

Asset Management Strategy

Wellbeing Impact Assessment Report

This report summarises the likely impact of a proposal on the social, economic, environmental and cultural well-being of Denbighshire, Wales and the world.

Assessment Number:	2
Brief description:	We have developed a new asset management strategy for Denbighshire, to guide our property asset investment decisions and provide clear and transparent processes going forward.
Date Completed:	17/02/2017 09:00:43 Version: 2
Completed By:	Tom Booty
Responsible Service:	Facilities, Assets & Housing
Localities affected by the proposal:	Whole County,

IMPACT ASSESSMENT SUMMARY AND CONCLUSION

Before we look in detail at the contribution and impact of the proposal, it is important to consider how the proposal is applying the sustainable development principle. This means that we must act "in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs."

Score for the sustainability of the approach

Could some small changes in your thinking produce a better result?

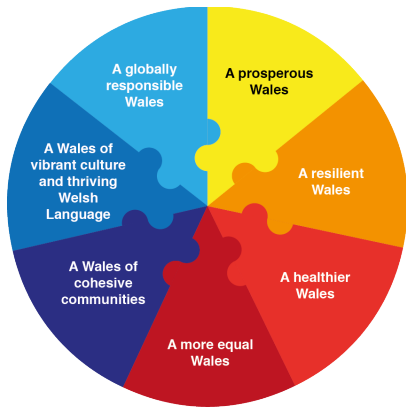
(3 out of 4 stars)



Actual score: 22/ 24.

Summary of impact

Wellbeing Goals



A prosperous Denbighshire	Positive
A resilient Denbighshire	Positive
A healthier Denbighshire	Positive
A more equal Denbighshire	Positive
A Denbighshire of cohesive communities	Positive
A Denbighshire of vibrant culture and thriving Welsh language	Positive
A globally responsible Denbighshire	Positive

Main conclusions

The Asset Management Strategy embeds the five ways of working to secure sustainable development. We are trying to think in the much longer term and consider opportunities to adopt new ways of managing our assets to secure resilience by working across the public sector and with communities.

The strategy comes out as positive against all seven well-being goals, with an overall score of 22/24. We believe that this is an accurate reflection of the strategy in its final version, with some objectives not being relevant to the strategy.

THE LIKELY IMPACT ON DENBIGHSHIRE, WALES AND THE WORLD

A prosperous Denbighshire

Overall Impact:	Positive
Justification for Impact:	The strategy very clearly sets out in two of its four proposed outcomes, that the impact of our property assets on supporting the local economy, aiding regeneration and increasing community capacity and resilience is a key consideration in terms of how we make decisions in relation to our property portfolio. There are specific objectives proposed that are explicitly about using our property assets to create new business and job opportunities, and also about how the council can play a wider role in facilitating employment development on sites that are not in its direct ownership.

Positive consequences identified:

The strategy will help deliver a low carbon society by: reducing our property running costs which will directly reduce carbon emissions; increasing the utilisation of our buildings, thereby reducing carbon emissions per staff employed; and through actively looking at initiatives to reduce carbon emissions such as improved insulation and investment in renewable energy.

The strategy will have a positive impact on the economy, with specific objectives to support the local economy through use of our property assets. For example, there is a specific objective around using our property assets to support the local economy and aid regeneration.

The strategy specifically sets out to consider the impact our property assets have on the economy, and seeks to help ensure that sites are developed to increase community capacity and resilience.

Through the specific projects developed as a result of the strategy, we will deliver community benefits such as apprenticeships, work placements, including in our reactive maintenance contracts.

Generally, we will consider the infrastructure impact of any proposals to develop our property portfolio.

Consideration should be given to ensuring that sites developed for employment generating uses will create job opportunities that are accessible to Denbighshire residents without access to a car, particularly in communities where we have high social/economic deprivation problems.

Unintended negative consequences identified:

The retention of our assets will inevitably contribute carbon to the environment. The disposal of our assets, possibly through demolition, will also contribute negatively to the environment.

Closure and/or disposal of buildings is likely to have a negative impact on the local community. For example, any proposal to close an office building will have a detrimental impact on the local shops, reducing the number of customers as DCC staff are transferred to other offices.

Consideration will need to be given to how sites are developed, as sites may be developed for short-term reasons that secure low-skilled, low paid jobs and shut-off the option for creating quality jobs in the longer-term.

Lower value capital projects may not deliver any significant skills improvement in the long-term.

Development of employment uses on sites that are not well-connected to the public transport network could create accessibility problems, with residents without cars unable to access the job opportunities created.

Mitigating actions:

Given the responses above, we need to give more consideration to: ensuring that jobs created through our activity in this area go beyond low skilled, low paid (and possibly seasonal) jobs, and actively considers the types of

development which will secure high quality, high-skilled, high paid jobs. That said, this may need to be balanced with the need to create job opportunities in some of our more deprived communities where skill levels are low, and any job would be better than no job.

We also need to consider how well connected any development proposals are, both in terms of highway infrastructure but also in terms of key business utilities such as digital connectivity, to ensure that sites will be better utilised for our communities through the provision of additional facilities (e.g. electric car charging points, public access wi-fi etc.)

