for modernisation of the Authority's office accommodation and a case for change. Work in moving forward the Strategic Outline Case (SOC) was put on hold due to various factors, during which time, the Authority has secured a position at Dinerth Road by way of a lease due to expire in January 2016. This position has given the Authority the opportunity to consolidate some operations on one site, reducing densities in other locations, vacating space within the portfolio, and to reflect on the operating environment and opportunities which the future brings. Notwithstanding the positives which Dinerth Road has bought to the Authority, the work undertaken in SOC needs to be progressed, as does more importantly establishing an exit strategy for Dinerth Road.

4.3.3 Accordingly, one of the key early deliverables under this Delivery Plan should be a working group established to scope out the Authority's appetite, requirements and process required to provide exit solutions for Dinerth Road, and to revisit the SOC. In addition, there should be a focus on how the Authority could reduce the space it occupies, by following best practice examples of low cost, flexible working patterns. A reduction by a set target by 2017 would give the Authority a path to lead to, which would assist in delivering on the efficiency and sustainable agenda. A working group should agree on a target, and be mindful that Central Government's recommendation is a 20-30% reduction in floor space.

4.3.4 Consideration of other public sector accommodation requirements, as part of the Collaboration Agenda will be a key item in the initial stages of an Accommodation Strategy to establish opportunities and constraints.

4.4 21st Century Schools Strategic Outline Programme (SOP)

4.4.1 The SOP sets out how Conwy are planning to meet the national aims of the 21st Century Schools Programme and will underpin our proposals for the creation of high quality school environments of the right size, in the right places and of the right type for the young people in Conwy. It details how the Authority has developed its strategy to incorporate a three strand focus based on individual Primary, Secondary & Additional Learning Needs (ALN) sectors.

4.4.2 The SOP is derived from recommendations contained in the Authority's Transforming Post 16 Education & Training Provision - Strategic Outline Case (SOC) and the Authorities, Primary School Modernisation Programme. (PSMP)

4.4.3 The SOP, SOC & POSP will be key considerations in the Authorities acquisition of land and buildings, as well as in terms of development and collaboration projects which the authority will undertake.

4.5 Library Modernisation Programme

4.5.1 The Library Modernisation Programme is currently subject to public consultation. The Authority's Cabinet agreed in December 2010 that maintaining the status quo is unsustainable, and that public consultation on various options was to be completed in 2011.

4.5.2 The Library Modernisation Programme will be a key consideration in the Authority's acquisition and disposal of its land and buildings, as well as in terms of development and collaboration projects which the Authority will undertake on its own account or in conjunction with partners.

4.6 Highways & Infrastructure Service (Conwy & Denbighshire) - Offices and Depots

4.6.1 The single Service for Infrastructure in Conwy and Denbighshire are currently undertaking a review and proposal for the next steps regarding offices and depots. The lead role for this is being undertaken by Denbighshire Asset Management assisted by Conwy.

4.6.2 This Authority will be mindful of the opportunities and issues which the review puts forward and it will be a consideration in the Authority's acquisition and disposal of its land and buildings, as well as in terms of development and collaboration projects which the Authority will undertake on its own account or in conjunction with partners.

4.7 Environmental Depot Strategy

4.7.1 Environmental Services have for some time considered the consolidation of land and buildings which they occupy, and to rationalise so as to seek efficiencies and improved service. Over the medium term, further consideration should be given to establishing a strategy to deal with the numerous sites which are occupied by the Service, and whether this is sustainable, or whether options exist for consolidation and potential collaboration with other users.

5 PROPERTY & PERFORMANCE MANAGEMENT

5.1.1 The AMP makes it explicit that property assets are considered a corporate resource, and that they are principally managed centrally by professional officers, who can advise and give direction in so far as legislative, contractual, design, commissioning and commercial duties, so that the portfolio provides value for money, and its management is efficient. The Estate and Asset Management section of PMAS will be the lead section in managing the portfolio from an Estates and Asset Management perspective. All property will be held centrally by PMAS, who will act as an implied ‘Landlord’s Agent’ of all Council assets; occupying Services will have occupational rights only, and be an informal ‘Tenant’ of all Council assets.

