
Report To:	Environment & Regeneration Committee	Date:	1 September 2016
Report By:	Corporate Director Environment, Regeneration and Resources	Report No:	ENV/022/16/AF/EM
Contact Officer:	Eddie Montgomery	Contact No:	712472
Subject:	Corporate Asset Management Strategy Refresh		

1.0 PURPOSE

- 1.1 The purpose of this report is to update the Committee on the progress in respect of the refresh of the Council's Corporate Asset Management Strategy.

2.0 SUMMARY

- 2.1 The Council implemented Asset Management Planning and published its first Corporate Asset Management Strategy in March 2009 which set out the strategy for managing and modernising the Council's Property Assets. The second Corporate Asset Management Strategy (appended) is intended for the period 2016 to 2018.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee approves the 2016-18 Corporate Asset Management Strategy.

Aubrey Fawcett
Corporate Director
Environment, Regeneration
& Resources

4.0 BACKGROUND

- 4.1 The Council implemented Asset Management Planning and published its first Corporate Asset Management Strategy in March 2009 which focused mainly on land and buildings and set out the Council's strategy for managing and modernising its Property Assets. The second Corporate Asset Management Strategy (appended) is intended for the period 2016 to 2018 and provides an updated position on the current Asset Management planning framework addressing the various asset sub-groups beyond land and buildings.
- 4.2 The Council has previously undertaken a self-assessment against the published Audit Scotland Best Value toolkit: Asset Management principles which are based on identified good practice.
- 4.3 The Environment, Regeneration & Resources Corporate Directorate Improvement Plan 2016-19, approved at the April 2016 Environment and Regeneration Committee, includes a Service Improvement Action to refresh the 2009 Corporate Asset Management Strategy to reflect the current position and the development of the supporting Asset Management plans across the various asset sub-groups. The action targets formal Committee approval and publication on the Council's website by 31 March 2017.

5.0 PROPOSED CORPORATE ASSET MANAGEMENT STRATEGY 2016-18

- 5.1 Since the original 2009 Corporate Asset Management Strategy there has been significant change and improvement in terms of Council structure, service delivery and the advancement of strategic asset management plans. The refreshed Corporate Asset Strategy reflects the following key developments:
- The phased Modernisation / Transformation programme and new Corporate Structure.
 - The current framework of Corporate Planning strategic documents.
 - The formulation of Asset Management Plans for key corporate asset sub-groups and the financial strategies that underpin them.
 - The establishment of Corporate Development Improvement Plans and utilisation for self-evaluation through the Strategic Planning and Performance Management Framework.
- 5.2 The refreshed Corporate Asset Strategy links with the best value elements of performance management and demonstrating continuous improvement in the delivery of services. The format of the document reinforces / demonstrates the approach to achievement of corporate objectives through a strategic approach to Asset Management and the links with the Council's strategic outcomes.

6.0 IMPLICATIONS

Finance

- 6.1 There are no financial implications arising from this report.

Legal

- 6.2 There are no legal implications arising from this report.

Human Resources

- 6.3 There are no HR implications arising from the contents of this report.

Equalities

- 6.4 There are no direct equalities implications arising from this report.

Repopulation

6.5 There are no direct repopulation implications arising from the report.

7.0 CONSULTATION

7.1 This report has been produced in consultation with the Corporate Director Environment, Regeneration & Resources and Chief Financial Officer.

7.2 All relevant officers connected with delivery of the asset management plan sub-groups within the Strategy have also been consulted.

8.0 LIST OF BACKGROUND PAPERS

8.1 Best Value toolkit: Asset Management – Audit Scotland – July 2010

Improving Asset Management across the Scottish Public Sector – Scottish Futures Trust – September 2011

Property Asset Management Guidelines (2nd Edition) – RICS Public Sector – March 2012



Corporate Asset Management Strategy 2016 - 2018



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1.0 Introduction and Context

1.1 Foreword by Corporate Director Environment, Regeneration and Resources

I am delighted to present the updated Corporate Asset Management Strategy for 2016/18. Clearly defined strategies are vital to effective Asset Management and the performance of Inverclyde Council and its services.

The Council manages a wide range of Assets including a diverse property portfolio of land and buildings. The 2016/18 Corporate Asset Management Strategy outlines the Council's approach to Asset Management and how this aligns with the Strategic Objectives of the Council and its Community Planning Partners. The Council is also committed to working collaboratively with other public bodies and sectors to achieve more effective use of combined assets.

Since the initial 2009 Strategy, which focused mainly on land and buildings, the Council has made significant progress across the majority of the Asset strands. The Leisure review and subsequent strategy with investment plan has been completed. The School Estate Management Plan has advanced to a stage where only a few primary school projects remain to be addressed with a commitment and strategy in place to fully complete the programme by 2020. The Office and Depot rationalisation programmes are also well advanced with completion projected within the life of this plan. The asset plans for other strands such as Roads, Fleet and ICT are on-going with the current 5 year Roads investment plan ending 2018.

Over the coming years the Council will face the challenge of continued delivery of high quality services within a much reduced budgetary allocation. The Corporate Asset Management Strategy is a live document, subject to continuous challenge and review, which provides the framework for efficient management of the Councils core assets.



Aubrey Fawcett
Corporate Director Environment, Regeneration and Resources

1.2 The Council

The Inverclyde Area

Inverclyde is located in West Central Scotland and is one of the most attractive places in Scotland to live and work. The population of Inverclyde is approximately 80,000 people. With 61 square miles stretching along the south bank of the River Clyde, the area offers spectacular views and scenery, a wide range of sporting and leisure opportunities, a vibrant housing market and well developed transport links to Glasgow and the rest of Scotland.

The main towns of Greenock, Port Glasgow and Gourock sit on the Firth of the Clyde. The towns provide a contrast to the coastal settlements of Inverkip and Wemyss Bay which lie to the South West of the area and the picturesque villages of Kilmacolm and Quarriers Village which are located further inland, and offer a further dimension to the area's diversity, particularly in social, economic and physical terms.



The population of Inverclyde has been falling for a number of years. At the time of the 1991 Census the population was 90,103, however by the 2001 Census the population had fallen to 84,203, representing a depopulation rate of 6.55% over the 10 year period. While the population for the area has dropped further since the 2001 census, the 2011 census figures indicate that the rate of decline has halved. The 2015 population for Inverclyde is stated as 79,500 in the July 2016 National Records of Scotland demographic factsheet. The population decline is predicted to continue with GRO estimates placing the population at 77,914 by 2017. By 2037 the population of Inverclyde is projected to be 65,014, a decrease of 19.4% compared to the population in 2012 (<http://www.nrscotland.gov.uk/files/statistics/council-area-data-sheets/inverclyde-factsheet.pdf>).

Projections over the 25 year period 2012 – 2037 indicate that the age group that is projected to increase the most in size in Inverclyde is the 75+ age group which is the same for Scotland as a whole. A definite growing elderly population will impact on the provision of specific public sector services, particularly health and social care. The population aged under 16 in Inverclyde is projected to decline by 31.6% over the 25 year period. The decline in the area's working age population undermines the ability of existing firms to source labour locally and has the potential to undermine the area's attractiveness to potential inward investors with obvious implications for the local economy.

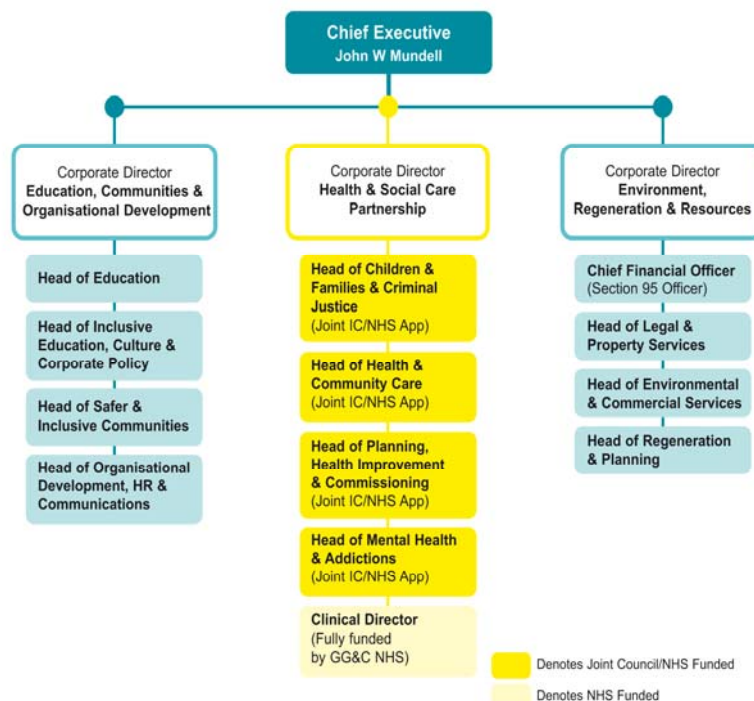
Corporate Structure

As part of the Council's Transformation Programme there has been a phased reorganisation of the Corporate Management Structure. By 1st April 2010 this resulted in a new Corporate Structure with four directorates, one of which, Community Health and Care Partnership became a joint directorate with the Health Board. Education Services was aligned with Communities to come under Education and Communities. The other two Directorates were Regeneration & Environment and Organisational Improvement and Resources.

The third phase of structural change resulted in the move to a three directorate model in April 2012 (see diagram below). This was achieved by deleting the Organisational Improvement and Resources Directorate and integrating the associated functions into the proposed three directorates with some additional adjustments. In April 2014 Property Assets and Facilities Management merged with Legal and Democratic Services to become Legal and Property Services. The Public Bodies (Joint Working) (Scotland) Act 2014 and subsequent integration scheme resulted in the former Community Health and Care Partnership now becoming part of the integrated corporate arrangement with NHS Greater Glasgow and Clyde known as the Inverclyde Health and Social Care Partnership as of April 2015.

The current structure has reinforced the previous philosophy of moving away from having a corporate centre by integrating corporate functions into service directorates as far as practicable to help reinforce the essential corporate and collegiate working within the organisation.

Inverclyde Council Corporate Management Structure



1.3 Corporate Planning

Strategic Objectives

Corporate planning in Inverclyde is conducted under a framework of key documents, Inverclyde Council's Corporate Statement 2013-17, Inspiring Inverclyde – The Inverclyde Alliance Community Plan 2008-2018, the Inverclyde Together - Inverclyde Alliance Single Outcome Agreement 2012-17 and Inverclyde's Local Development Plan 2014.

The full Inverclyde Corporate Statement and other policy documents may be downloaded from the Council Website <http://www.inverclyde.gov.uk/council-and-government/strategies-policies-and-plans>.



The Community Plan for Inverclyde, Inspiring Inverclyde – The Inverclyde Alliance Community Plan 2008-18, has been produced by the Council and its Community Planning Partners (known as the Inverclyde Alliance) and sets out a vision for the area.

Inverclyde Council, in partnership with the Inverclyde Alliance, has taken The Scottish Government's *Getting it right for Every Child* framework a step further and has made a commitment to get it right for every child, citizen and community. Our focus is on making Inverclyde a place which nurtures all its citizens, ensuring that everyone has the opportunity to have a good quality of life and good mental and physical wellbeing.

The Council has identified a number of key wellbeing indicators that it wishes to 'get right' for the citizens of Inverclyde:

Safe You are protected from abuse, neglect or harm and supported when at risk. You are enabled to understand and take responsibility for your actions and choices and have access to a safe environment in which to live and learn.

- Healthy** You are assisted in achieving high standards of physical and mental health and have equality of access to suitable health care and protection, while being supported and encouraged to make healthy and safe choices.
- Achieving** You are supported and guided in lifelong learning and have opportunities for the development of skills and knowledge to gain the highest standards of achievement in educational establishments, work, leisure or the community.
- Nurtured** You have a nurturing place to live and learn, and the opportunity to build positive relationships within a supporting and supported community.
- Active** You have opportunities to take part in activities and experiences in educational establishments and the community, which contribute to a healthy life, growth and development.
- Respected & Responsible** You feel respected and share responsibilities, with the opportunity to be involved in decision making and play an active role in improving your community.
- Included** You are supported in overcoming any social, educational, health, employment and economic inequalities and feel valued as part of the community. You will have opportunities to participate and be included within a competitive and thriving local economy, which is a vibrant part of a strong city region, with sustainable communities.

