

Report of: Head of Decarbonisation

Subject: Corporate Policy: Asset Management and Asset Management Strategy 2025 - 2030

Decision Required: Yes

Recommendation:

The Authority is recommended to:

- a. Approve the Asset Management Policy
- b. Approve the Asset Management Strategy

1. Key Messages

- 1.1 The Asset Management policy has been reviewed with minimal changes since the previous iteration. It sets out a framework by which the Authority's estates portfolio of assets is to be deployed and managed. The policy remains that the Authority shall hold the minimum estate necessary for the effective delivery of its statutory Park purposes
- 1.2 The strategy is a new document that provides strategic and consistent approach to the management of the assets.
- 1.3 How the Authority assets are managed has a significant effect on the delivery of its wellbeing objectives and Park purposes. The effective and efficient management of the Authority's land and property portfolio will help ensure that Authority is not wasting money on assets that are not required to meet the corporate objectives or are unnecessarily costly to run.
- 1.4 The strategy will support forward planning, aligning the way we work with the Corporate and Resources plan and wellbeing objectives on Conservation, Climate, Connection and Communities.

2. Background

- 2.1 As part of our ongoing policy review the Asset Management policy has been updated and a new strategy written.
- 2.2 The principle aims of strategic asset management (RICS Strategic Public Sector Property Asset management, 2021) are:-

- The activity of alignment – processes, systems, people, finances, culture and data working together with a single objective in mind.
- Whole life perspective – entire asset life cycle should be considered through acquisition, operation and management to disposal, optimising use throughout.
- Strategic objectives – organisation should have a clear view of direction of travel so that those involved in asset management can respond constructively
- Adding value – the asset manager should improve and/or increase the outputs or impact of the organisation in measurable terms.

2.3 A workshop was run with the Asset Management group in November 2024 to agree key objectives for the strategy and how we will deliver and monitor progress.

2.4 Both the Policy and Strategy have been written to include updated legislation and the Authority's corporate strategy and wellbeing objectives.

3. Consultation

3.1 Staff, including Asset Management Group and Management Team as well as Members have been consulted on both documents.

4. Strategic Policy Context

4.1 The information and recommendation(s) contained in this report are consistent with the Authority's statutory purposes and its approved strategic policy context.

4.2 Both documents will support the National Park Management Plan Partnership Themes and Authority's Well-being Objectives by specifically aligning assets with the themes of Conservation, Climate, Connection and Communities. So that we only hold assets that will support the delivery of these aims.

5. Financial Considerations

5.1 The implementation of the strategy will be delivered by the existing staff resource.

5.2 There may be financial implications in both the disposal and acquisition of assets. This will not be known until the review of assets have taken place. There is a potential for cost savings.

6. Risk and Compliance Considerations

6.1 There is considerable risk that if we do not have a current asset management strategy with a review of our estate and assets. Without these documents we risk poor decision making, hindering future budget (financial risk) and resource forecasting and leaving ourselves open to reputational risk if sites are not contributing to our corporate goals.

7. Impact on our Public Sector Duties

7.1 Integrated Assessment Completed: No

Trigger document completed, IA not required.

7.2 Equality, Socio-Economic, Health and Human Rights Impacts

- 7.2.1. The Equality Act is referenced within the Policy and implementation of the strategy and policy needs to take account of the Public Sector Equality Duty.
- 7.2.2 The Policy statement notes that the Authority will consider the role specific assets play in promoting access to the National Park, and role assets need to play in delivering our well-being objectives. This includes connection and communities which are the areas most likely to impact on considerations around equality, socio-economic disadvantage and health. This carries through to the strategy as it is expected that equality, health and socio-economic disadvantage will be factored in when reviewing assets against Park purposes and well-being objectives. Reference is also made to Public Sector Equality Duty in section 6.5 of the policy.
- 7.2.3 Effective management of assets ensures people have a positive experience in the buildings and spaces that they use. This is important in the context of staff, service users and public who engage with Authority assets. People from diverse groups can face different barriers or specific needs when accessing assets and it is important that we factor this into our approaches. It is important the Authority considers how the Equality Act applies to the Authority and its assets as an employer and service provider. Use of access audits are an assessment of a building or an environment against best practice standards to evaluate its accessibility for disabled people and provide opportunity for the Authority to consider improvements needed to an asset. The following activity has been added in the strategy in support of objective 2 - In support of our Public Sector Equality Duty we will identify where access audits should be carried out across our portfolio and develop programme for their delivery. Their findings will be considered in refurbishments and project activities for assets.
- 7.2.4 The strategy acknowledges the need to consider scope for improving staff welfare facilities, this has potential to support delivery of inclusive work environment.
- 7.2.5 The Policy notes that integrated Assessments will be used where appropriate in support of decision-making processes on asset management in particular when a decision is being made at senior leadership or Member level. This will include consideration of equality, socio-economic disadvantage and health impacts.
- 7.2.6 The Policy also recognises the importance of involving service users and other interested parties in delivery of this policy.