5.1.2 The essential foundation of effective asset management is a comprehensive understanding of what property is held, why and how it is held, its worth, the contractual terms it is held by and its fitness for purpose in terms of physical condition, operational suitability and utilisation. For the Authority to be an effective asset management organisation, the auditing, managing, monitoring and mapping of the portfolio needs to be undertaken and done so by one department so as to ensure a complete picture of the operating environment, so that strategic decisions can be made with a sound evidence base. The Wales Audit Office commended the work which has been undertaken by PMAS in populating and continuing to capture the estate within its Asset Management System. Mindful of this commendation, further consolidation of information and application should be pursued by the Authority.

5.1.3 Items and initiatives within this key theme will be a combination of short, medium and long term deliverables.

5.2 Property Management

5.2.1 The management of the Authority’s portfolio should be based in one central department, as it’s a key factor to the success of the AMP and delivery of efficiency with the Authority’s use of land and buildings. The principals of effective property management have been addressed within previous sections of this delivery plan.

5.3 Metrics

5.3.1 Improvement in the Authority’s efficiency and highlighting key aspects of the portfolio to focus on and drive efficiency can only be done by collation and analysis of factually correct information. The Asset Management system is a key tool in assisting with this issue, and factors to be measured and the focus of improvement can be listed as below as examples:

- KPI’s (CAM001a; EEF001a; CAM007)
- Space Audit – floor space per staff member
- Cost of space per staff member
- Utilities (CAM012)
- NNDR
- Cost of property management
- Amount of leased space
- Service Specific metrics

5.4 Performance Management

5.4.1 By establishing metrics, and by tracking these over the lifetime of the Delivery Plan, the Authority will be able to establish how successful the AMP has been, and where improvements can be made to drive efficiencies within the land and buildings portfolio.

5.4.2 PMAS will liaise with CLAW and its sub-groups (CAPE/ACES), as well as Welsh Government's National Assets Working Group in monitoring this Authority's performance and establishing best practice of how performance of the Authority's land and buildings portfolio can be improved.

5.5 Asset Management System

5.5.1 The Asset Management System has been developed over the last 7 years based on software provided by The Technology Forge. The key areas covered are as follows:

- Property Register
- Plant Register
- Asbestos Hazard Module
- Integrated Help Desk
- Condition Module (SAMP)
- Financial Accounting
- Project Management
- Estate Management (ownership and lettings)
- Valuations
- Utilities

5.5.2 The Asset Management System is currently available as a network deployable software and available as a Citrix Application. It is anticipated that access for the majority users will in the future be via the Citrix Application. Access is freely available to all staff who require the system. The spread of users across the authority is shown in the table below:

Figure 2 Table of Asset Management Users

Section	Total Nr	Section	Total Nr
Audit	2	Legal	8
Business & Develop	5	Leisure	13
Careline	17	Libraries	4
CDS	2	Planning	1
Corp Info	1	PMAS	46
Education	13	Public Protection	1
Environmental	5	Regulatory	4
Finance	2	Schools	54
H&S	5	Social Care	28
Highways	4	SSC	2
HR	1	Theatre	3
Incomes	2	Tourism	1
IT	6	Youth	6
Grand Total		236	

5.5.3 The key principles adopted for the Asset Management System is openness of information combined with availability to give all users a sense of ownership. The inputting of data is decentralised with over 80 of the users above contributing to the system of which over half are outside of PMAS.

5.5.4 The future maintenance and development of the Asset Management System shall be carried out by PMAS. The System is a key operating tool in arriving at strategic decisions using factual evidence collated, managed and reported upon.

5.6 Land Registration

5.6.1 The authority commenced the voluntary registration of all its land in November 2005 with Legal Services, this was agreed to be all land including highways. It was agreed that registration would be via Legal Services and the then Property Services (now PMAS) would hold the registrations; deed packets and digital mapping within the Asset Management System.