The Corporate Asset Management Strategy will contribute to all of these.

Our Partnership vision for Inverclyde is:



This means that the Alliance will work in partnership to create a confident, inclusive Inverclyde with safe and sustainable, healthy, nurtured communities, and a thriving, prosperous economy, with active citizens who are achieving, resilient, respected, responsible and included, and able to make a positive contribution to the area.

To deliver this vision, the Inverclyde Alliance, has agreed, with its communities, a number of strategic local outcomes (SOA's):

SOA 1 - Inverclyde's population is stable with a good balance of socio-economic groups.

SOA 2 - Communities are stronger, responsible and more able to identify, articulate and take action on their needs and aspirations to bring about an improvement in the quality of community life.

SOA 3 - The area's economic regeneration is secured, economic activity in Inverclyde is increased, and skills development enables both those in work and those furthest from the labour market to realise their full potential.

SOA 4 - The health of local people is improved, combating health inequality and promoting healthy lifestyles.

SOA 5 - A positive culture change will have taken place in Inverclyde in attitudes to alcohol, resulting in fewer associated health problems, social problems and reduced crime rates.

SOA 6 - A nurturing Inverclyde gives all our children and young people the best possible start in life.

SOA 7 - Inverclyde is a place where people want to live now whilst at the same time safeguarding the environment for future generations.

SOA 8 - Our public services are high quality, continually improving, efficient and responsive to local people's needs.

The Single Outcome Agreement (SOA) sets out the context in which these local outcomes have been developed, identifying the priorities and issues which affect the lives of the people of Inverclyde. The outcomes, when achieved, will improve the quality of life and the wellbeing of the people who live here, whilst tackling the inequalities which exist across the area.

The SOA is an agreement between the Inverclyde Alliance and the Scottish Government, with all signatories to the agreement formally committed to working towards the delivery of the wellbeing and local outcomes. They will also have regard for the outcomes in the planning of their services and use of their resources.

The SOA has been designed to deliver and achieve particular results as set out in the vision, removing barriers and accelerating progress in narrowing the opportunity gap and building a stronger Inverclyde by achieving a number of strategic outcomes.

Our focus is on addressing the major challenges facing Inverclyde, both currently and for the foreseeable future:

- ❖ A reducing population
- ❖ Economic downturn in local, national and global economies
- ❖ Areas with significant levels of deprivation

- ❖ Limited economic opportunities
- ❖ A growing elderly population
- ❖ Reduction in public funding

Inverclyde's Local Plan sets out a long-term planning and development strategy for the authority and provides detailed planning policy framework for the social, economic and environmental well-being of the Inverclyde area for the short and medium term.

Together, these documents form the basis of all the Council's Corporate Directorate Improvement Plans as well as individual service plans and strategies. The actions contained within every Council Plan or Strategy must contribute to the Council's overarching aim of the economic and social regeneration of Inverclyde, as well as contributing to the vision for Inverclyde as set out in the Community Plan.

1.4 Asset Management

The Vision

Inverclyde will provide a modern, efficient and sustainable operational property portfolio that fully meets the needs of its existing and future service users and employees.

The strategy supports the delivery of the operating model for services in conjunction with Modernisation and the Council's Transformation Programme.

Approach

Asset Management is widely recognised by the Scottish Government, Property professionals and Public Bodies as vital to optimising the use and management of property assets with the aim of releasing financial and service benefits. Assets are the second largest cost to the public sector after payroll costs and the approach to asset management can influence both the quality of public services and the money that is available to the frontline and other services.

The Council has implemented Asset Management Planning and published its first Corporate Asset Management Strategy in March 2009. This set out the Council's Strategy for managing and modernising its Property Assets. This is the second Corporate Asset Management Strategy of the Council and is intended for the period 2016 to 2018.

The Council manages a large and diverse property portfolio and depends on relevant up-to-date, accessible information to allow the Council to make informed decisions on the use of assets. Asset management is a key part of the Council's overall drive to secure best value in service provision and is a major work stream to ensure that assets are used effectively and efficiently and can support significant long-term efficiency savings.

The Corporate Asset Management Strategy:

- Delivers a corporate and coordinated approach to asset management
- Provides clear arrangements for the management of assets
- Regularly measures the performance of assets
- Comments on the deliverability of Asset Management Plans within the context of projected capital and revenue resources.
- Ensures a fully documented process for the prioritisation of capital investment.

The effective use of Council assets is a key priority for Inverclyde and the Corporate Asset Management Strategy drives forward proposals which:

- Maximise the efficient and effective use of assets
- Provide quality accommodation for customers and staff
- Release under-used and revenue-demanding property
- Assist in the rationalisation and modernisation of public services within Inverclyde
- Support the Council's Single Outcome Agreement

Partnership / Collaborative Working

The public sector landscape in Inverclyde has changed significantly in recent years with the creation of Riverside Inverclyde, River Clyde Homes and most recently the Health & Social Care Partnership. These organisations join Inverclyde Leisure and the wider voluntary sector as part of a mixed economy of public service provision.

Riverside Inverclyde

Riverside Inverclyde is a joint initiative between the Council and Scottish Enterprise to regenerate 330 acres of the Clyde Waterfront scheduled to run from 2006/7 until 2017/18.

The Council's contribution towards Riverside Inverclyde is £24 million over the ten year period. In addition the Council has made contributions in kind by transferring specific assets to the Urban Regeneration Company which will count towards the £24 million contribution and a further £5.7 million financial support to specific major Regeneration projects led by Riverside Inverclyde.

Following a mid-term review an interim Chief Executive was appointed in October 2013 and, in consultation with partners, employees and members, a new Single Operating Plan was produced covering the period 2014/17 which incorporated a review of objectives, outcomes and financing. The Corporate Director Environment, Regeneration and Resources will remain the interim Chief Executive following a review of options for the future delivery of Regeneration Services.

River Clyde Homes

River Clyde Homes is a not-for-profit housing organisation, which is run by a Board of Directors, including Council nominees and customer board members. It is regulated by the Scottish Housing Regulator to ensure that it manages housing in the best interests of the tenants of Inverclyde, and the community as a whole.

The transfer to River Clyde Homes of all the Council housing stock in 2007 was based on significantly more money being available to invest in homes and neighbourhoods and give tenants a real say in the decisions that are made about their housing, with customers on the Board, and a customer 'senate' consultative body influencing policies and investment decisions.

River Clyde Homes prepared a Business Plan which gives tenants a clear understanding of what they can expect from the new organisation on key issues like improvements, repairs and rent levels. Progress against the Business Plan is reported to the Council annually in addition to which six monthly briefings are given to Members. Government cuts have impacted on progress against the original Business Plan.

Inverclyde Leisure

Inverclyde Leisure is a 'company limited by guarantee', not having share capital and recognised by HMRC and OSCR as having charitable status. In October 2001, the Trust was asked to take responsibility for the management and delivery of Inverclyde Council's sport and recreational services.

The Leisure Trust works in close partnership with Inverclyde Council and other internal and external agencies in order to develop the optimum service for residents and visitors to Inverclyde and so to ensure the Trust's Mission Statement is implemented.

The Council's Community Facilities transferred to Inverclyde Leisure in April 2010 and the transfer of the management of Outdoor Leisure Facilities to Inverclyde Leisure took place in April 2015. Inverclyde Leisure has revised its Business Planning process and a new Business Plan was presented to the Council in March 2014. The Council's percentage contribution to the Leisure Trust has reduced considerably and is currently under 30% of the Leisure Trust turnover.

Inverclyde Health and Social Care Partnership

The Council and Greater Glasgow and Clyde Health Board established an integrated Community Health and Care Partnership in October 2010. This resulted in greater partnership working and efficiencies in line with the Government's stated objective of integrating aspects of Health & Social Care.

The Public Bodies (Joint Working) (Scotland) Act 2014 and subsequent integration scheme resulted in the former Community Health and Care Partnership now becoming part of the integrated corporate arrangement with NHS Greater Glasgow and Clyde known as the Inverclyde Health and Social Care Partnership as of April 2015. This resulted in the creation of HSCP Integration Joint Board (IJB) during 2015/16 and required a revised Governance and Financial framework. The IJB is a separate legal entity and will receive resources from and delegate resources to the Council and Health Board. The Council is well placed to meet this challenge given the 4 successful years of CHCP operation.

Community Groups

The Community Empowerment (Scotland) Act 2015 (passed on 17 June 2015 with royal assent received on 24 July 2015) has been structured to improve the process of community planning, ensuring that local service providers work in partnership with communities to better meet the needs of the people who use them. The Scottish Government advises that the Act will come into effect by July 2016 with different parts of the Act likely to have different start times from that date. Statutory guidance is currently being prepared to support the implementation of the Act which will potentially have a significant impact on the way the Council interacts with the Community. The Council currently has a Community Council Liaison protocol and provides on-going training, guidance and support for Community Council's and their members through the Community Learning and Development Service (CLD). The Council also provides grant funding to support Community Council's and works in partnership with them, and other community interest groups, on specific projects including providing capital funding contributions. The Council is committed to working in the spirit of the new act to promote community sustainability and deliver services and targeted investment to those community assets in the greatest need.

Scottish Government / Scottish Futures Trust

The Scottish Futures Trust (SFT) has been tasked by Scottish Government with working collaboratively across the public sector to add value and take forward a programme management role for improving property asset management across the whole of the Scottish Public Sector.

The SFT have published a number of reports on asset management including “What can we do with the office?” which was designed to help public sector organisations achieve the most benefits from their property estate through intensifying space use, increasing space utilisation, and creating opportunities across organisations to share service and space provision. This guidance has been considered in the Council’s current Office Asset Management Plan. The SFT are also taking forward another initiative entitled “What can we do with our Depots?” and the Council is participating in this with experience gained from the work already undertaken to date on the Council’s current Depot Asset Management Plan.

The Council has also worked with the SFT on a number of the Education projects delivered through the School Estate Management Plan with grant support provided as part of the Scotland’s Schools for the Future programme. The programme objective is to deliver good quality, well designed, sustainable schools at a competitive price. The most recent work with SFT has involved the use of the reference primary school design on the current St Patrick’s Primary School project and joint procurement of that project with East Dunbartonshire Council’s Lenzie Moss Primary School. This approach is delivering procurement efficiencies in development and construction and has allowed both Council teams to share knowledge and experience benefiting the current and future projects.

City Deal

The Clyde Valley Councils which together cover the ‘City Region’ of Glasgow have collectively pursued a bid to the UK Government to establish a City Deal Agreement, similar to those established in England, with a view to bringing forward a major investment programme to stimulate economic growth for the benefit of residents and businesses in the Glasgow City Region.

Approval to participate was obtained through Committee in December 2013 with approval to accept the offer of funding granted in August 2014. In relation to Inverclyde’s projects there were originally eight projects submitted for consideration for inclusion within the Infrastructure Fund Programme and 3 have been successful (Inverkip Power Station Development £3.2m, Ocean Terminal £14.2m and Inchgreen £9.4m). It is expected that works will start on Inverkip late 2016 / early 2017 to complete late 2017 with the Ocean Terminal to follow in the Autumn of 2017 to Autumn 2018. Indicative timescales for Inchgreen are early 2021 to late 2022.