7.3 Welsh Language Impacts

- 7.3.1 Policy, committed to compliance with Welsh language (Wales) measure 2011 and outlines at 6.5 of the Policy that as part of the review (of assets) process will include review of contribution to delivery of Park purposes and Well-being Objectives including promotion of the Welsh language. Welsh Language is particularly important factor when assessing assets in the context of our Well-being Objective on Communities. This carries through to the strategy as it is expected that Welsh language will be factored in when reviewing assets against Park purposes and well-being objectives.
- 7.3.2 The Policy notes that Integrated Assessments will be used where appropriate in support of decision-making processes on asset management in particular when a decision is being made at senior leadership or Member level. This will include consideration of Welsh language.
- 7.3.3 Considering Welsh language when reviewing assets against Park purposes and well-being objectives or through integrated assessments as part of decision making is important. As assets the Authority hold can play an important role in social, economic and cultural infrastructure of Welsh-speaking communities and in terms of visibility of Welsh (names, signs, interpretation on display).

7.4 Section 6 Biodiversity Duty and Carbon Emission Impacts

- 7.4.1 The strategy calls for the review sites to ensure they are optimising biodiversity benefits and increase sequestration for decarbonisation. That emissions from property are reduced and opportunities for renewables and low carbon choices are maximised. Implementation of the strategy as a result should have positive impact on Authority's emission reporting for buildings and land use as part of Welsh Government's NetZero reporting. The approach in the strategy and policy supports the authority to meet the Section 6 Biodiversity duty through its asset management practices.
- 7.4.2 Objective 4 of the strategy; the identification of the asset risks including climate change liabilities involved with ownership and management are taken into account.

7.5 Well-being Goals for Wales and 5 Ways of Working (Sustainable Development Principles) Impacts

- 7.5.1 This strategy will ensure the Authority is delivering against its well-being objectives for conservation, climate, connection, and communities within the National Park by 2030.
- 7.5.2 By having this strategy, the Authority has considered the sustainable development principles five ways of working under the Well-being of Future Generations Act:

Long Term: Assets are managed to support the long-term priorities of the Authority in a financially sustainable manner. We will only hold assets that can be maintained

within current and future resource. Approach to asset management takes into account long term challenges in terms of climate adaptation and opportunities where appropriate for the Authority to respond through asset management to the nature and climate emergency.

Prevention: Supports a strategic approach to ensure effective management of assets and potential risks. Approach to Asset management considers long term challenges in terms of climate adaptation.

Integration: Supports a co-ordinated and consistent approach to asset management across the Authority.

Collaboration: Explores opportunities for us to consider how we can work with partners for effective asset management. Supports collaborative working across teams in pursuit of effective asset management.

Involvement: Asset Management Group will play central role in overseeing implementation of the strategy. Staff and Members were consulted on the draft strategy. The Authority when making decisions on assets will in line with its Asset Management Policy involve Members, Management Team, site managers, service users and other interested stakeholders.

8. Conclusion

8.1 It is recommended that the Asset Management Policy and Asset Management Strategy are approved by Members.

9. List Background Documentation:

None

For further information please contact

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Pembrokeshire Coast National Park Authority

POL_0X Asset Management Policy

Version	Active Date	Document Owner	Internal/ External
3		Head of Decarbonisation	

Please note: Policy Control Sheet is at the end of the document. Policy document is uncontrolled once printed. Please refer to the Authority's Intranet site for up-to-date policy.

Does this Policy relate to me?:

This policy relates to all Members, staff, volunteers and contractors who work on the National Park Authority assets (land, buildings and heritage). They are responsible for implementing this policy and ensuring compliance.

Quick Reference - Key Policy Messages:

- The Authority shall hold the minimum estate necessary for the effective delivery of its statutory Park purposes and Corporate Strategy.
- The Authority will identify opportunities for managing assets to contribute to decarbonisation and improve biodiversity.
- The Authority will implement good estate management practice in the management of the Authority's estate portfolio.
- Where compatible with its statutory Park purposes, Section 6 duty, Well-being Objectives and Asset Management strategy, the Authority will identify opportunities within its property portfolio to raise revenue and release capital funds.

