

Department of Corporate and Community Services

Deputy Chief Executive: Caroline Innes BSc (Hons)

Council Headquarters, Eastwood Park, Giffnock, East Renfrewshire, G46 6UG

Phone: 0141 577 3000 Fax: 0141 577 3834

website: www.eastrenfrewshire.gov.uk

Date: 17 May 2019

When calling please ask for: Paul O'Neil (Tel. No 0141-577-3011)

e-mail: paul.o'neil@eastrenfrewshire.gov.uk

TO: Councillors T Buchanan (Chair); C Bamforth; D Devlin; A Lafferty; C Merrick; and P O'Kane.

CABINET

A meeting of the Cabinet will be held in the Council Chamber, East Renfrewshire Council Headquarters, Eastwood Park, Giffnock on **Thursday, 6 June 2019 at 10.00am**.

The agenda of business is as shown below.

Caroline Innes

C INNES

DEPUTY CHIEF EXECUTIVE

AGENDA

1. **Report apologies for absence.**
2. **Declarations of Interest.**
3. **Review of the Strategic Risk Register and Risk Management Progress – Report by Chief Executive (copy attached, pages 3 - 24).**
4. **Property Asset Management Plan 2019-21 - Report by Director of Environment (copy attached, pages 25 - 104).**

This document can be explained to you in other languages and can be provided in alternative formats such as large print and Braille. For further information, please contact Customer First on 0141 577 3001 or email customerservices@eastrenfrewshire.gov.uk

BLANK PAGE

EAST RENFREWSHIRE COUNCILCABINET6 June 2019Report by Chief ExecutiveREVIEW OF THE STRATEGIC RISK REGISTER
AND RISK MANAGEMENT PROGRESS**PURPOSE OF REPORT**

1. This report provides the latest annual update of the Council's Strategic Risk Register and a summary of risk management progress. The previous update on the Strategic Risk Register was considered by the Cabinet on 5 April 2018.

RECOMMENDATIONS

2. It is recommended the Cabinet consider and note the updated East Renfrewshire Council Strategic Risk Register noting that this is considered a "live" document and will be updated and amended by the Corporate Management Team (CMT) as appropriate.

BACKGROUND

3. The Strategic Risk Register (Appendix 1) sets out the key strategic risks to be considered by East Renfrewshire Council and details the actions that management has put in place to manage these risks. Each service has an operational risk register to record day to day and service specific risks.

4. The previous update of the Council's Strategic Risk Register was considered by the Cabinet on 5 April 2018 and by Audit and Scrutiny Committee on 14 March 2019.

5. Several risks have been amended to include additional control measures and the risks have been rescored for significance. A thorough review of all risks on the register has been undertaken by the CMT. There are now 29 risks of which 9 are evaluated as high and 20 medium. Where a risk has been evaluated as "low" it has been removed from the Strategic Risk Register and will be monitored within Departmental or Operational registers if appropriate.

6. An additional column has been added to the Strategic Risk Register to record the "Date for Completion of the Proposed Risk Measure". This provides a date for when it is anticipated that the proposed measure will be completed and therefore included in the "risk control measures currently in place".

7. Where risk numbers are not sequential within the Register this is a result of a risk having been removed from the Strategic Risk Register.

8. Relevant significant risks which may impact on the achievement of the Council's outcomes relating to the work of the Integrated Joint Board and the Culture and Leisure Trust have been considered as part of this update.

REPORT

9. The following risks remain as **high risks**:

- Failure to deliver 1,140 hours of free early learning and childcare (ELC) by August 2020: Inability to deliver sufficient early years places including an element of flexibility for the proposed increase to 1,140 annual hours of flexible early learning and childcare (by 2020) or further changes in entitlement. (*Risk 1.1*)
- Increase in the number of vulnerable adults and children with additional support requirements leading to a rise in demand in Education and HSCP services. (*Risk 2.2*)
- Increase in older people due to demographic changes leads to an over demand on certain services and failure to meet legislation, overspend and negative publicity. Pressures from new national delayed discharge targets of 72 hours. (*Risk 5.1*)
- Risk of failure of a key care provider, including care home, care at home and other care providers due to financial instability or significant care concerns. Consequences could include: disruption to service delivery, requirement to implement contingency plans, impact on individuals and families with potential disruption to care arrangements. (*Risk 5.2*)
- Outcome of EU referendum leads to economic uncertainty and detrimental impact on the Council budget. (*Risk 6.9*)
- Impact of Living Wage on the Council's salary scales with continuing pressure on the lower grades of the scale. Not maintaining differentials between grades. (*Risk 6.10*)
- Failure to implement a new Core System leading to the anticipated benefits and savings not being delivered for the Council. (*Risk 6.14*)