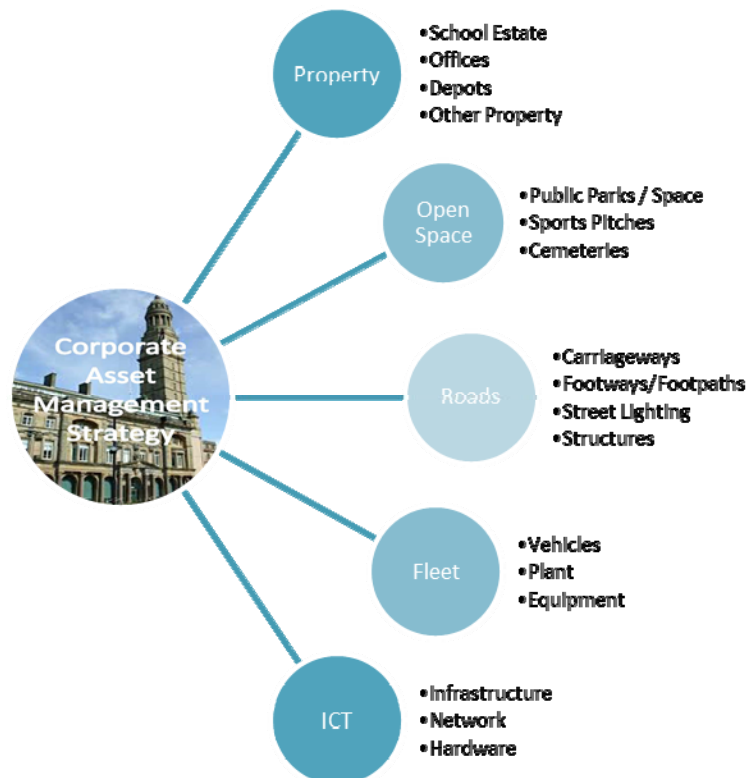
The City Deal is expected to give Glasgow and Clyde Valley a permanent uplift in its Gross Value Added (GVA) of £2.2billion per annum (4.4%); generate 15,000 construction jobs during the construction period and 28,000 permanent additional jobs once construction is complete; and will unlock £3.3billion of private sector investment. Regular update reports are provided to the Environment & Regeneration Committee and can be viewed online (<https://www.inverclyde.gov.uk/meetings/meeting/1862> - item 21)

Resource

The 2009 strategy noted that the Council had established a Physical Investment Service with the remit of developing and implementing the Corporate Asset Management strategy with regard to its land and buildings. As part of the Transformation Programme, this Service became the Property Assets Team with the appointment of a Property Asset Manager in 2010. The further structural reorganisation noted in 1.2 above has resulted in the Property Assets Team amalgamating under Property Services with the Head of Legal and Property Services having overall responsibility for the on-going Corporate Asset Management Strategy. Support is provided by the Officers from the various Services who are responsible for the implementation of the individual asset plans for sub groups out with land and buildings. A summary of the asset sub-groups and the Services responsible for implementation is included below.

Asset Plans

In accordance with the CIPFA “Guide to Asset Management and Capital Planning in Local Authorities” the Council has prepared asset plans under five main sub-groups:



Links to Strategic Outcomes

The Council's Strategic Objectives are as set out in the Corporate Statement and the Community Plan as outlined in section 1.3. These are implemented by means of Corporate Directorate Improvement Plans and individual Service Plans which set out how each Directorate/Service area contributes to the Corporate objectives and the Outcomes listed in the Single Outcome Agreement. The table below summarises the various strands of the Corporate Asset management Strategy and which SOA's and wellbeing indicators they contribute to.

ASSET PLAN	DIRECTORATE	RESPONSIBLE OFFICER	LINK TO SOA's	LINK TO WELLBEING OUTCOMES
Property				
School Estate Management Plan	Education, Communities and Organisational Development	Head of Legal and Property Services	SOA's 1,2,3,4,6,7 & 8	Safe, Healthy, Achieving, Nurtured, Active, Respected & Responsible, Included
Offices Asset Management Plan	Environment, Regeneration and Resources	Head of Legal and Property Services	SOA's 1,3,7 & 8	Safe, Respected & Responsible, Included
Depots Asset Management Plan	Environment, Regeneration and Resources	Head of Legal and Property Services	SOA's 1,2,3,7 & 8	Safe, Respected & Responsible, Included
Other Property				
Leisure Strategy	Environment, Regeneration and Resources	Head of Regeneration & Planning	SOA's 1,2,3,4,6,7 & 8	Safe, Healthy, Achieving, Active, Respected & Responsible, Included
Community Facilities	Education, Communities and Organisational Development	Head of Safer & Inclusive Communities	SOA's 1,2,3,6,7 & 8	Safe, Achieving, Active, Nurtured, Respected & Responsible, Included
Operational Property, Farms	Environment, Regeneration and Resources	Head of Legal and Property Services	SOA's 1,3,7 & 8	Safe, Respected & Responsible, Included
HSCP Operational Property	Environment, Regeneration and Resources / Health and Social Care Partnership	Corporate Director (HSCP) / Head of Legal and Property Services	SOA's 1,2,3,4,5,6,7 & 8	Safe, Healthy, Nurtured, Active, Respected & Responsible, Included
Industrial & Commercial	Environment, Regeneration and Resources	Head of Regeneration & Planning / Head of Legal and Property Services	SOA's 1,3,7 & 8	Safe, Respected & Responsible, Included
Open Space				
Open Spaces (including Public Parks, Cemeteries and Sports Pitches)	Environment, Regeneration and Resources	Head of Environmental & Commercial Services	SOA's 1,2,3,4,7 & 8	Safe, Healthier, Nurtured, Active, Respected & Responsible, Included
Roads				
Roads Asset Management Plan (including Flood Defences Targeted Funding)	Environment, Regeneration and Resources	Head of Environmental & Commercial Services	SOA's 1,3,7 & 8	Safe, Nurtured, Respected & Responsible, Included
Fleet				
Vehicle, Plant & Equipment Strategy	Environment, Regeneration and Resources	Head of Environmental & Commercial Services	SOA's 1,3,7 & 8	Safe, Nurtured, Active, Respected & Responsible, Included
ICT				
ICT Asset Strategy	Environment, Regeneration and Resources	Chief Financial Officer	SOA's 1,3,7 & 8	Achieving, Nurtured, Included

1.5 Financial Strategy

Overview

The Financial Strategy is key to the future success of the Council, it ensures that the Council has sufficient resources in place, when required, to deliver the outcomes we realistically can achieve for the communities of Inverclyde.

The Financial Strategy is a dynamic document which is monitored on an on-going basis by the Corporate Management Team and the Policy & Resources Committee, formally reviewed by the Council twice yearly in June and in December. The regular review ensures that the Strategy continues to support the Corporate Statement directly, the Single Outcome Agreement for Inverclyde, and effectively links to our Corporate Directorate Improvement Plans.

The primary financial challenge facing the Council over the 2016/20 period, given the impact of the economic downturn on public sector expenditure, will be to stay within the approved revenue budget and deliver a capital programme that continues to maintain a high level of investment in key infrastructure.

Our ambition is to maintain a single, coherent Financial Strategy that brings together the corporate objectives of the Council along with all the relevant financial information in a clear, accessible document covering a five to ten year period (and beyond where appropriate).

The Council agreed the 2016/18 Revenue Budget on 10 March 2016 which included the temporary use of up to £2.81 million from Reserves to balance the 2017/18 Budget. The same meeting also approved the 2016/18 Capital Programme which took into account the latest Government Grant settlement information. The Council estimates that it faces a funding gap of between £13.1million and £37.4million over the 2017/20 period. This will require a radical review of what services are delivered and how services are delivered with the resultant impact on certain Asset Management Plans.

The Council has agreed a Reserve Strategy which requires a minimum unallocated General Fund Reserve of 2% of turnover. Based on the 2016/17 Budget this now equates to £3.8 million. The Reserve Strategy was reviewed and approved by the Policy & Resources Committee in August 2013 and is being reviewed in September 2016.

Funding Sources

The Council's asset plans are underpinned by financial models that determine their affordability. An estimate is made of available resources, giving due consideration to the inter-dependencies between the capital and revenue budgets. The two main sources of funding are prudential borrowing and Scottish Government Grant. Other sources include; revenue contributions; use of earmarked funds; contributions from other organisations, one-off grants and capital receipts.

Prudential Borrowing

The Prudential Code for Capital Finance in Local Authorities was introduced on 1 April 2004. The Code enables councils to set their own limits whilst ensuring that the investment plans are affordable, prudent and sustainable. The Council can borrow over a number of years to augment its capital income, provided the resultant annual debt repayments can be accommodated within the revenue budgets for future years. The Council's Treasury Management Strategy (in accordance with the principles of the CIPFA "Treasury Management in the Public Services- Code of Practice") sets out the Council's Prudential Indicators, with regular reporting to Full Council.

Scottish Government Block Grant

Scottish Government general capital grant is a significant funding source for the capital programme. The current asset management plans and longer term investment strategies allow greater certainty around future capital spend for the post 2017/18 period. The current School Estate Strategy has the most forward looking programme with a financial model that extends to 2030 and with all major projects complete by 2020. This will use around £4.0million of projected capital grant in the medium term. The commitment to the Schools programme does however limit the amount for other asset plans which will be required to maintain the Council's existing infrastructure asset base i.e. Operational Properties, Roads, Lighting, Open Spaces and ICT.

Given the difficult position the Council faces on revenue expenditure, it is essential that future capital expenditure proposals are largely self – financing through the release of other capital assets, as well as delivering efficiencies which will secure ongoing revenue savings. Unless there is a substantial increase in resources from the Government or alternative funding sources are identified then the Council will face significant challenges to have sufficient capital resources to maintain its existing asset base in the medium to long term. Indications are that Local Government Capital Grants will increase in the medium term however given the major revenue financial pressures, the Council needs to seriously consider using any increase in grant to reduce prudential borrowing/use of reserves rather than identifying new projects.

Capital Receipts

The Council has agreed an asset disposal strategy on the premise that assets are not sold whilst the market continues to be depressed unless the Council is clear it can demonstrate Best Value is being achieved.

Other Funding

The Council has been successful in securing funding from other organisations e.g. Sustrans, SPT and additional funding support in connection with Scottish Government programmes such as Scotland's Schools for the Future and flood defences. In addition plans are in place to draw down funds from a range of earmarked reserves.

Links to Asset Management Strategy and Plans

The Council agreed a 2 year Capital Programme covering 2016/18 in March 2016 which included significant extra investment in roads infrastructure and increased investment in Property Assets and an acceleration of the School Estate Management Plan. Officers are currently working on a 2017/20 Capital programme to be considered by Members in February 2017.

The Council has already approved a significant level of Prudentially Funded capital projects including investment in schools, leisure, a new depot, rationalisation of offices and vehicles.

The Council has developed longer term asset strategies which identify future investment required across the various asset categories and has set a medium term budget which supports those strategies. Looking beyond the current medium term budget becomes increasingly difficult with uncertainty around the level of funding likely to be available, the impact of the Scotland Act, and the recent Scottish Parliamentary elections.

The Council has already significantly advanced major asset plans with the incremental impact of current major initiatives including Riverside Inverclyde, Schools Estate Strategy, and Asset Management Plans fully incorporated in the overall Budget.

1.6 Oversight of the Corporate Asset Management Strategy

Governance

Elected Members, through Full Council and Committees are responsible for considering and approving budgets and the Financial Strategy for the Council. Approved budgets must be financially balanced and demonstrate value for money and sustainability.

All Policy decisions and approvals for individual asset plans are taken by the relevant Service Committee which also receives a report on progress of the Capital Programme at each meeting. Major strategic plans such as the School Estate Management Plan and associated funding model are reviewed annually and reported to the Service Committee. Regular reports on all major asset plans and associated funding models are also taken to the Policy & Resources Committee.

Organisation

The Council established a series of Corporate Improvement Groups (CIG's) in 2010 to co-ordinate and monitor corporate projects and work streams. Two of the three CIGs were chaired by the Corporate Director, Environment, Regeneration & Resources and one by the Corporate Director Education, Communities & Organisational Development.

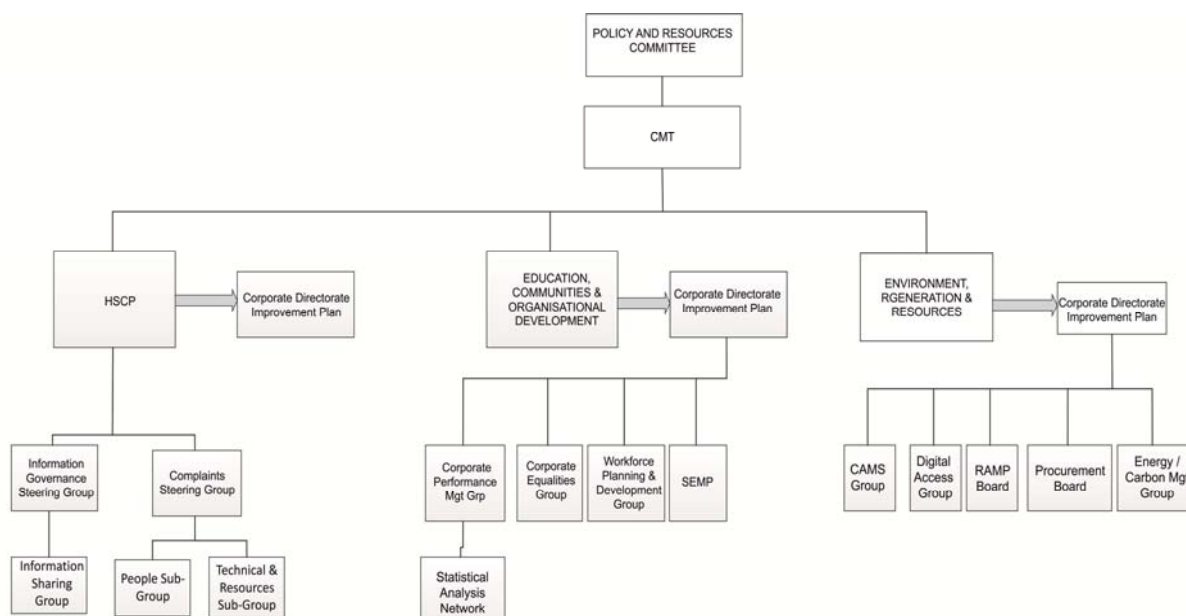
Modernisation CIG - This group coordinated the main Modernisation projects including Mobile/Home Working, Electronic Document Management and Digital Access.