[This policy is also available in Welsh]

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1. Policy Statement

- 1.1 This policy sets out the framework by which the Authority's estates portfolio of assets is to be deployed and managed.
- 1.2 Our ambition is to manage our land and property assets in a way that delivers public value to current and future generations. When considering whether to purchase or hold assets, the Authority will consider the contribution they can make to global wellbeing including supporting a net zero carbon public sector, improving biodiversity and protecting the environment. The Authority will also consider the role specific assets play in promoting access to the National Park and promoting the Welsh language. In doing so the Authority will continue to hold the minimum estate necessary for the effective delivery of its statutory Park purposes and Corporate Strategy. Opportunities for income generation will be maximised where this is compatible with the Park purposes.

2. Aim of Policy

- 2.1 The Authority's property portfolio is limited to and defined by land and buildings within the freehold or leasehold ownership of the Authority, or that are managed by the Authority under an agreement with the legal owner of the relevant land or building.

3. Scope of Policy

- 3.1 This policy applies to all physical assets managed by the National Park Authority, including but not limited to:

Operational, Natural and Heritage assets.
- 3.2 It covers all staff, contractors, and third-party partners involved in the management of assets within the National Park.

4. Definitions

- 4.1 **Asset:** Any building, land, heritage resource owned, leased, or managed by the National Park Authority.
- 4.2 **Property:** All buildings, infrastructure, and land owned or leased by the National Park Authority.
- 4.3 **Sustainability:** Managing assets in a way that meets the needs of the present without compromising the ability of future generations to meet their needs.
- 4.4 **Maintenance:** Actions to preserve the condition of assets, including regular inspections, repairs, and preventative works.
- 4.5 **Heritage Asset:** A property, structure, or area with historic, cultural, or environmental significance.
- 4.6 **Life Cycle Management:** A process of managing assets from acquisition to disposal, ensuring value for money and minimising environmental impacts.

5. Legislation

- 5.1 The Authority is committed to operating in compliance with all relevant laws and regulations, including:
- Health and Safety at Work Act 1974
 - Equality Act 2010
 - Welsh Language (Wales) Measure 2011
 - Well-being of Future Generations (Wales) Act 2015
 - Planning (Wales) Act 2015
 - Environment (Wales) Act 2016
 - Historic Environment (Wales) Act 2023
- 5.2 The policy also considers relevant Welsh Government guidance and aligns with principles of sustainability, equality, and public accountability.

6. Making it Happen

- 6.1 The Authority will use the current Asset Management Strategy to deliver policy objectives which include:
- Only hold assets that meet our purposes and deliver our wellbeing objectives on conservation, climate, connection and communities.
 - A portfolio that is well- maintained, consistently managed and a credit to the Authority.
 - A portfolio that is financially sustainable within the likely future resources of the Authority.
 - Identification of the risks including climate change and liabilities involved with ownership and management and ensure that these are properly taken account of.
- 6.3 Where compatible with its statutory Park purposes, Section 6 Duty, Well-being Objectives and Asset Management Strategy, the Authority will identify opportunities within its property portfolio to raise revenue and release capital funds.
- 6.4 The Authority will involve Members, Management Team, site managers, service users and other interested stakeholders in delivery of this policy.
- 6.5 The Authority will maintain asset review procedures, and regularly review the contribution made by its portfolio towards the delivery of its Statutory Park purposes, Well-being Objectives and Asset Management Strategy. This will include reviewing the contribution made by our property portfolio towards decarbonisation and improving biodiversity, promoting access in line with the Public Sector Equality Duty, promoting the Welsh language and assessing

potential future opportunities, to include income generation opportunities.

- 6.6 The Authority will monitor the condition of its property portfolio and manage its fitness for purpose. The Authority will review the revenue costs and capital value of its property portfolio and feed this into the Capital Programme and budgeting process.
- 6.7 The Authority will maintain an asset planning system to facilitate the management of its property portfolio.
- 6.8 Integrated Assessments will be used where appropriate in support of decision making processes on asset management in particular when a decision is being made at senior leadership or Member level.

7. Roles and Responsibilities

- 7.1 **Members** - approval of policies, monitoring implementation and approval of acquisitions and disposals in line with financial requirements.
- 7.2 **Management Team** - to review implementation of this Policy and strategy to consider/determine recommendations made by the Asset Management Group.
- 7.3 **Asset Management Group** - to address the detailed issues within this Policy and Strategy and recommend actions in support of achieving it.
- 7.4 **The Estates Officer** - working with the detail, maintaining systems, consulting/liaising with stakeholders, and reporting to the Asset Management Group.
- 7.5 **Site Managers & their Specialist Advisers** - the 'specialist' input from those with the closest working knowledge of the property acting in their capacity as both client and user and participating in making proposals and prioritisation of options.
- 7.6 **The public** - consultation, where appropriate.