5.6.2 The current position is that of the 1704 deed packets 470 have yet to be completed. The position for sites identified within the asset management system is given below:

Figure 3 Table of Land Registration

Ownership/Legal Status	Total
Deed of Dedication	1
Freehold	519
Freehold - Dispute	1
Freehold - Title Under Investigation	1
Freehold / Transferred	1
Freehold/Leasehold	6
Leasehold	22
Transferred	3
Registration not Complete	177
Grand Total	731

5.6.3 The finalisation of the registration is required to confirm the extent of Conwy CBC asset listing compared to legal ownership. This shall form the basis for any Land and Building listing used by the authority.

5.7 Site Responsibilities

5.7.1 Completion of the Land Registration process will enable the exercise of allocating lands to Services, which will enable those Services, and others, to be aware of the extent of occupational control and responsibility over occupied lands.

5.7.2 At present, there is no clear, definitive mapping system which delineates the extent of lands controlled by various Services. By establishing such a system, it will give clarity and certainty to Services, and provide a more efficient route to dealing with site specific issues. In arriving at such a system, it will require the full support of Services, with PMAS not only the Service responsible for mapping, but advising and making recommendations, with Cabinet Sub Committee – Asset Management as arbitrators.

6 INVESTMENT PLANNING

6.1.1 Property assets are expensive in terms of capital value and annual costs of upkeep, and accordingly, capital expenditure needs to be authorised, controlled and monitored in a way that demonstrates value for money. Compliance with the Asset Management Plan should ensure that the decisions made about investing money into or divesting interest from property assets demonstrate value for money. The below items are short and medium term deliverables.

6.2 Capital Programme

6.2.1 The capital investment which the Authority requires to assist in providing services, projects and initiatives can in part, look to funding from the sale of surplus assets where necessary and appropriate, and the dynamic review of assets to identify those for disposal to assist with the capital programme.

6.2.2 The Service Asset Reviews will highlight monies required to bring relevant properties to a fit for purpose standard. This can then be reported to Corporate Finance and consideration given as to the appropriateness for a submission for monies in accordance with the initiatives planning framework.

6.2.3 There will be a need for communications between Corporate Finance and PMAS in terms of alignment of the Disposal Programme with the Capital Programme and for this then to be reported annually to Cabinet Sub Committee – Asset Management and the Capital Programme Management Group.

6.3 Capital Disposal Programme

6.3.1 Disposals of Authority land and building not only reduces revenue costs but also delivers capital receipts. The Capital Disposal Programme will be put to Cabinet Sub Committee - Asset Management in terms of ongoing disposals with position statements, along with a proposed forward work programme and proposed initiatives in so far as delivery of this Asset Management Plan.

6.4 Investment Portfolio

6.4.1 The Authority holds a vast portfolio of investment assets both operational and non-operational, which produces in the region of £1 million per annum in income. Such assets would fall within various portfolios and accordingly groups within the Service Asset Reviews, and their continued retention as income generating assets will be analysed to confirm a fair return compared to disposal and reinvesting the capital and limiting management time of the income stream.

6.4.2 The level of return for investments will be laid out in the Disposal and Acquisition Policy. Any investments within the Service Asset Review not meeting the required return will be put forward for consideration for disposal and its retention will only be pursued by exceptional service delivery benefits.

6.4.3 The Authority's assets, be it occupied directly or by third parties will require investment to retain operational and capital value. In the Authority considering such investment the request will come via Cabinet Sub Committee – Asset Management and be subject to a full options appraisal for consideration of the Capital Programme.

7 SUSTAINABLE DEVELOPMENT

7.1.1 The Authority is committed to improving the environment and in the way its land and building assets affect and interact with the environment.

7.1.2 One of the main ways in which the Authority could reduce the impact its portfolio has on the environment, in particular in respect of its carbon footprint is by reducing the amount of floor space and number of buildings which it occupies, and where appropriate, ensure that the buildings we do have are of high environmental worth and low environmental impact. The Authority are considering numerous reviews to its portfolios, from its School's portfolio to Libraries, and in any new facilities, environmental performance will be a key consideration. Metrics as proposed within the Delivery Plan will set a benchmark to improve from in terms of utility consumptions and carbon footprint, and any new facilities should reduce the consumption and footprint.