Asset Management Planning CIG - In addition to reviewing progress in respect of the School Estate Management Plan (SEMP), Office Rationalisation AMP, Depot AMP and Roads AMP, this group reviewed overall progress in respect of the production of all Asset Management Plans and the delivery of the Capital Programme.

Performance CIG - This group met on a regular basis to develop and deliver the Strategic Planning and Performance Management Framework as well as Equality and Diversity for the Council.

A review of CIG structure has been undertaken with the aim of addressing any areas in need of improvement and streamlining the previous process (refer to report <https://www.inverclyde.gov.uk/meetings/meeting/1834> - item 14).

The new approach will utilise the Corporate Directorate Improvement Plans (refer to Section 5 and diagram below) as the mechanism through which corporate projects and work streams are co-ordinated and monitored.



Risk Management

Risk management is nationally recognised as a vital component of performance management and improvement and is a component of self-evaluation. The Council has produced a Risk Management Strategy (<https://www.inverclyde.gov.uk/meetings/documents/3606/2-Risk-Management-Progress-Report.pdf>) which aims to focus on the organisation's processes and seeks to raise the awareness of risk and its importance throughout the organisation, enabling front line staff, managers and directors to identify and manage risk in a controlled environment.

The Corporate Development Improvement Plans include an assessment of risk of all key programmes, projects and improvement actions that the Directorate intends to implement over the life of the Plan. The major asset plans such as the School Estate Strategy maintain risk registers as do all individual medium to large scale capital projects taken forward as part of the overall asset plans.

1.7 Best Value

Context

Legal statute for Local Government which requires local authorities to demonstrate that they are delivering value for money for their customers through better and more responsive public services. The Local Government in Scotland Act 2003 (“the Act”) introduced a statutory duty of Best Value in local government service provision. Prior to the Act, the Best Value framework was based on Section 122A of the Local Government (Scotland) Act 2003 which imposed a duty on local authorities to deliver economy, efficiency and effectiveness in the utilisation of its assets.

Best Value 2

The Best Value 2 (BV2) approach has moved on significantly from the first phase which provided a baseline for how Scottish Councils are performing. The underpinning principles of the approach are:

- ❖ A focus on outcomes as well as corporate performance management processes
- ❖ An emphasis on the effectiveness of partnership working
- ❖ Improved coverage of service performance and the use of resources
- ❖ A proportionate and risk based approach, focused on self-assessments
- ❖ Clear audit reporting and transparency of audit process
- ❖ Support for improvement and the sharing of good practice

Approach

Inverclyde Council embraces the Best Value regime and delivers Best Value through its:

- (i) Service Review Schedule
- (ii) Corporate Statement
- (iii) Community Plan
- (iv) Equal Opportunities Policies and Procedures
- (v) Consultation Processes
- (vi) Corporate Governance Framework
- (vii) Solace Public Performance Indicators
- (viii) Public Sector Improvement Framework
- (ix) Sound Management of Resources.

Our Best Value arrangements will continue to be refined to meet the requirements outlined in the recent guidance issued under Sec 2(1)(a) of the Act. Inverclyde Council is committed to the Best Value principles of Corporate Asset Management Planning as a means of:

- enhancing services to the public;
- maintaining customer focus and continuous improvement in Council services;
- modernising services, improving the office environment for its employees and its Elected members;
- developing and funding planned investment in Council buildings and long-term investment in the building fabric;
- prioritising its capital investment in assets;
- monitoring revenue expenditure in cyclic, planned and non-planned property maintenance;

- minimising repairs and
- addressing accommodation issues such as overcrowding and directing resources to areas of Council priority.

Performance Indicators

Performance management is integral to the delivery of Best Value and forms the cornerstone of all proposed service activity. The Corporate Directorate Improvement Plans include a core set of performance indicators (PIs) that are focused on Directorate improvement actions. Statutory and Key Performance indicators already exist for the majority of service areas such as those submitted for the Council's properties reflecting core condition and suitability.

The Council also utilises the Local Government Benchmarking Framework indicators which have been adopted by all 32 of Scotland's local authorities to assist in focusing on efficiency, effectiveness and outcomes allowing authorities to benchmark performance across a range of indicators. The data for Inverclyde can be found at the following link <http://www.improvementservice.org.uk/benchmarking/tool.html>



Competitiveness

Best Value requires councils to demonstrate that they balance cost and quality when deciding how services will be provided, i.e. how competitive the service is. A key way in which to do this is by comparing cost and service performance against other providers.

Procurement Strategy

Inverclyde Council's initial Procurement Strategy was produced in 2010 to cover the period 2010- 2014. The implementation of the strategy has allowed the Council to modernise its approach to procurement and achieve substantial benefits in the cost and quality of the goods and services purchased. It has also embedded the policy of maximising the achievement of a range of Community Benefits through contracting activities. The strategy is aligned with the achievement of Council strategic priorities and supports the investment activity through the various strands of the Corporate Asset Management Strategy. The current Strategy was approved in September 2015 covering the period 2015-2018 and can be viewed online (<https://www.inverclyde.gov.uk/meetings/meeting/1804> - item 19).

2 Implementation

2.1 Strategic Asset Objectives

The overarching Corporate Asset Management Strategy covers a number of asset sub-groups, each of which are supported by individual asset management plans. The 2016-2018 strategy provides an overview of the various strands and an updated position on each capturing the significant progress made since the initial 2009 strategy.

2.2 Property

2.2.1 Context

Inverclyde Council owns a diverse property portfolio which supports a wide range of services containing approximately 469 assets covering both land and buildings. The portfolio is divided into:-

- **Operational property** – properties which are used directly to support delivery of services.
- **Non-Operational property** – properties which are retained to support economic development and to aid in generating revenue income.

The total fair value of the Council's freehold/heritable interests is £403,090,591. This fig assumes (in many cases) that the Council will continue to use the individual property for its own purposes; it does not necessarily represent the overall market value of the Council's asset base.

As at 31st March 2016 the Council owned 146 operational property assets which are represented in the table below:-

Service	Total Assets	Number of Buildings	Vacant /Undergoing Refurbishment	Gross Internal Floor Area
Corporate Services <ul style="list-style-type: none">• Offices	15	15	4	18,320sqm
Education & Culture <ul style="list-style-type: none">• Schools & Early Years• Libraries & Museums	41	43	2	155,219sqm
Health & Social Care <ul style="list-style-type: none">• Residential Homes• Resource Centres• Shared Facilities	19	20	0	16,946sqm
Leisure & Communities <ul style="list-style-type: none">• Gyms; Pools; Cinema• Community Halls• Bowling Clubs• Golf Club	35	36	2	36,318sqm
Depots & Industrial <ul style="list-style-type: none">• Depots• Industrial Units	10	15	0	12,377sqm
Environment <ul style="list-style-type: none">• Cemetery Buildings• Parks Buildings• Public Conveniences	26	32	4	5,747sqm
Totals	146	161	12	244,927sqm

In addition the Council also owns:-

Interest	Number	Comments
Farms	4	Leased Out (includes grazing lets)
Council Dwellings (former tied school & park keepers houses)	14	Leased Out
Open Space	1,629,161sqm	Maintained by Council
Land Holdings	41	Held for various reasons
Commercial Property	130	108 leased out, 10 being marketed, 12 vacant requiring investment prior to marketing (fig includes common good shops)
Car Parks	34	Maintained by Council
Play Areas & MUGAs	66	Maintained by Council
Surplus Assets	9	7 currently being marketed

2.2.2 School Estate



The School Estate Management Plan sets out the proposals of Inverclyde Council for meeting the educational needs of our children, young people and the wider community. The current version of the plan (2013) is the fourth edition (reviewed every 3 years and scheduled for update/refresh in

2016) and can be downloaded from the Council website

<http://www.inverclyde.gov.uk/education-and-learning/school-estate-management>

The Council has invested in excess of £250m on its school estate over the last 11 years (circa £270m accounting for current committed projects in progress). The rationalisation of the estate was completed by the end of 2013. Over the period of the programme to date there has been a net reduction of 12 primary schools (from 32 to 20) and a net reduction of 2 secondary schools (from 8 to 6) with 2 of the remaining 6 secondary schools co-located within a shared campus.

Significant progress has been made since 2004, particularly in reducing the number of Condition C/D rated schools from 7 Secondary Schools to 0 Secondary Schools and from 21 Primary Schools to 2 Primary Schools. Progress has also been made in the Special (ASN) sector with all schools now A/B rated and further rationalisation with a reduction of 1 property (from 4 to 3) and with 2 of those co-located with other education facilities. In terms of suitability there has also been significant progress made through the programme of comprehensive refurbishment and new build.

The School Estate funding model is reviewed and reported annually to the Education & Communities Committee (<https://www.inverclyde.gov.uk/meetings/meeting/1817> - item No.11). The current plan will see all major projects completed by 2020 which reflects the approval of the acceleration of the School Estate Management Plan agreed as part of the budget setting process in March 2016. The report on the potential acceleration can be found at the following link <https://www.inverclyde.gov.uk/meetings/meeting/1831> - item No.16. A summary of the completed projects and those in progress or planning is included in Appendix A.

Additional expenditure was also approved in March 2016 to address works required across the Early Years estate. A number of projects were taken forward and completed in 2014/15 to facilitate the Scottish Government commitment to the provision of 600 hours of Early Learning and Childcare. Feasibility and capacity studies are currently being undertaken in conjunction with the Scottish Futures Trust in connection with the Scottish Government proposals to increase the level of entitlement to free Early Learning and Childcare to 1140 hours per year by 2020.

2.2.3 Offices

The Council's Office rationalisation proposals were originally presented and approved in September 2010. Linked with this was the prior approval in March 2010 for the development of a Customer Service Centre within Greenock Municipal Buildings designed to transform the way the Council communicates with its customers. The programme is part of a wider programme to modernise the Council's operations and working practices which includes initiatives such as mobile and flexible working, electronic document management (EDRMS) and greater use of technology. The proposals as such assume that fewer desks than Employees are to be provided. At September 2010 the Council had 1,014 occupied desks. It was proposed that by the end of the process of rationalisation 725 desks would be required with a notional 730 desks approved. To date the Office Rationalisation programme has resulted in a reduction of circa 35% of occupied floor space with an increased potential desk space ratio through more efficient use of space across the same number of retained properties. A summary of the completed projects and those in progress or planning is included in Appendix B.



2.2.4 Depots



The Council's Depot rationalisation proposals were originally presented and approved in September 2010. The original proposals were to centralise Roads Consultancy and Network Management, Grounds, Waste and Transport at Pottery Street with a Gourock Depot/Civic Amenity site and the Building Service Unit (BSU) remaining at Devol Depot. The current plan remains substantially as the original with the exception of the BSU operation which will now also relocate to Pottery Street due to reductions in workforce and to maximise the potential for efficiency's in relation to transport and shared administration. Options for the Gourock Depot/Civic Amenity were considered as part of the 2016/17 budget setting process. The original project budget was £13m however the development of the masterplan has led to refinement of the strategy and proposals with the latest review of phasing and scope carried out in 1st quarter 2015 realising a further £1m saving, with the outturn cost now projected at £10.2m. A summary of the completed projects and those in progress or planning is included in Appendix C.

2.2.5 Commercial and Industrial Properties

The Councils own commercial and industrial property portfolio is an acknowledged Corporate Asset generating significant rental income and is managed by the Regeneration and Planning Service. The portfolio contains one hundred and thirty properties.