8. Monitoring and Assurance

- 8.1 This Policy will be reviewed every 5 years to ensure that it remains appropriate and fit for purpose.
- 8.2 Implementation of this policy will be monitored by Asset Management Group and Management Team.

9. Related Policies and Operational Procedures

- Asset Management Strategy
- Decarbonisation delivery plan
- Nature delivery plan
- Corporate plan
- Financial Standards

Policy Control Sheet

Change Level

Change Level	Tick
Minor editorial/ accuracy changes.	
Under Scheme of Delegation change requires Management Team approval only.	
Under Scheme of Delegation change requires Management Team approval only, however Management Team have requested for it to go to NPA for approval.	
New Policy or under Scheme of Delegation change requires NPA approval or People Services Committee approval.	Yes

Consultation

Group	Date
Staff and Members consultation	February 2025
Asset Management Group	9/1/2025
Management Team	4/2/2025

Assessments

Assessment – If Applicable	Date
Integrated Assessment – Full	
Integrated Assessment – Policy/ Procedure Review	
Data Protection Impact Assessment	

Approval

Approved by	Name	Date	Signature
NPA			

Version History

Version	Active Date	Summary of Changes
1	24 th April 2013	

Review

Version	Active Date	Document Owner	Review Date Trigger
			5 years

Publication

Policies must be co-ordinated through the Performance and Compliance Team, for compliance, auditing, and control purposes. Please send all new or reviewed policies once approved to mairt@pembrokeshirecoast.org.uk for formal publication of policy to staff, Members, volunteers and where required on the Authority's website.

Publication	Date
Published on Sharepoint Corporate Policy Hub	
External Policy – Published on Website: HTML	

Pembrokeshire Coast National Park Authority

Asset Management Strategy 2025 -2030



Parc Cenedlaethol
Arfordir Penfro

Pembrokeshire Coast
National Park

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1. Introduction

The Pembrokeshire Coast National Park Authority was created as a free-standing special purpose local authority under the 1995 Environment Act (the Act). The Environment Act 1995 specifies that the Purposes of a National Park Authority are to:

- Conserve and enhance the natural beauty, wildlife and cultural heritage of the National Park area
- Promote opportunities for the understanding and enjoyment of the special qualities of the area by the public.

The Act also states that in pursuing the above purposes the Authority has a duty to seek to foster the social and economic well-being of local communities.

Every five years, Pembrokeshire Coast National Park Authority (the Authority) is required to produce a National Park Management Plan, which sets out how it would like to see the National Park managed, not just by the Authority itself, but by the other agencies and organisations whose activities might impact on the Park. The Authority produces a Corporate and Resources Plan, which sets out the Authority's Well-being Objectives and organisational priorities for delivering these objectives. The Authority's Well-being Objectives are:

- Conservation: To deliver nature recovery and connectivity at scale, so nature is flourishing in the Park, contributing to the protection of 30% of our land and seas for nature by 2030
- Climate: To achieve a carbon neutral Authority by 2030 and support the Park to achieve carbon neutrality and adapt to the impact of climate change
- Connection: To create a Park that is a natural health service that supports people to be healthier, happier and more connected to the landscape, nature and heritage
- Communities: To create vibrant, sustainable and prosperous communities in the Park that are places people can live, work and enjoy.

How the Authority's estate is managed has a significant effect on the delivery of our well-being objectives and Park purposes. Effective management of the Authority's land and property portfolio will help ensure resources are used efficiently, avoiding unnecessary costs for assets that do not contribute to meeting corporate objectives.

Until now, there has been no overarching strategy document that sets out how we want to use our estate to achieve the broader objectives of the National Park. This plan has been developed using various reference sources, including the RICS Public Sector – Property Asset Management Guidelines, asset management plans and strategies from other organisations such as National Park Authorities and Local Authorities, insights from a workshop with the Authority's Asset Management group, and feedback from staff and Members.

2. Why Have an Asset Management Strategy?

The purpose of this Strategy is to provide a strategic and consistent approach to the management of our estate.

Alongside the responsibility (and the liabilities) that a varied estate brings, it is important to lay out the current context of this ownership against our corporate strategy, ensuring it is well maintained, financially sustainable, and supported by the necessary resources for ongoing upkeep.