More consideration also needs to be made to possible childcare issues associated with proposed developments.

A resilient Denbighshire

Overall Impact:	Positive
Justification for Impact:	The strategy includes relevant outcomes and objectives which will collectively work to maintain and enhance the biodiverse natural environment across Denbighshire by promoting healthy functioning ecosystems and allowing them to flourish. The strategy will support social, economic and ecological resilience, through its commitment to aid regeneration and enhance the biodiversity of the county. These outcomes in the strategy will enhance communities and give them the capacity to adapt to change in the future. The strategy includes an outcome that ensures any work we do in Asset Management will increase community resilience. This will be effective through the engagement with our communities every time we consider future uses for assets within our land and property portfolio. We will consider how the assets within our property portfolio could be better utilised by our communities through the provision of additional facilities (e.g. electric car charging points, public access wi-fi, etc.) and/or through improved access arrangements (e.g. access outside core working hours). We will also consider alternative management or ownership models for assets within our property portfolio, where such arrangements will increase community capacity and resilience.

Positive consequences identified:

We have a specific objective to protect and improve the biodiversity of our land and property estate by introducing more sustainable land management procedures and developing new habitats.

We have a specific objective around increasing biodiversity to consider what measures we can implement for individual assets every time we run a new project there.

There is an objective around reducing running costs which should result in an increase in recycling and reduction in waste.

There is a specific objective around reducing running costs which includes reducing energy/fuel consumption.

We could use the strategy and associated management procedures to help educate people about the environment and biodiversity.

We would never undertake changes to our asset portfolio that would increase flood risk. We will also, where appropriate, consider where our property assets could help reduce flood risk.

Unintended negative consequences identified:

Development of previously undeveloped land for new development will potentially have a negative impact on biodiversity, although we will always ensure that an ecological study is undertaken and that appropriate mitigation measures are put in place.

Using brownfield sites in urban areas will potentially have a negative impact on animals and plants that have taken up home there. We will always ensure that an ecological study is undertaken and that appropriate mitigation measures are put in place.

Finding a recycling provider in the local area may have a negative economic impact on budgets, rather than sending waste to landfill.

Reducing fuel consumption may result in the turning off of lights and heating in civic offices, which may restrict their use by Denbighshire employees.

Educated individuals may object to development of sites due to the detriment any new buildings may have on the environment.

When investigation work takes place to work out ideal locations for our assets, these may fall in flood risk areas.

However, we would undertake a flood risk survey to mitigate any potential incidents.

Mitigating actions:

The development of greenfield and brownfield sites will be seriously considered before any potentially damaging construction goes ahead. This consideration will always involve the economic impact of any changes to property portfolios.

A healthier Denbighshire

Overall Impact:	Positive
Justification for Impact:	By carrying out the actions held in each of the objectives that make up the Strategy, we will work towards a society in which people's physical and mental well-being is maximised. We will do this through engaging with residents at the earliest opportunity in relation to asset disposals and increasing community resilience by providing stronger mobile phone/internet networks to get residents more connected and less isolated. We will also consider 'green corridors' which are essentially walkways/bridleways between villages and towns that residents can utilise to promote their health and stay connected.

Positive consequences identified:

The outcome that deals with the promotion of community resilience instigates investigation into how our property portfolio could be utilised to improve the county's digital infrastructure. This in turn will provide more connected communities which will encourage and support well-being due to the impact of such an infrastructure on the social and physical environment in Denbighshire.

Within the Community Portfolio Plan, Leisure is its own sub-category, promoting its importance across Denbighshire. Continued investment in our leisure facilities should encourage participation. Our open space portfolio also creates many opportunities for people to engage in leisure activities in the open.

We will try to ensure we create buildings that are pleasant to be in for users and employees.

Through increasing communication channels (such as mobile/internet reception) residents will get better access to healthcare services, for example NHS Direct Online. The Strategy also contains an objective to work with other public sector organisations (for example, the NHS) to utilise the assets we have together for the benefit of our communities. For example, this could mean renting out a room in one of Denbighshire's Youth Centre to provide check-ups for young children.

Unintended negative consequences identified:

The nature of the county means that most of it is rural. This makes public transport and mobile/internet reception difficult, promoting social isolation and hampering access to healthcare in some circumstances. We will do whatever we can to rectify this, wherever possible.

Could create a situation where there is more demand than we have facilities to service that demand.

Poorly designed buildings built in a rush and/or poorly maintained buildings can create environments that are not conducive to visit or occupy.

Mitigating actions:

The rural nature of Denbighshire may promote social isolation in some instances. However we have a wide network of active travel routes for example Loggerheads, Moel Famau etc. that can be utilised by residents. We will work to promote these sites and activities in order to facilitate a healthier Denbighshire.

A more equal Denbighshire

Overall Impact:	Positive
Justification for Impact:	The Strategy provides for a more equal Denbighshire by enabling all of Denbighshire's residents to fulfil their potential no matter what their background or circumstances, by increasing jobs, communication, community resilience and access from/to rural places.