The Councils Environment & Regeneration Committee recently approved a number of environmental improvement initiatives within Inverclyde Town & Village centres including £75,000 of funding to be disbursed across the town/village centres for shop front improvements through the existing property grant scheme, to be rolled out by March 2018.

The Council will continue, within current budgetary constraints, to develop a proactive maintenance regime for all of its empty commercial properties based on identified repair and maintenance liabilities to ensure that the portfolio provides accessible, attractive, and fit for purpose commercial and industrial premises.

2.2.6 Other Property

Leisure Strategy

The Council undertook a review of its key Leisure Sites prior to 2009 and brought reports forward covering a review of strategic sites and a pitches strategy, with a view to modernisation and reconfiguration of leisure provision within Inverclyde. As part of the 2009 budget setting process an allocation was made to take forward a number of sport / leisure strategy projects. A planned investment profile was presented to Committee in September 2009 with an initial implementation timescale of August 2012.



The review / strategy involved the participation of the private sector and other interested parties. Consultation was also undertaken with Sportscotland who allocated £1m in facilities grants, part funding specific projects at Parklea and Ravenscraig. The Leisure Strategy has now been fully implemented, a summary of completed projects is included as Appendix D.

The major maintenance and lifecycle replacement requirements of the grounds and buildings for the majority of the Leisure properties remains with the Council, managed under the Core Property Services Capital allocations. Minor day to day maintenance and 'consumables' are the responsibility of Inverclyde Leisure in accordance with the Service Level Agreement which regulates access, standards of maintenance and division of responsibilities.

Health & Social Care Partnership (HSCP)



A review of HSCP properties including opportunities for reconfiguration of services to support co-location is currently underway as part of the formulation of a HSCP Property Asset Management Plan. Significant asset areas are already being addressed via proposals agreed in respect of the phased re-provisioning of Inverclyde's Children's Residential Services with one new unit completed in March 2013, a further commenced on site in July 2016 to complete by March 2017, with the final unit to be progressed thereafter. Two further significant HSCP projects have secured Scottish Government funding support with a new Adult and Older People Complex Care Beds facility (Orchard Grove) under construction to complete June 2017 and a new Greenock Health and Care Centre targeting completion of Outline Business Case stage by October 2016 and construction completion by July 2019 (refer update report <https://www.inverclyde.gov.uk/meetings/meeting/1861> - item 08).

Farms

As noted in the 2009 strategy the Council undertook a review of its farming assets and considered several reports on these holdings. The Council decided to retain these assets and continues to manage the holdings in relation to its detailed rights and obligations in terms of the Agricultural Holdings legislation and relevant leases.



2.3 Open Space



The Open Space Asset Management Plan (OSAMP) logs all assets owned or occupied by Inverclyde Council in the areas of remit concerned which includes Parks and Cemeteries. The majority of assets that require to be maintained on a regular and cyclic basis e.g. grass plots; flower/rose/shrub beds; sports pitches; golf course; etc. are recorded and the day-to-day cost of maintaining these items is paid for from an existing revenue budget. The OSAMP primary purpose is to identify assets which require major investment in terms of significant repair, refurbishment, renewal or replacement either immediately or over the medium to longer term, and for which either no funding or insufficient funding has been allocated to date. Investment required within open space includes for new and/or expansion to existing burial grounds. Provision is also required for continued investment in the upgrade of existing parks, play areas and pitches to ensure facilities are of acceptable condition and suitability.

2.4 Roads

The Council approved a comprehensive Roads Asset Management Plan (RAMP) and funding model in August 2012. The original budget allocation was £17m based on a three year budget set in February 2013. This was increased to £29m to be invested over the five year period 1 April 2013 to 31 March 2018 to bring our roads infrastructure – carriageways, footways, lighting columns and structures such as bridges – up to a good standard. Full report and strategy can be found at the following link (<https://www.inverclyde.gov.uk/meetings/meeting/1533> - item 19).



The implementation of the RAMP commenced in April 2013 and by the end of 2015 circa £10m has been spent on carriageways with circa £1.2m on footways and bridges. Over this period the Road Condition Indicator has reduced by approximately 3 points for each of the financial years which demonstrates that the planned investment is resulting in an improvement in the network. The programme is also supplemented through specific Scottish Government grant aided funding in connection with initiatives such as the Cycling, Walking & Safer Streets programme.

Inverclyde Council was named the UK's most-improved performer for roads, highways and winter maintenance as part of the 2015 Association for Public Service Excellence (APSE) Performance Networks Awards.

In addition to the above the Council also has in place a significant programme for the investigation, design and construction of various flood prevention schemes within Inverclyde. The £2.2m Central Greenock Flood Prevention Project includes £1.74m of Scottish Government grant funding with a further £1.73m approved for flood prevention schemes outwith Central Greenock (refer update report at the following link <https://www.inverclyde.gov.uk/meetings/meeting/1862> - item 16).

2.5 Fleet



The Council approved a comprehensive Vehicle, Plant & Equipment Strategy in June 2009. The program operates on a 5 or 7 year cyclical replacement policy dependant on fleet type with a funding model that extends to 2023/24. The 2013 review of the model noted that, at that time, 147 vehicles and 116 items of plant, including 50 vehicles and 21 plant items that were on long term hire had been replaced. The average age profile of the fleet had also reduced from 7.1 years in 2009/10 to 2.9 in 2013 which reflects a significant improvement in fleet asset management. With a view to realising further efficiency savings and assist with balancing the financial model a Fleet Management System was procured and installed in 2010. A vehicle tracking system was also introduced in June 2013.

2.6 ICT

The Council maintains a substantial ICT network and capability for all Council Services. Over the past 5 years Digital Access, Channel Shift and Modernisation have called heavily on ICT expertise and services to deliver new ways of working, agile and remote access to services and drive service efficiencies required by Asset and office rationalisation programmes. There has been



effective implementation of agile working in the HSCP Directorate, using Electronic Document Management Systems (EDRMS), Hot Desking and Mobile working which was a key factor in the successful co-location of HSCP teams in Hector McNeill House. EDRMS systems are also well established in the Revenues and Benefits teams and further opportunities are being explored in the Organisational Development, HR & Communications teams.

The Council's Capital programme to 2017/18 includes allowances for the following in support of the ICT Asset strategy:

- Storage/backup devices and minor projects.
- Mobile Technology initiatives
- Rolling replacement of PC's and laptops
- Whiteboard/projector refresh
- Server & switch replacement programme
- Scottish Wide Area Network implementation

Inverclyde Council ICT guidelines are that all Corporate and Education PC's and laptops will be replaced when the equipment is 5-6 years old. Following on from a comprehensive programme to upgrade all desktop and laptop computers from 2012-2015, focus is being placed on replacing 1500 older 15" and 17" TFT Monitors with new more efficient 20" LED monitors. A smaller 2015/16 PC refresh programme has been completed with a total of 220 desktops and 170 laptops being replaced by April 2016. All PC's have also now been updated with Windows 7 and Office 2010. Servers and switches are replaced as required by system upgrades and/or new requirements. A small pilot of Windows Tablet PCs has also now concluded, a Corporate Standard Microsoft Surface device has now been identified and a small project to replace 17 existing low specification devices with the new standard is now underway.

Infrastructure Refresh Programme - ICT are continuing their programme of upgrading core Network Infrastructure Equipment in support of the migration to the Scottish Wide Area Network (SWAN). Additional Network Storage has been implemented in support of the Virtualised Infrastructure Environment and in anticipation of additional capacity requirements.

A new policy on Physical Security of ICT Infrastructure was approved for implementation in September 2015 to address requirements of the Public Services Network (PSN) Code of Connection Agreement.

3 Delivering better Public Services through Corporate Asset Management

The need to manage assets as a corporate resource is key to ensure that decisions to rationalise invest and acquire property to achieve high level outcomes are considered corporately. This will also ensure that opportunities for rationalisation and shared use are maximised and that property investment decisions are made strategically to align with the Council's overarching aim of the economic and social regeneration of Inverclyde, as well as contributing to the vision for Inverclyde as set out in the Community Plan.

3.1 Customers and Customer Engagement

Engagement with service users and communities is key in ensuring that services are delivering appropriately. Directorates and services when formulating the various asset management plans use the feedback from community engagement to inform the future development of services. The methods of engagement vary depending on what type of service and project is being proposed. Examples of consultation are included in the asset strategy documents such as the School Estate Management Plan referred to in 2.2.2. It is also important to consider the ways in which feedback is provided to customers/service users about how their involvement has helped to develop services.

The Council, as part of the Inverclyde Alliance, has agreed through the Community Engagement Strategy to use the [VOiCE](#) toolkit to plan, carry out and analyse any engagement carried out by all partners. This ensures that there is a central database of engagement, which can be used by all partners to check what engagement has already been carried out and therefore save time and resources and reduce duplication. Any engagement taking place by Council services should be supported by a VOiCE Plan.

Post Project Evaluation

The Council has recently developed and implemented a post project evaluation policy/procedure with a view to identifying benefits realisation and aid learning from completed projects. This process will be undertaken on all major capital investment projects including those for the procurement of construction projects and high value goods and services contracts.

3.2 Asset Data

The management of data and its accuracy/availability is key to effective Asset Management allowing informed decisions to be made based on asset performance. The Council has purchased and put in place a computerised management system for all property information to provide a comprehensive solution to manage property data. The Property Asset Management Information System (PAMIS) is based on the Technology Forge system and is tailored to meet the Council's needs. The system became operational in 2009, however further areas of development have been identified and this is included as part of the Action Plan in section 5.

The main indicators used in Asset Management are outlined below:

Condition

Recording and monitoring the condition of assets is fundamental to assessing risks / liabilities to the Council and establishing investment needs and priorities across the estate. The collection of this data is not only best practice in terms of asset management it is also a statutory requirement. Externally procured elemental condition surveys (based on Scottish Government Guidance) are undertaken on the basis of a 5 year rolling programme with an annual review carried out by Property Services to provide an overall rating reported as part of the range of performance indicators noted in section 1.7. The surveys also provide an indication of the backlog maintenance and priorities for investment over a ten year projection. The first condition surveys were carried out by Drivers Jonas in 2009 with the most recent surveys completed by Watts Group Plc. in 2014. The information from these surveys was used as the basis of a report to the February 2015 Policy and Resources Committee at which an additional £1m Core Property funding was allocated per annum to address the future investment required in connection with the condition of the Assets (<https://www.inverclyde.gov.uk/meetings/meeting/1729> - item 10).

Suitability

Also known as 'fitness for purpose', suitability refers to how well the asset supports Service delivery and is suited to its current use. Suitability surveys are completed for all properties (taking into account the views of service users) and are reviewed annually to provide a rating that is reported as part of the range of performance indicators noted in section 1.7. The format of the surveys varies e.g. detailed guidance on suitability criteria for the School Estate was issued by the Scottish Government. The surveys also incorporate an assessment of how accessible the asset is to those with disabilities (linked to Equality Act/DDA).

Sufficiency

Also known as utilisation or capacity, sufficiency concerns the demand for / sustainability of an asset and its use now and in the future in terms of supporting Service delivery. This measure is critical in identifying under-utilised assets for alternative proposals / potential disposal. It also highlights where there may be a risk of over-utilising assets and assists in forward planning.

Running/Revenue Costs

Concerns the cost of operating a given asset and primarily relates to rates, energy/utility, and maintenance costs. This information when viewed with property condition ratings can be used to develop a greater understanding of overall asset performance and inform the decision making process. This can also be extended to include Soft Facilities Management costs such as cleaning, caretaking/janitorial etc. recorded centrally against each asset.

Value

Valuation information is recorded for statutory accounting requirements and insurance purposes (i.e. market value of assets / replacement costs). This information is also utilised to inform the decision making process/management of assets.

3.3 Operational Property Management

Statutory compliance and regulatory codes of practice are an area of priority for the Council in terms of management of its core property assets. This area is supported by a number of Council Policies designed to address the safety and wellbeing of Council staff, service users and visitors / customers. Property Services through its Statutory Duties Team are responsible for a programme of compliance testing which includes: gas safety appliances; water quality; ventilation and duct hygiene; fire detection and alarm systems; fixed electrical installations and emergency lighting etc. with the frequency of testing dependent on the relevant Legislation/regulation and requirement.