A Strategy setting out our vision, strategic aims and key priorities of the estate function, including meeting Welsh Government decarbonisation targets, will help ensure that we are developing and managing our estate in a consistent way and contributing to the broader objectives of the National Park Authority. It should make decision-making clearer and easier, ensure resources are targeted at the correct priorities, and support positive change.

This document lays out a Strategy for the estate to provide overall direction for the next 5 years (2025-2030).

3. Our Estate

Our estate serves many purposes, from supporting National Park Authority operations and strategic outcomes to serving visitors and communities. The range of buildings is extensive, including Carew Castle (a Scheduled Ancient Monument, Grade I listed building, Special Area of Conservation, and Site of Special Scientific Interest) to Oriel y Parc (an award winning BREEAM Excellent Visitor Centre and Gallery). Some of the buildings are used for operational purposes - e.g. Llanion Park headquarters, Cilrhedyn Woodland Centre and Warden depots; others for educational purposes e.g. the round houses at Castell Henllys and St Brides walled garden and others are car parks and coastal and inland structures e.g. the harbour and hoppers at Porthgain. We lease some of our properties to commercial tenants e.g. the North Building, Llanion Park and Freshwater East campsite, and we ourselves lease some of our properties from others e.g. Carew Castle and Mill.

For the purposes of this strategy the estate is defined as all land and building in which the Authority has either a freehold or lease hold interest, including the foreshore.

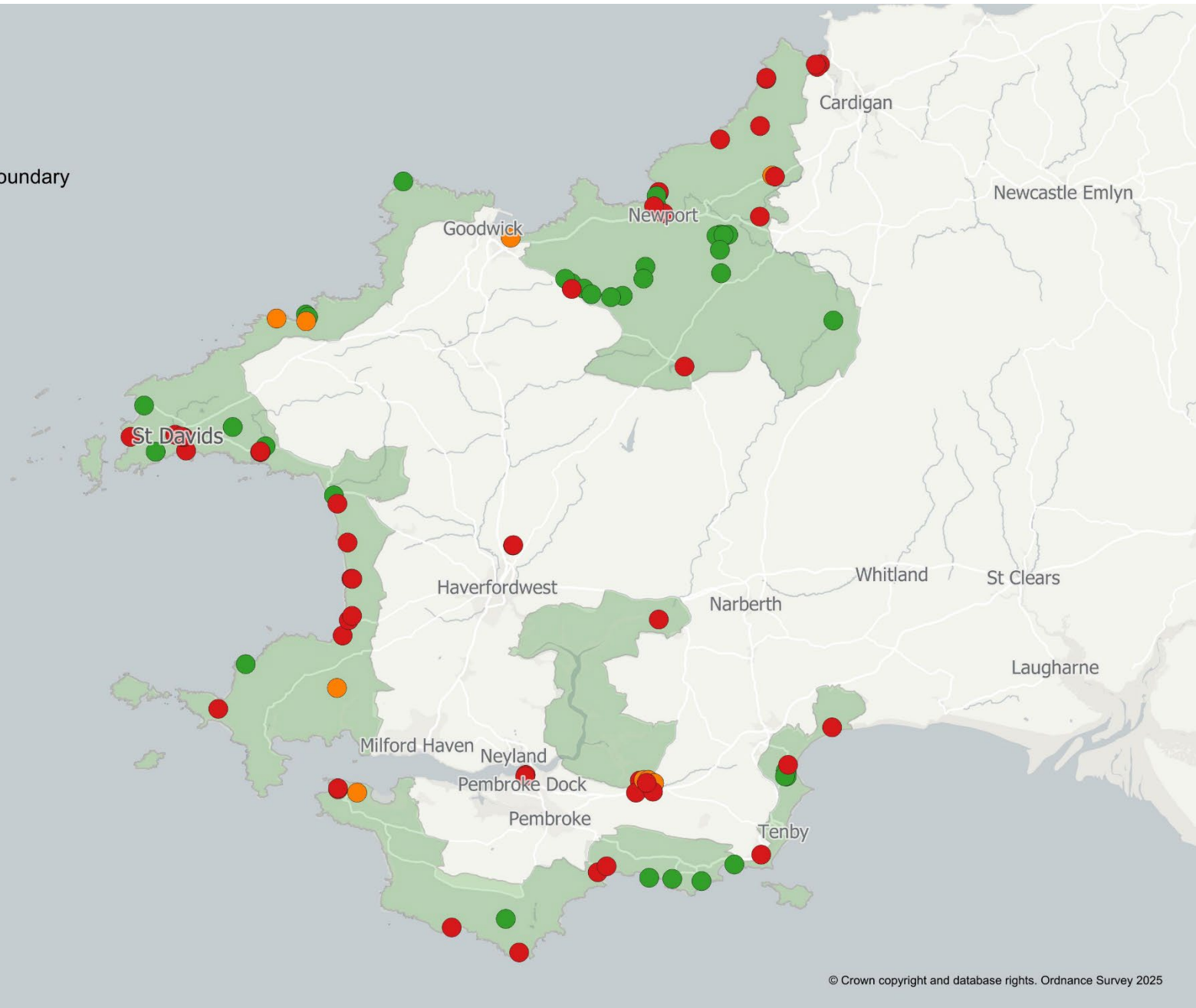
For the purposes of this strategy, we have 3 broad classifications