Positive consequences identified:

Through improvements to the county's digital infrastructure through the investigation into how Denbighshire's assets can be used, we will be improving the well-being of people with protected characteristics, as they become less socially isolated.

Under outcome 3 of the strategy, we will acquire and develop property which will enable us to deliver much needed new housing, and this may include a mix of associated employment and/or community facilities where appropriate. Where resources permit, we will also deliver new employment generating development on property which we own or acquire, either through direct council development or through partnership with other public, private or third sector organisations sector.

Unintended negative consequences identified:

We will be improving the well-being of all Denbighshire residents, not just those with protected characteristics, therefore potentially keeping the gap between the two the same size.

Closure of any Denbighshire assets may result in a loss of income/business to surrounding companies that are utilised by Denbighshire workers.

Mitigating actions:

Closure of any Denbighshire assets will always include a Well-being Impact Assessment to assess the repercussions on the local economy and wider.

A Denbighshire of cohesive communities

Overall Impact:	Positive
Justification for Impact:	The strategy will work towards an attractive, viable, safe and well-connected Denbighshire. It will do this through promoting internet/mobile phone/access connectivity under Outcome 3. Through the delivery of new employment generating development we will make Denbighshire a more attractive place to live, work and visit.

Positive consequences identified:

By ensuring that all of our buildings are in the right condition we will be protecting Denbighshire employees and residents alike, making Denbighshire an attractive place to live and work. Reducing the environmental impact of our assets will provide a safer environment across the county.

Outcome 4 uses our property assets to increase community capacity and resilience. We will engage with our communities on decisions on future uses for our assets, therefore increasing community participation. By working on the utilisation of our property portfolio to improve access and network arrangements, this will give communities the tools to adapt to modernisation and change and therefore increase their resilience to change. A combination of all of the outcomes will make Denbighshire a more attractive place to live in work.

Unintended negative consequences identified:

A more attractive Denbighshire make attract more visitors and residents, therefore potentially increasing population, levels vehicles on the road and therefore having a negative environmental impact.

Technological advances and improved access arrangements may not suit all residents who live in Denbighshire who wish to remain rural.

Increasing the attractiveness of Denbighshire may attract more tourists and visitors alike, which may disrupt the lives of Denbighshire's residents.

Mitigating actions:

By involving local residents in all consultations and in the decision making process from start to finish, will engage with residents and encourage community participation that takes their views into consideration first, before we consider any big changes to our property portfolio.

A Denbighshire of vibrant culture and thriving Welsh language

Overall Impact:	Positive
Justification for Impact:	The strategy promotes and protects culture, heritage and the Welsh language. It provides high-level objectives and outcomes that will guide the way we use our assets and how we can do this for the benefit of our residents and for Denbighshire as a whole.

Positive consequences identified:

We will present the strategy and all related documents, especially the consultation documents, in Welsh so that those who wish to access the documents and comment on the documents in Welsh, are able to do so. We will encourage comments and correspondence about the strategy in Welsh.

The strategy itself takes into consideration the Well-being of Future Generations (Wales) Act. It promotes sustainability of the culture in Denbighshire. Through the promotion of Denbighshire and its assets as a county, we hope to share promote the culture and heritage sub-category (for example, Nantclwyd y Dre) and attract more visitors to the area.

Unintended negative consequences identified:

By putting the Welsh versions of all documents first, this may discourage those who do not speak Welsh to read on. There may be a delay in processing the Welsh translated version of the documents.

More visitors to the area to visit the cultural and heritage sites and experience Denbighshire, may create some tensions with local residents and may have a damaging environmental impact on the county.

Mitigating actions:

We could mitigate the risk of an increase in visitor numbers by cross-utilising our assets at different times of the year. For example, focusing on attracting residents and visitors to our coastal assets during the Summer months and other areas during the winter months.

A globally responsible Denbighshire

Overall Impact:	Positive
Justification for Impact:	Although not entirely relevant to the Strategy on an international scale, by decreasing our energy and carbon emissions we will be helping to work towards a global initiative of lessening the impact of global warming. We will be improving the economic, social, environmental and cultural well-being of Denbighshire and always taking account of whether doing anything to our assets here in Denbighshire may make a positive contribution to international well-being.

Positive consequences identified:

Where we need to use consultants, construction companies and all third parties, when working on our property portfolio, we will use the correct Contract Procedure Rules and work hand in hand with Procurement to procure the correct services for Denbighshire, Wales and internationally.

Wherever we do works on our assets, we will decide whether it is possible to do similar works on other assets that require attention at the same time. This promotes business for the company contracted to undertake the works and in order to lessen the environmental impact of travel between works.

Unintended negative consequences identified:

Local contractors may be 'priced out' the market by bigger national/international companies, but we will always work towards using local suppliers wherever it is possible to do so.

If works take place on multiple assets at one time, this may cause disruption to residents and visitors alike.

Mitigating actions:

The statements above and a "globally responsible Denbighshire" are not entirely relevant to the strategy in the round. However reducing the emissions from our assets will help on a global scale. If this strategy is looked at for best practice examples nationally, it could also have an impact.