Management of Asbestos

The Council has a duty as an employer and provider of services under the Control of Asbestos Regulations 2012 (CAR 2012) for those premises it owns, occupies, manages or for which it has responsibility for repair and maintenance. In recognition of this the Council has an approved Asbestos Management Policy which sets out the commitment of Inverclyde Council to provide a safe and secure environment for employees, visitor, service users and members of the public. Management surveys and plans are in place for all properties and are reviewed annually with further intrusive refurbishment and demolition surveys undertaken prior to any major construction works.

Water Safety & Hygiene

The Council has a duty under Health and Safety legislation (Health and Safety Commission guidance referred to as the approved Code of Practice (ACOP) L8) to control the risks of exposure to Legionella bacteria which may arise from work activities. This involves preparation of a risk assessment and management scheme for all properties and regular review (at least every 2 years). A regular monitoring regime of flushing seldom used outlets, taking temperatures, inspection of the condition of tanks and shower heads is also carried out.

Fire Risk and Procedures

The Council has a duty as an Employer under the Fire (Scotland) Act 2005 to carry out a Fire Risk Assessment to identify any risks in respect of harm caused by fire in premises. In recognition of its responsibilities in this respect, the Council has a standard approach to Fire Risk Assessment and Emergency Procedure which sets out the various procedures around premises fire risk assessments, testing and inspection regimes and evacuation procedures.

Property Services Statutory Duties Team in conjunction with the Council's Corporate Health and Safety Team are responsible for procuring and/or carrying out / reviewing premises Fire Risk Assessments.

Fire Risk Assessments are reviewed annually for all operational Council premises, or when there is a material change to the building or systems. The scope of the review includes:

- Monitoring of fire risk assessments & associated action plans.
- Development and review of emergency arrangements.
- Means of detecting a fire / raising the alarm.
- Provision of fire safety equipment i.e. Portable fire extinguishers and sprinkler systems.
- Effective means of escape from a premises including the inspection and maintenance of fire evacuation chairs.
- The provision of emergency lighting.

Accessibility

The Council is committed to making its buildings fully accessible. As part of the significant renewal and refurbishment of the Council's School Estate, Offices and Leisure Facilities etc. the accessibility of a substantial proportion of the Council's estate has been significantly improved. The briefing for the School Estate projects for example included the development of a "Guide to Inclusive School Design" which informed the development of the brief and ultimate design solutions for new and refurbished schools. This has been particularly valuable in enhancing the employee and service user experience in relation to those who have a mobility, hearing or sight impairment.

It is important however, to note the constraints (to an extent) of historic buildings, in particular those with listed status. The Council's portfolio contains some buildings that are difficult to adapt and in some cases it may not be possible to make them fully accessible, as to do so would go beyond what is reasonable in the circumstances and contrary to the legislation. To reduce such barriers to inclusion, specific management plans ensure that customers have access to council services in these cases.

Detailed Access Audits were carried out on a substantial number of properties through 2005 to 2009. As noted in 3.2 above, accessibility is also considered as part of the suitability surveys carried out for all properties and reviewed annually for performance indicator returns. Given the significant work undertaken across all asset categories through the various management plans there is a need to revisit / update the access audits and this is noted as part of the current action plan in section 5.

3.4 Equality

Equality legislation is designed to protect people from discrimination covering areas such as employment, education, access to goods and services and the exercise of public functions. A new Equality Act came into force on 1 October 2010 and replaced legislation such as the Equal Pay Act 1970, the Sex Discrimination Act 1975, the Race Relations Act 1976, the Disability Discrimination Act 1995 and a number of sets of Regulations. The Council must meet its public sector duties under the Equality Act 2010. The revised duty covers a broad range of considerations for public bodies when making policy decisions and delivering services. Formerly covering ethnicity, gender and disability, the new duty extends these considerations further to cover age, pregnancy and maternity, religion and belief, sexual orientation and gender reassignment.

Public sector bodies also have a number of specific duties which they require to fulfil. Further detail can be viewed at: <http://www.equalityhumanrights.com/scotland/public-sector-equality-duty/>

Equality Impact Analysis

To assist the Council in ensuring that it is meeting its statutory duties, the Council's Corporate Equalities Group has developed an Equalities Impact Analysis (EIA) Toolkit and Template. EIAs help us to think about how a policy, function or activity may impact (positively or negatively) on people in our community. The process helps identify who these people might be and what needs they may have which require to be considered. EIAs are part of the process of self-evaluation and in the development of Improvement Actions and are considered as part of the formulation of the major asset strategies outlined in this document.

3.5 Sustainable Development

Developing sustainability means ensuring that our actions today do not limit our quality of life in the future. This means ensuring that we do not damage our environment for future generations, but also includes consideration of social inclusion and economic development.

It is important that in the delivery of services we consider our impact on the three strands of sustainable development. Mapping Corporate Directorate Improvement Plan actions to the SOA Local Outcomes for Social Regeneration, Economic Regeneration, Employability and Environment, begins to show how services are contributing to those areas.

Public bodies have duties under the Climate Change (Scotland) Act 2009 which sets clear and ambitious targets for emissions reduction, including a 42% reduction by 2020, and other climate change provisions, including adaptation. The public sector is considered to have a crucial leadership role in the delivery of Scotland's climate change ambitions in both these areas and in acting sustainably.

The duties require public bodies to contribute to climate change mitigation and adaptation and to act sustainably.

- **Mitigation** can be defined as the implementation of policies and actions to reduce greenhouse gas emissions or, where possible, enhance carbon storage.
- **Adaptation** can be defined as the adjustment in economic, social or natural systems in response to actual or expected climatic change, to limit harmful consequences and exploit beneficial opportunities.
- **Sustainable development** can be defined as development that aims to allow everyone to satisfy their basic needs and enjoy a better quality of life without compromising the quality of life of future generations.

Green Charter

The Council's Green Charter aims to reduce energy use and waste and promote the sustainable use of resources in the Council and across the area. More information on the Green Charter can be found at: www.inverclyde.gov.uk/planning-and-the-environment/green-charter

Council policy ensures that Directorates consider the environmental impact of the services they provide, for example, ensuring that developments do not have a negative impact on the environment. The policy aims to:

- protect and enhance biodiversity
- reduce carbon emissions including the careful use of heating, lighting, water and fuel
- work towards reducing consumption and waste including, e.g. through sustainable procurement practices and participation in corporate 'reducing, reusing and recycling' initiatives
- promote the use of public transport over individual car journeys.

Carbon Reduction Commitment

The Council is committed to minimising its impact on climate change through a significant reduction in its carbon dioxide (CO₂) emissions and has implemented a Carbon Management Plan to address its obligations under the Scottish Climate Change Declaration 2007. The original plan was launched in 2009 through the Carbon Trust's Public Sector Carbon Management Programme and has been revised as part of the 'Carbon Trust Revisited programme' to account for changes in policy and legislation, notably the Climate Change (Scotland) Act 2009.

The Corporate Asset Management Strategy through its various strands and the approach to asset replacement / refurbishment / renewal is key to achieving the overall reduction targets. Examples of this include:

- Building rationalisation / reduction of occupied space through School, Office and Depot Asset Management Plans (SEMP / AMP).
- Improved energy efficiency through new build or comprehensive refurbishment of property assets (building fabric upgrade i.e. thermal efficiency, air tightness, LED lighting, Building Energy Management Systems and controls, renewable technologies where appropriate).
- Street lighting conversion to LED / energy efficient lamps / controls (RAMP).
- Vehicle refresh programme addresses improved fuel efficiency and emissions including tracking (Fleet).
- ICT led agile / remote working implementation has assisted estate rationalisation with the hardware refresh programme addressing improved energy efficiency of ICT assets.

The Council has reduced its overall CO₂ emissions by 16% between the baseline year 2007/08 for the original Carbon management Plan and the baseline year 2011/12 for the revised Plan. The current Carbon Management Plan covers the period from April 2012 to March 2017, a report on the Plan and Review of Performance to October 2015 can be found at the following link <https://www.inverclyde.gov.uk/meetings/meeting/1828> - item No.7.

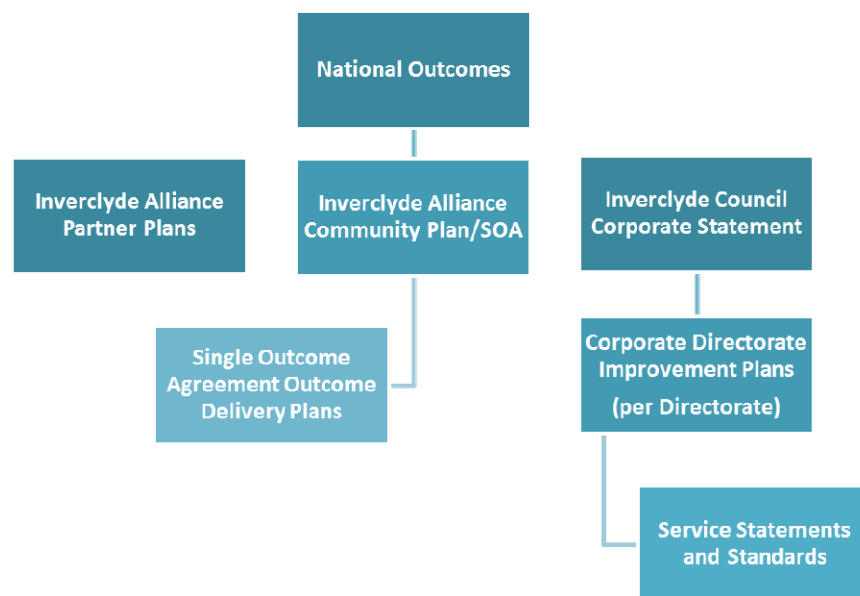
The Scottish Government has made provision for the introduction of mandatory climate change reporting and the Council has participated in the pilot with information submitted to the Sustainable Scotland Network (SSN) in late 2015 with 2015/16 planned to be the first mandatory year for public sector climate change reporting.

4 Review and Challenge

4.1 Strategic Planning and Performance Management Framework

Corporate Directorate Improvement Plans

The Council's Corporate Directorate Improvement Plans (CDIP's) are the principle vehicle for managing and delivering the high level outcomes contained in the key strategic documents noted in section 1.3. They also capture the corporate cross cutting actions which the Corporate Director for a Directorate has lead responsibility for, on behalf of the Council. The CDIPs assist with aligning the Council's planning processes with the Financial Strategy and are constructed with due regard to the prevailing financial climate and outlook for the Council within the resources available for each Directorate. They are prepared every 3 years and reviewed on an annual basis with regular update reports to Service Committees.

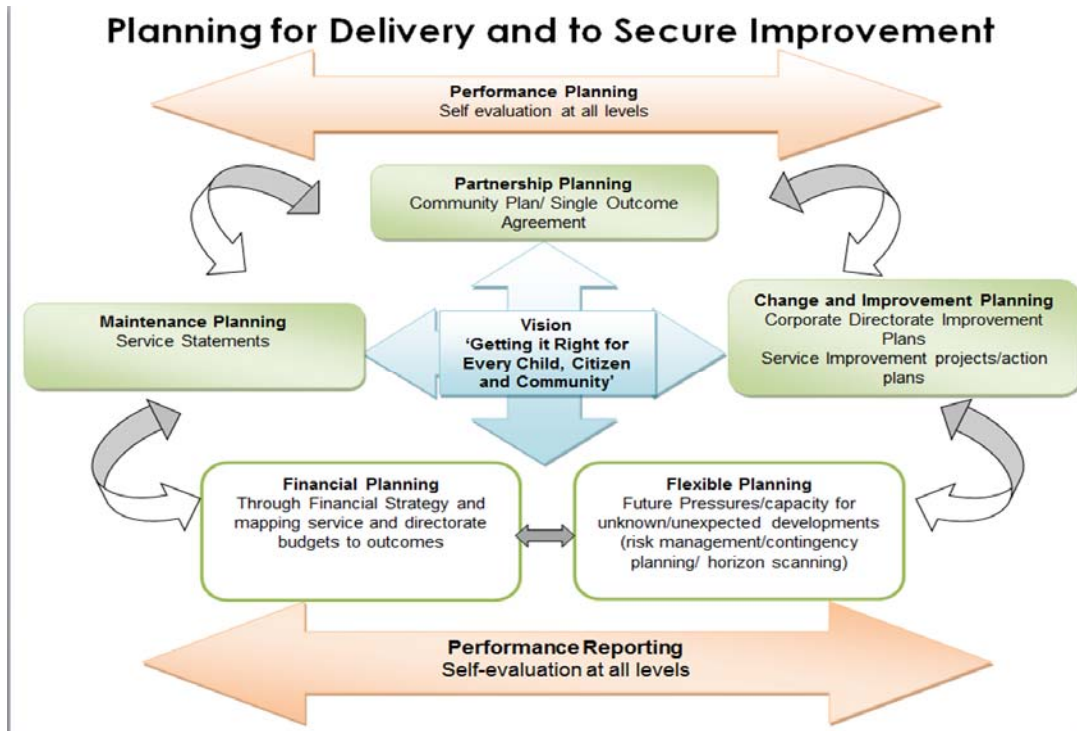


In summary, the Corporate Directorate Improvement Plans:

- Improve accountability to Elected Members and assist them with their scrutiny role
- Create a sense of direction
- Determine and clarify improvement to be delivered
- Align planning to resource management
- Secure political approval and support for programmes / actions
- Assist in managing and improving service delivery

Self Evaluation

Corporate Directorate Improvement Plans are based on robust validated self-evaluation of the Directorate's performance and integrate national plans and policies, statutory requirements and the local context with a Directorate's objectives and plans. The Council has adopted a system of self-evaluation based on the Public Service Improvement Framework (PSIF) principles which facilitates a strategic assessment and identification of specific improvement actions for inclusion within the plans.