- Operational
- Natural
- Heritage

The National Park Authority owns and leases less than 1% (circa 0.8%) of land within the National Park boundary.

An [estate wide energy assessment](#) was conducted in 2023 to identify areas of carbon reduction and opportunities for renewables. The Decarbonisation team are working through a priority list of investment to decarbonise the estate. Oriel y Parc is currently embarking on a masterplan study for the centre.

- PCNPA Property
- Heritage
 - Natural
 - Operational
 - National Park Boundary



3. Asset Management

Operationally, the Buildings and Estates team sits within the Decarbonisation Department, who work closely with others in the organisation.

The team has a breadth of responsibilities, ranging from ensuring the health and safety for users (staff and visitors) of our properties, to managing our legal tenure, keeping sites in a good operational state, collecting revenue, managing contractors, and investing in and upgrading our property.

The team consists of:

Estates Officer (1 FTE) – Represents the National Park Authority on property and property-related issues. Responsible for the proactive development and implementation of the Asset Management policy across the property portfolio. Also responsible for land acquisitions, leases, rental income, contacts, and managing a team of 1 FT and 2 seasonal Car Park Officers. Resolves legal issues affecting the estate's function.

Building Projects Manager (1 FTE) – Responsible for the development of new building projects, including procurement and project management, delivering on the decarbonisation delivery plan for buildings. Also, maintenance (planned & reactive) and repair of the estate buildings and car parks / surfaces, including servicing, along with testing of Mechanical & Electrical services (M&E) including fire, intruder and CCTV servicing and testing.

Buildings Maintenance Officer (1 FTE) – Responsible for the delivery and co-ordination of the maintenance and repair of buildings (including their services), structures and surfaces. Assists the Buildings Project Manager with the delivery of a variety of capital project work (civils & building) as well as supporting work delivered by the wider Nature Recovery teams, particularly the Wardens and the Rights of Way team.

Llanion Services Manager (1 FTE) – Supports the smooth and efficient running of the team by working across the organisation to collate and maintain essential records for emissions, health and safety, servicing and building maintenance - with responsibility for Llanion HQ, including the Customer Service team and Building Maintenance team at the head office.

Sustainability Officer (1FTE) - Works across the Authority to support areas of decarbonisation and carry out deep-dive explorations into high emission areas to ensure we are maximising sustainable / low carbon options. Coordinates the Net Zero submission to Welsh Government, as well as identifying opportunities to reduce emissions from the fleet, waste, and other areas.

Head of Decarbonisation (1FTE) - Provides strategic direction and management to the Decarbonisation team, ensuring that delivery is effective, sustainable and provides good value for money. Chairs the Asset Management Group, monitoring performance and delivering on net zero targets.

The team works closely with the Nature Recovery team, particularly Wardens and Centre and Site managers.

Land – managed by Nature Recovery Team. Each area of land has a designated Officer and there is a dedicated management plan for each site.

Buildings – managed by the Building Projects Manager with a designated Officer responsible at each operational building.

Ancient monuments – managed by the Community Archaeologist in the Nature Recovery team.

Car Parks – managed by the Estates Officer

The **Asset Management Group** meets monthly to discuss land, assets, and building project-related matters.

The remit of the Group is to;

- Update the Directors and Head of Finance regarding ongoing project and property-related matters
- Report significant and substantive issues with recommendations to Leadership Team, as necessary, including the financial implications and/or potential impact(s) on the Authority of all project and property matters
- Monitor and advise on opportunities and issues as they arise (e.g. grant aid, commercial and/or joint working opportunities).

Decisions regarding the allocation of funds and changes to budgets are to be made via the existing line management structure and are outside the scope of these meetings.

5. Strategic Policy Aim

The aim of our Strategic Policy is to manage our land and property assets in a way that delivers public value to current and future generations, while also making a positive contribution to well-being and supporting decarbonisation and nature recovery targets. In doing so, the Authority will continue to hold the minimum estate necessary for the effective delivery of its statutory Park purposes and corporate strategy.