7.1.3 Initiatives as highlighted within this Delivery Plan, which may reduce floor space, improve the quality of what floor space is developed in the future in terms of environmental and economic performance and will enable the Authority to progress towards a more sustainable portfolio. These initiatives will be medium and long terms deliverables.

8 COLLABORATION AGENDA (INTERNAL & EXTERNAL)

8.1.1 The changing political and economic landscape has brought working with other public bodies to the forefront of considerations when considering property based solutions. Due regard will be given to the work being progressed by the National Asset Working Group in the pursuit of better utilisation of public assets and co-working and sharing information between the public sector. Whilst the Authority will be mindful of the external collaboration agenda, it is key that when considering investing in assets, internal consideration and collaboration is taken in to account at an early stage.

8.1.2 The AMP, this Delivery Plan, the Authority's asset register, and key rationalisation projects will be raised and shared not only internally but externally with other public bodies within the Conwy County and when the Authority will be considering the procurement of a new building or service, it will consider its partners. On a wider scale, other Local Authorities within North Wales will be made aware of the AMP, Delivery Plan and key rationalisation projects.

8.1.3 PMAS will be engaging with the Estates Departments of public partners within Conwy County on an annual basis of what the current thinking of property uses/projects and services are. Accordingly, this initiative will be a short term deliverable.

GOVERNANCE AND COMPLIANCE WITH THE CORPORATE ASSET MANAGEMENT PLAN

YEAR 1

YEAR 2

YEAR 3

YEAR 4

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3.3 Disposal & Acquisition Policy	3.11 Farms Strategy 2012 - 2022				
3.4 Corporate Office Responsibility Policy					
3.5 Maintenance Policy					
3.6 Policy on the Management of Tenanted Non Residential Property					
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3.8 Protocol on aligning property to Corporate Plan and Service Objectives					
3.9 Highlight Report on Compliance with AMP	3.9 Highlight Report on Compliance with AMP	3.9 Highlight Report on Compliance with AMP	3.9 Highlight Report on Compliance with AMP	3.9 Highlight Report on Compliance with AMP	3.9 Highlight Rep

SERVICE REVIEWS

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4.3 Commerce Office Accommodation Strategy	4.3 Finalise Office Accommodation Strategy				
4.4 Primary School Modernisation Programme	4.4 Primary School Modernisation Programme	4.4 Primary School Modernisation Programme	4.4 Primary School Modernisation Programme	4.4 Primary Sch	
4.5 Library Modernisation Programme	4.5 Library Modernisation Programme	4.5 Library Modernisation Programme	4.5 Library Modernisation Programme	4.5 Library Mode	
4.6 Infrastructure Service (Conwy & Denbigshire)	4.6 Infrastructure Service (Conwy & Denbigshire)				
4.7 Environmental Depot Strategy	4.7 Environmental Depot Strategy				

PROPERTY & PERFORMANCE MANAGEMENT

ITEM	ITEM	ITEM	ITEM	ITEM	ITEM
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5.3 Metrics					
5.4 Performance Management	5.4 Performance Management	5.4 Performance Management	5.4 Performance Management	5.4 Performance	
5.5 Asset Management System	5.5 Asset Management System				
5.6 Land Registration	5.7 Site Responsibilities	5.7 Site Responsibilities	5.7 Site Responsibilities	5.7 Site Respons	

INVESTMENT PLANNING

ITEM	ITEM	ITEM	ITEM	ITEM	ITEM
6.2 Capital Programme	6.2 Capital Programme	6.2 Capital Programme	6.2 Capital Programme	6.2 Capital Progr	
6.3 Capital Disposal Programme	6.3 Capital Disp				
6.4 Investment Portfolio	6.4 Investment Portfolio	6.4 Investment Portfolio	6.4 Investment Portfolio	6.4 Investment P	