The Council aims to deliver on the following actions in its implementation of the Corporate Asset Management Strategy:

- Corporate Asset Management Strategy reviewed annually through the Corporate Management Team;
- the continuing development of a corporate approach to the use, management and procurement of assets;
- ensuring a strong organisational framework for future asset management plans with clear links to the Council's Corporate Directorate Improvement planning process;
- use of relevant data to monitor and report in performance in support of continuous improvement and to challenge the existing use of, the need for and the performance of all property assets;
- identification of efficiency gains through the strategic management of all property assets;
- ensuring that relevant information is communicated effectively to all stakeholders;
- promoting new ways of working and incentives for the more efficient use of property assets and energy.

School Estate Management Plan - Rationalisation & Renewal / Refurbishment

School name	School Type	2004 Position	2016 Position	Comment
Aileymill Primary School	Primary	-	0	New Build completed February 2010 (PPP). Amalgamation of Earnhill PS and Ravenscraig PS. Constructed on former nursery site and adjacent land.
All Saints Primary School	Primary	-	0	New Build completed February 2010 (PPP). Amalgamation of St Kenneth's PS and St Laurence's PS. Constructed on former St Kenneth's PS site.
Ardgowan Primary School	Primary	0	0	Refurbishment & Extension completed August 2015. School decanted to former Sacred Heart PS decant facility during construction.
Boglestone Primary School	Primary	0	-	Closed June 2004. Pupils transferred to Slaemuir PS / Clune Park PS / Highholm PS ahead of amalgamation to form Newark. Newark PS constructed on this site.
Clune Park Primary School	Primary	0	-	Closed June 2008. Amalgamated with Slaemuir PS & Highholm PS to form Newark PS. Building vacant / surplus.
Earnhill Primary School	Primary	0	-	Closed February 2010. Formerly Larkfield Primary School. Amalgamated with Ravenscraig PS to form Aileymill PS in February 2010. Building vacated / mothballed and refurbished / extended for St Andrew's PS (amalgamation of Sacred Heart PS and St Gabriel's PS) - completed October 2011.
Gourock Primary School	Primary	0	0	New Build completed August 2000.
Highholm Primary School	Primary	0	-	Closed June 2008. Amalgamated with Clune Park PS & Highholm PS to form Newark PS. Demolished 2Q 2013 - site utilised for Park & Ride facility.
Highlanders Academy	Primary	0	-	Closed June 2012. Amalgamated with Overton PS to form Whinhill PS. Building vacant / surplus - being marketed.
Holy Cross Primary School	Primary	0	-	Closed June 2004. Pupils transferred to St Joseph's PS. Demolished - site vacant.
Holy Family Primary School	Primary	0	-	Closed June 2004. Pupils transferred to St Francis PS / St Michael's PS. Demolished - site sold for Housing development.
Inverkip Primary School	Primary	0	0	Hall & classroom extension 2007. Phased refurbishment & extension completed 2007-12. Nursery class added 2012 within former shared library space.
Kilmacolm Primary School	Primary	0	0	Currently undergoing comprehensive refurbishment to complete October 2016. Primary pupils decanted to former St Stephen's HS decant facility with nursery class on site in temporary modular accommodation during construction.
Kings Glen Primary School	Primary	0	-	Closed February 2006. Amalgamated with Oakfield PS to form Kings Oak. Building used as decant facility for 4 school projects (Kings Oak (Oakfield) / Wemyss Bay PS / All Saints (St Kenneth's PS) / Whinhill (Overton PS). Demolished 4Q 2012 - site part retained for new childrens care home and part sold for Housing development.
King's Oak Primary School	Primary	-	0	Refurbishment & Extension of Oakfield PS building completed February 2006. Amalgamation of Oakfield PS and Kings Glen PS with Kings Glen PS used as decant during the construction works.
Lady Alice Primary School	Primary	0	0	Partial / elemental refurbishment carried out to date. Comprehensive refurbishment & Extension Planned Easter 2017 to Easter 2018. Decant proposed to former St Stephen's HS decant facility with nursery class retained on site in temporary modular accommodation during construction.
Moorfoot Primary School	Primary	0	0	Partial / elemental refurbishment carried out to date. Comprehensive refurbishment & Extension Planned Easter 2017 to Easter 2018. Decant proposed to former Sacred Heart PS decant facility with nursery class retained on site in temporary modular accommodation during construction.
Newark Primary School	Primary	-	0	New Build completed August 2008. Amalgamation of Slaemuir PS / Clune Park PS / Highholm PS. Constructed on site of former Boglestone PS.
Oakfield Primary School	Primary	0	-	Amalgamated with Kings Glen PS to form Kings Oak PS. Building refurbished / extended - completed February 2006.
Overton Primary School	Primary	0	-	Amalgamated with Highlanders Academy to form Whinhill PS. Building refurbished / extended - completed August 2012.
Ravenscraig Primary School	Primary	0	-	Closed February 2010. Amalgamated with Earnhill PS to form Aileymill PS. Demolished - site sold for Housing Development.

Sacred Heart Primary School	Primary	0	-	Decant facility (former Sacred Heart PS). Used for 2 school projects to date (Ardgowan PS / St Patrick's PS) with further 2 planned (Moorfoot PS / St Mary's PS). Demolition planned circa 2019/20.
Slaemuir Primary School	Primary	0	-	Closed June 2008. Amalgamated with Clune Park PS & Highholm PS to form Newark PS. Building demolished - site utilised for new Port Glasgow Community Campus development.
Springfield Primary School	Primary	0	-	Closed 2004. Pupils amalgamated with Larkfield PS to form Earnhill PS.
St Andrew's Primary School	Primary	-	0	Refurbishment & Extension of former Earnhill PS building completed October 2011. Amalgamation of Sacred Heart PS and St Gabriel's PS.
St Francis' Primary School	Primary	0	0	Refurbishment Completed Oct 2004.
St Gabriel's Primary School	Primary	0	-	Closed October 2011. Amalgamated with Sacred Heart PS to form St Andrew's PS. Building demolished 1Q 2012 - site sold for Housing development.
St John's Primary School	Primary	0	0	Refurbishment & Extension Completed October 2015. Former St Stephen's HS decant facility utilised during construction.
St Joseph's Primary School	Primary	0	0	Refurbishment & Extension completed August 2006.
St Kenneth's Primary School	Primary	0	-	Closed June 2008. Demolished - site used for new build All Saints PS. St Kenneth's decanted to former Kings Glen decant facility during construction.
St Laurence's Primary School	Primary	0	-	Closed February 2010. Amalgamated with St Kenneth's PS to form All Saints PS February 2010. Building mothballed and then part demolished with remainder refurbished for Lomond View Academy - completed August 2012.
St Mary's Primary School	Primary	0	0	Refurbishment & Extension planned Easter 2018 to Easter 2019. Decant proposed to former Sacred Heart PS decant facility during construction with nursery being brought together in new West End of Greenock Early Years facility as part of separate project.
St Michael's Primary School	Primary	0	0	Refurbishment Completed April 2006. Holy Family building used as decant during construction.
St Mungo's Primary School	Primary	0	-	Closed June 2004. Pupils transferred to St John's PS / St Kenneth's PS. Demolished.
St Ninian's Primary School	Primary	0	0	New build replacement planned Easter 2017 to 2nd Quarter 2018 utilising adjacent site (tandem build). Existing school will be demolished upon transfer.
St Patrick's Primary School	Primary	0	0	School currently decanted to former Sacred Heart PS decant facility from June 2015. Building demolished with new facility currently under construction on same site to complete October 2016.
Wemyss Bay Primary School	Primary	0	0	Refurbishment & Extension completed August 2008. School was decanted to former Kings Glen PS decant facility with nursery class retained on site within temporary modular accommodation during construction.
Whinhill Primary School	Primary	-	0	Refurbishment & Extension of former Overton PS building completed August 2012. Amalgamation of Overton PS and Highlanders Academy.
Total nr of Primary Schools		32	20	37.5% reduction via rationalisation

School Closed - Demolished / Disposed

School Closed - Building & Grounds
Refurbished / Extended for new use

School Closed - in use as Decant Facility

School name	School Type	2004 Position	2016 Position	Comment
Clydeview Academy	Secondary	-	0	New Build completed May 2011 (PPP). Amalgamation of former Gourrock HS and former Greenock Academy
Gourrock High School	Secondary	0		Closed summer 2011. Building & grounds refurbished / extended for St Columba's HS completed August 2013.
Greenock Academy	Secondary	0		Closed summer 2011. Temporary use as film set. Building demolished 2015.
Greenock High School	Secondary	0		Closed 2007. Used as decant for Inverclyde Academy Jan to Dec 2008. Used as decant by St Columbas June 2009 to June 2013. Site sold to Scottish Prison Service - Demolished early 2014.
Inverclyde Academy	Secondary	-	0	New Build completed Dec 2008. Amalgamation of Greenock HS and Wellington Academy.
Notre Dame High School	Secondary	0		Closed June 2009 to allow demolition and new build on site. School decanted to former Wellington Academy during construction.
Notre Dame High School	Secondary	-	0	New Build completed May 2011 (PPP).
St Columba's High School	Secondary	0		Closed June 2009 to allow demolition and new build Clydeview Academy on site. School transferred to temporary campus at former Greenock HS.
St Columba's High School	Secondary	-	0	Refurbishment & Extension completed Aug 2013.
St Stephen's High School	Secondary	0	-	Used as temporary shared campus with Port Glasgow HS Aug 2011 - Dec 2013. Partial strip out completed 2012/13. Retained section used as decant facility for St John's PS Oct 2014 to Oct 2015. In use as decant for Kilmacolm PS until Oct 2016. Planned use as decant for Lady Alice PS Feb 2017 to Easter 2018. Site sold to River Clyde Homes 2015 (leased until 2018).
St Stephen's High School	Secondary	-	0	New Build completed Dec 2013 (Port Glasgow Community Campus)
Port Glasgow High School	Secondary	0		Closed June 2011 to allow demolition and new build Port Glasgow Community Campus on site. School transferred to temporary shared campus at St Stephen's HS.
Port Glasgow High School	Secondary	-	0	New Build completed Dec 2013 (Port Glasgow Community Campus).
Wellington Academy	Secondary	0	-	Closed Dec 2007 - amalgamated in temporary campus with Greenock HS to form Inverclyde Academy. Building used as decant for Notre Dame HS Aug 2009 - Jun 2011 during construction of new facility. Demolished *.
Total nr of Secondary Schools		8	6	In 5 buildings (one shared campus)
Craigmarloch School	Special	-	0	New Build completed Dec 2013 (Port Glasgow Community Campus).
Garvel School	Special	0	-	Closed June 2012. Transferred to non-operational portfolio.
Garvel School	Special	-	0	Relocated Aug 2012 and co-located with Moorfoot PS.
Glenburn School	Special	0	-	Closed Dec 2013. Amalgamated with Lilybank to form Craigmarloch within Port Glasgow Community Campus. Site sold to Scottish Prison Service - Demolished early 2014.
Lilybank School	Special	0	-	Closed Dec 2013. Amalgamated with Lilybank to form Craigmarloch within Port Glasgow Community Campus. Demolished * 2015 - site marketed for sale.
Lomond View Academy	Special	-	0	Partial demolition and refurbishment / remodelling of former St Laurence's PS building completed Aug 2012 for former Mearns Centre (now Lomond View Academy).
Mearns Centre	Special	0	-	Closed June 2012. Transferred to refurbished facility as Lomond View Academy. Demolished *.
Total nr of Special Schools		4	3	2nr of the 3nr within a shared campus