This strategy will ensure the Authority is delivering against its well-being objectives for conservation, climate, connection, and communities within the National Park by 2030.

Through having this Strategy, the Authority has considered the five ways of working under the sustainable development principles of the Well-being of Future Generations Act:

Long Term: Assets are managed to support the long-term priorities of the Authority in a financially sustainable manner. We will only hold assets that can be maintained within current and future resource. Approach to asset management considers long-term challenges in terms of climate adaptation and opportunities for the Authority to respond through asset management to the nature and climate emergency.

Prevention: Supports a strategic approach to ensure effective management of assets and potential risks. Approach to asset management considers long-term challenges in terms of climate adaptation.

Integration: Supports a co-ordinated and consistent approach to asset management across the Authority.

Collaboration: Explores opportunities to collaborate with partners for effective asset management and supports cross-team cooperation to achieve this goal

Involvement: Asset Management Group will play a central role in overseeing implementation of the Strategy. Staff and Members were consulted on the draft Strategy. When making decisions on assets, the Authority will, in line with its Asset Management Policy, involve Members, Management Team, site managers, service users and other interested stakeholders.

6. Asset Management Objectives

1. Only hold assets that **meet our purposes and deliver our wellbeing objectives** on conservation, climate, connection and communities .
2. Keep a portfolio that is **well-maintained, consistently managed, kept under active review** and a credit to the Authority.
3. Maintain a portfolio that is **financially sustainable** within the likely future resources of the Authority.
4. Identify the **risks, including climate change and liabilities**, involved with ownership and management and ensure that these are properly taken into account.

7. Steps to Achieving Objectives

1. **Only hold assets that meets our purposes and delivers our wellbeing objectives on conservation, climate, connection and communities.**

Aim

Every asset owned by the National Park Authority will have a defined purpose for its ownership.

We will do this by

- Reviewing the current asset portfolio, identifying a series of priority projects and scrutinising the operation of the estate
- Undertaking a detailed review of the countryside depots to ensure they meet operational requirements

- Reviewing the number and location of assets their value against Park purposes and wellbeing objectives. As the purposes can be broadly interpreted, we should be clear and specific – how each asset delivers National Park purposes in particular ways
- Exploring how the estate could better deliver our priorities and informing major projects or workstreams being identified
- Critically assessing whether individual assets can do more, we must be clear about how others – our partners - can enable us to achieve our objectives for the estate
- Decarbonising property assets by reducing emissions and maximising opportunities for renewable installation and low carbon choices
- Optimising Biodiversity benefits at sites and increase sequestration for decarbonisation.
- Considering scope for improving staff welfare facilities (e.g. more showers to encourage cycling to work, improved kitchen/dining areas, etc.); and
- Considering acquisitioning any new assets that better align with National Park purposes or our Corporate well-being objectives.

Consideration

It is inevitable that some assets will deliver better against specific purposes and wellbeing objectives whilst others might focus on income generation.

We will demonstrate delivery by

Have completed a full review of all the Authority's assets (land and buildings) to ensure they meet our purposes and our corporate well-being objectives and targets, including the generation of additional revenue income.

2. A portfolio that is well- maintained, consistently managed and a credit to the National Park Authority.

Aim

Assets will be managed to meet all legislative requirements, with staff and public Health and Safety as the priority.

Consideration

All assets will be well maintained and serve as exemplars for others. A key principle of ownership is that these assets demonstrate best practices in achieving Park purposes and addressing the nature and climate crises.

We will do this by

- Identifying the annual maintenance requirements, including statutory requirements for inspections, and define who will be responsible for undertaking the works
- Identifying future repair and maintenance requirement in the next 5 years and any major liabilities envisaged in the next 10 years
- Establishing minimum standards for asset care and maintenance
- Only continuing to operate sites if we are confident they are in a safe and compliant state
- Continuing to improve our procedures to help us meet the high standards we set (including industry standards and benchmarking against others) and using smart reporting tools to demonstrate performance and guide decision-making
- Exploring the digitisation of our estates management systems and use of external experts where specialist advice is required
- Establishing design standards to be followed in the acquisition or refurbishment of property assets to ensure carbon efficiency and minimise carbon emissions from property assets, encouraging and enabling tenants to do likewise
- Identifying, in support of our Public Sector Equality Duty, where access audits should be carried out across our portfolio, and developing programmes for their delivery. Findings will be considered in refurbishments and project activities for assets
- Creating a building project protocol and process for requesting support for new building projects.