School Closed - Demolished / Disposed

School Closed - Building & Grounds Refurbished / Extended for new use

School Closed - in use as Decant Facility

Office Asset Management Plan - Rationalisation Masterplan

Appendix B

Greenock Municipal Buildings Façade Retention Completed April 2008							
Greenock Municipal Buildings Customer Contact Centre Completed May 2012							
Service	Section	Current Location	New Location	Date of Move	Permanent Y/N	Until	Disposals / Dependencies
Finance	Benefits	GMB Banking Hall	Cathcart House Ground Floor/Customer Centre mezzanine	Nov-12	N	Apr-13	Linked to Banking Hall completion
Greenock Municipal Banking Hall Refurbishment Completed April 2013							
Service	Section	Current Location	New Location	Date of Move	Permanent Y/N	Until	Disposals / Dependencies
Finance	Benefits	Cathcart House Ground Floor/Customer Centre mezzanine	GMB Banking Hall	Apr-13	Y		
Finance	Revenues	Finance Offices	GMB Banking Hall	Apr-13	Y		
Finance	Technical Accounting Team/ FMS Team	GMB 2nd floor	Finance Offices	Apr-13	Y		
Finance	Procurement	GMB 2nd floor	Finance Offices	Apr-13	Y		
Education & Culture	Libraries HQ	Central Library	Belville Street office	Jan-13	N	Feb-15	Linked to Wallace Place completion.
Education & Culture	Central Library training	Central library	Former Art Shop 83 Cathcart Street	Jan-13	N	Feb-15	Linked to Wallace Place completion.
Safer Communities	CLD	Aberfoyle Road Office	32 Nicholson Street	Feb-13	N	May-13	
Regeneration & Planning	Planning/Building Standards	Cathcart House 1st/2nd floors	GMB 2nd Floor/Tower offices	May-13	Y		Cathcart House end lease.
PAFM	Tech Services/Property Resources/FM	Cathcart House 3rd/4th floors	Aberfoyle Road Office	May-13	N	1st Q 2017	Cathcart House end lease. Final location linked to GMB Former Court Offices project.
PAFM	Property Assets	Cathcart House 4th floor	GMB 3rd Floor/Legal	May-13	N	May-14	Cathcart House end lease. Final location linked to Wallace Place project.
PAFM	School Estates	GMB 4th floor Tower Offices	9 William Street	May-13	N	Sep-14	Cathcart House end lease. Final location linked to GMB Former Court Offices project.
Peacocks' Conversion to Offices (Princess House) Centre Completed March 2014							
Service	Section	Current Location	New Location	Date of Move	Permanent Y/N	Until	Disposals / Dependencies
CHCP	Port Glasgow Office	Newark House	"Peacocks" Ground floor	Apr-14	Y		Dispose of Newark house to RI
CHCP	Training/Swift	Gourock MB	"Peacocks" 1st floor	Apr-14	Y		Lease Gourock MB to RI
Education & Culture	Education Psycologists	53 Belville Street	St Francis PS	Jun-14	Y		Return 53 Belville Street to commercial portfolio
Central Library Conversion to Offices (Hector McNeil House) Completed June 2014							

Service	Section	Current Location	New Location	Date of Move	Permanent Y/N	Until	Disposals / Dependencies
CHCP	Various	Kirn House	Central Library Offices	Aug-14	Y		Kirn House - Handback to NHS
CHCP	Various	Dalrymple House	Central Library Offices	Aug-14	Y		Demolish Dalrymple House
CHCP	Criminal justice	99 Dalrymple Street	Central Library Offices	Aug-14	Y		99 Dalrymple Street - end Lease
PAFM/Env & Commercial	FM Services	Aberfoyle Road Office	Ingelston Park	Sep-14	Y		
Env & Commercial	Non operational staff	Ingleston/E Hamilton St	Wallace Place	Sep-14	Y		
PAFM	School Estates	9 William Street	Education HQ William St	Sep-14	N	Jan-15	Return 9 William Street to non-operational portfolio / dispose.
PAFM	School Estates	Education HQ William St	Aberfoyle Road Office	Jan-15	N	1st Q 2017	Education HQ vacant pending refurbishment. Final location linked to GMB Former Court Offices project.

Wallace Place Refurbishment / Conversion Completed February 2015

Service	Section	Current Location	New Location	Date of Move	Permanent Y/N	Until	Disposals / Dependencies
Education & Culture	Libraries HQ	49 Belville Street	Wallace Place	Feb-15	Y		Return 49 Belville Street to commercial portfolio
Education & Culture	Central Library training	Former Art Shop 83 Cathcart Street	Wallace Place	Feb-15	Y		Return 83 Cathcart Street to commercial portfolio
Education & Culture	HQ staff	William Street	Wallace Place	Feb-15	Y		
PAFM	Property Maintenance	Devol Centre	Aberfoyle Road Office	Feb-15	N	1st Q 2017	Final location linked to GMB Former Court Offices project.
PAFM	Property Assets	GMB 3rd Floor/Legal	Wallace Place	Feb-15	N	1st Q 2017	Final location linked to GMB Former Court Offices project.

Gourock Municipal Buildings Refurbishment Commenced Q2 2016 to complete Q3 2016

Greenock Municipal Buildings Former Court Offices Commenced Dec 15 to complete 1st Q 2017

Service	Section	Current Location	New Location	Date of Move	Permanent Y/N	Until	Disposals / Dependencies
Legal & Property	Technical/Property Services	Aberfoyle Road Office	GMB District Court offices	1st Q 2017	Y		Aberfoyle Road Office conversion to Early Years Facility.
Legal & Property	Property Assets	Wallace Place	GMB District Court offices	1st Q 2017	Y		

William Street Offices (Former Education HQ) Refurbishment Commencing Q3 2016 to complete Q3 2017

Service	Section	Current Location	New Location	Date of Move	Permanent Y/N	Until	Disposals / Dependencies
Safer Communities	Various	West Stewart Street	William Street (Former ED HQ)	3rd Q 2017	Y		Dispose of West Stewart Street

Move Key

 Complete

 Planned

Project Key

 Complete

 Live
Committee Reports & Targets

Baseline No. of occupied desks	1,014
Targeted reduction - notional	
Mar-10	850
Jan-12	725
Aug-12	730
Oct-12	732

<u>Rationalisation Strategy Progress Summary</u>	<u>Notional No. of Desks</u>	<u>Actual No. of Desks</u>	<u>Notes</u>
Greenock Muncpal Buildings	372	340	District Court Offices undergoing refurbishment will add circa 32No Desks.
Port Glasgow Hub (Princess House)	35	64	More efficient use of space has allowed higher ratio of Desk space / floor area.
Wallace Place	50	63	More efficient use of space has allowed higher ratio of Desk space / floor area.
Former Central Library (Hector McNeil House)	160	173	More efficient use of space has allowed higher ratio of Desk space / floor area.
Business Store (Cathcart Street)	45	45	Asset disposal agreed - alternative accommodation currently being considered.
Former Education HQ	70	80	Refurbishment planned autumn 2016 to autumn 2017.
Totals	732	765	

<u>Property Vacated to date</u>	<u>GIFA (m2)</u>	<u>Asset Status</u>
Cathcart House	1,678	Lease ended.
Newark House	729	Disposed to RI
Gourock Municipal Buildings	781	Leased to RI (rear office retained)
53-57 Belville Street	182	Returned to Commercial portfolio
Kirn House	1,078	Returned to NHS
Dalrymple House	2,275	Demolished.
9 William Street	129	Returned to Non Operational portfolio
99 Dalrymple Street	414	Lease ended.
49 Belville Street	225	Returned to Commercial portfolio
83 Cathcart Street	158	Returned to Commercial portfolio
Education HQ (William St)	1,344	Vacant pending refurbishment - will replace West Stewart St @ 1,587m2
	8,993	35% reduction from baseline area occupied

Pottery Street Depot Phase 1 - Salt Dome - Completed December 2012							
Pottery Street Depot Phase 2 - Civic Amenity Site - Completed July 2014							
Former Fyfeshore Depot (Vacant) - Demolition - Completed November 2014							
Pottery Street Depot Phase 4 - Fleet Secured Parking - Completed Jan 2016							
Pottery Street Depot Phase 7A - De-watering Facility - Programmed to Commence August 2016 to Complete October 2016							
Pottery Street Depot Phase 3 - Vehicle Maintenance Facility & Offices - Commenced January 2016 to Complete December 2016							
Pottery Street Depot Phase 7B - ICT Works - To Commence 4th Q 2016 and Complete 1st Q 2017							
Service	Section	Current Location	New Location	Date of Move	Permanent Y/N	Until	Disposals / Dependencies
Environmental & Commercial Services	Refuse Collection / Vehicle Maintenance	East Depot Pottery Street	New VMF Pottery Street	Dec-16	Y		Linked to completion of phase 3.
Environmental & Commercial Services	Roads Consultancy / Network Management	East Hamilton Street Depot	New VMF Pottery Street	Dec-16	Y		Linked to completion of phase 3. Dispose of East Hamilton Street depot.
Pottery Street Depot Phase 5 - Existing East Depot Partial Demolition & Refurbishment / Fuel and Wash Facilities Works - To Commence * Q 2017 and Complete * Q 2017							
Service	Section	Current Location	New Location	Date of Move	Permanent Y/N	Until	Disposals / Dependencies
Environmental & Commercial Services	Grounds Maintenance	Parklea	East Depot Pottery Street	TBC	Y		Linked to completion of phase 5.
Environmental & Commercial Services	Grounds Maintenance	Anderson St	East Depot Pottery Street	TBC	Y		Linked to completion of phase 5. Dispose of Anderson St.
Kirn Drive Depot - Rationalisation- To Commence 2 Q 2017 and Complete 4 Q 2017							
Service	Section	Current Location	New Location	Date of Move	Permanent Y/N	Until	Disposals / Dependencies
Environmental & Commercial Services	Grounds Maintenance	Various	TBC	TBC	Y		
Pottery Street Depot Phase 6 - Refurbish West Depot for Building Services Unit - To Commence * Q 2017 and Complete * Q 2017							
Service	Section	Current Location	New Location	Date of Move	Permanent Y/N	Until	Disposals / Dependencies
Environmental & Commercial Services	Building Services Unit	Devol Depot	West Depot Pottery Street	TBC	Y		Linked to completion of phase 6. Dispose of Devol.

Move Key

	Complete
	Planned

Project Key

	Complete
	Live
	Planned

Location	Project Description	Completion Date	Capital Investment
Gourock Park	Amphitheatre repairs, canopy installation, DDA / Accessibility and electrical works	May 2010	£265K
George Road	Upgrade of existing blaes pitch to 3 rd Generation artificial turf including fencing and floodlights	Feb 2010	£501K
Broomhill	Upgrade of existing blaes pitch to 3 rd Generation artificial turf including fencing and floodlights.	Feb 2010	£501K
	Pavilion (changing / shower accommodation).	Nov 2010	£220K
Ravenscraig Stadium	Grass pitch drainage works.	Jun 2009	£70K
	Stadium and changing / shower accommodation refurbishment.	Mar 2012) £1.836m)
	Endurance provision (running track).	Nov 2012	
Gourock Outdoor Pool	Refurbishment works.	Jun 2012	£2.036m
Parklea	Upgrade of existing blaes pitch to 3 rd Generation artificial turf including fencing and floodlights.	Jun 2010	£674K
	Road infrastructure works.	Oct 2010	£294K
	Remedial drainage works	May 2011	£21K
	Grass pitches and associated drainage.	Jun 2012	£446K
	New stadium / changing / shower accommodation.	Jun 2012	£3.867m
Rankin Park	Grass pitch and changing pavilion completed	Aug 2015	£1.305m
Total Investment			£12.036m