We will demonstrate delivery by

All assets (land and buildings) having clear lines of accountability and responsibility. Each asset will have a dedicated management plan, identifying the management of the site, responsible person (or persons) and annual cost, including maintenance.

Proactively managing property and undertaking land maintenance.

Utilising technology and data where possible to manage and streamline asset management.

Creating a process for requesting building project proposals annually that can be reviewed, prioritised and costed (existing resources and funding) annually in time for budget cycles and planning. The request should be based on a corporate business case for the proposed building project rather than a solution-led approach

3. A portfolio that is financially sustainable within the likely future resources of the National Park Authority.

Aim

Only hold assets that can be maintained within current and future planned resource.

Consideration

Apply full cost recovery principles, recognizing that owning, maintaining, and updating sites involve both ongoing and one-off costs. Costs are varied and include (but are not limited to) cleaning, vegetation management, wear and tear, repairs and replacement, signage, theft/vandalism, energy and other services, rates, and litter and waste management. These costs will depend on the type of infrastructure.

We will do this by

- Defining the standard of condition and environmental performance appropriate for each of our properties and developing a costed plan to ensure all meet this
- Considering options for sharing or leasing out space to other public sector partners and implementing where feasible
- Identifying and implementing opportunities to dispose of assets to reduce the number owned and operating
- Considering what capital investment is required to develop our services and further contribute to National Park purposes and our corporate well-being objectives

- Seeking to ensure that the estate is financially viable, investigating opportunities for income generation as well as the pursuit of external funding
- Building on our existing partnerships and developing new ones to maximise the potential of the estate.

We will demonstrate delivery by

Robust financial planning, planning for future capital and revenue expenditure associated with assets owned/ occupied.

Reviewing future building and project priorities annually in line with budget cycles.

Preparing a priority list of building projects for the short, medium, long term.

Having a robust process for dealing with building project proposals – reactive and proactive, alongside the reactive and proactive maintenance schedule.

Ensuring our assets are reviewed with base line evaluations for buildings insurance.

4. Identify asset risks, including climate change and ownership liabilities, and ensure they are properly accounted for

Aim

We only retain assets where the level of risk, including liability and climate change, is acceptable.

Consideration

We act as a risk management tool by identifying key asset-related risks and strategies to mitigate those risks.

We will do this by

- Recommending the disposal of any properties that no longer meet National Park purposes and our corporate well-being objectives. Disposal could be by sale, ending leases or other transfer arrangements
- Considering the whole asset lifecycle in decision making
- Ensuring the estate plays a strong part in mitigating and adapting to the impacts of climate change, while encouraging biodiversity gains in property decision making. This may be in the form of decarbonisation, carbon sequestration, flood resilience, sustainable land management practices, renewable energy, biodiversity enhancements etc.
- Creating a **Risk Register** for each asset as part of an overarching risk register for the whole asset portfolio.

We will demonstrate delivery by

Asset Management Group meeting regularly to review, challenge and set strategic direction for asset management. This will be communicated to the Management Team quarterly.

Reviewing the asset portfolio risk register annually.

8. Acquisition and Disposal Principles

From time to time, we may acquire or dispose of property.

It is important that we recognise that acquisition or disposal must be in the best interests of achieving our priorities for the National Park. Having some parameters agreed to guide our consideration of such transactions will help our future decision-making. In acquiring property, we will use the following principles:

- Property may be acquired where a case clearly establishes how ownership of the property, taking account of any ongoing associated obligations, would help achieve National Park aims and outcomes
- The National Park Authority is the body best placed and most likely to achieve the desired outcome

- There should be clear and specifically identified allocation of resources to undertake ongoing maintenance and development (as appropriate). We should not take on property without a corresponding long-term perspective on likely investment and resource needs to support it
- In some cases, acquisition may be temporary, to enable future ownership by a third party for development or use.

In disposing of property, we will use the following principles:

- The property may be disposed of where it no longer directly supports the four objectives of this strategy
- Where possible, the Authority will aim to ensure that the disposal results in positive outcomes for interested communities and stakeholders
- Disposal will be prioritised based on assets where ownership or servicing costs are high (net of income generation potential), or disposal helps achieve Authority outcomes.

9. Monitoring reviewing and reporting

This strategy and associated Action Plan should be reviewed annually and linked to budget cycles and spending reviews. An annual review by the Asset Management Group will be undertaken and shared with Management Team.

The review will report on progress against Strategy aims and set out priorities for the coming year. Priority actions for a year will be integrated into our Assurance monitoring framework to enable ongoing monitoring of progress for these actions by Audit and Corporate Services Committee.

We will set performance measure of how we determine the success of this strategy against identified objectives and agree accountability.