10. The following risks were **added** to the register

- New Scottish Government Funding Follows the child guidance in relation to parents accessing Early Learning & Childcare (ELC) in their choice of provider will have a significant financial impact on budget. (*Risk 1.3 – Medium*)
- Potential successful judicial review into lawfulness of charging for instrumental music leads to additional budget pressures due to loss of income as well as increased service demand. (*Risk 2.5 – Medium*)
- Significant pressures and lack of service capacity (vacancies and absence) impacts on service delivery and quality standards resulting in an impact on service users and carers and a reputational risk to HSCP and Council. (*Risk 5.3 - High*)

11. The following risk was **increased in score from medium to high**:

- Ensuring sufficient catchment places for East Renfrewshire children and young people in light of new residential development – in particular the Local Development Plan. (*Risk 2.3*)

12. The following risk was **reduced in score from high to medium**:

- Closure of facilities (related to Trust) as a result of unforeseen failure resulting in loss of attendance, revenue, damage to reputation and increased management fee. (*Risk 2.4*)
- Impact of severe weather (caused by climate change) disrupting the functioning of the Council and its ability to deliver services. (*Risk 3.7*)
- Reduced central government funding leading to failure to support the current level of service provision leading to public discontent and negative effect on the Council's reputation and increased pressure to draw down on future years' budgets. (*Risk 6.1*)

- Failure to effectively manage the Council's information assets to comply with Information legislation, in particular the Public Records (Scotland) Act, the Freedom of Information (Scotland) Act, the Data Protection Act and the General Data Protection Regulations. This could result in legal action, financial penalty, damage to Council reputation and/or inability to provide Council services. (*Risk 6.6*)

13. The following risks retained the same score as before but the risk descriptions were amended to **reflect the current position** (additions in bold, removed text with line through and revised risk included below for clarity):

- **Failure to deliver 1,140 hours of free early learning and childcare (ELC) by August 2020:** Inability to deliver sufficient early years places including an element of flexibility for the proposed increase to 1,140 annual hours of flexible early learning and childcare (by 2020) or further changes in entitlement. (*Risk 1.1*)
 - Failure to deliver 1,140 hours of free early learning and childcare (ELC) by August 2020: Inability to deliver sufficient early years places including an element of flexibility for the proposed increase to 1,140 annual hours of flexible early learning and childcare (by 2020) or further changes in entitlement.
- Increase in the number of ~~vulnerable~~ adults and children with additional support requirements leading to a rise in demand in ~~Education and HSCP~~ **on** services. (*Risk 2.2*)
 - Increase in the number of children and adults with additional support requirements leading to a rise in demand on services.
- ~~Poor environmental performance in implementing climate change mitigation and adaptation measures could result in legislative noncompliance, higher utility and maintenance spend and reputational damage to the Council. It could also reduce the Council's ability to maintain services, buildings, infrastructure and public safety and wellbeing in the event of extreme weather occurring within the area. Ultimately this would impact on the Council's ability to achieve its agreed outcomes.~~ (*Risk 3.7*)
 - Impact of severe weather (caused by climate change) disrupting the functioning of the Council and its ability to deliver services.
- Failure to implement a new ~~Core~~ **Finance/HR/Payroll** System within planned timescales leading to the anticipated benefits and savings not being delivered for the Council (*Risk 6.14*)
 - Failure to implement a new Finance/HR/Payroll System within planned timescales leading to the anticipated benefits and savings not being delivered for the Council

14. The following risks were **removed** from the register: (reason to remove the risk included below each risk)

- Subject to approval of the draft Scottish Government budget for 2018/19 continuation of the grant condition related to the pupil:teacher ratio – Should the grant condition on local government (ie maintain pupil: teacher ratio at 13.7) not be met nationally in 2018/19 then the Council's reputation would be adversely affected (*Risk 2.1*)
 - East Renfrewshire Council have maintained the pupil: teacher ratio for 2018/19 and therefore this risk was removed.

RISK TOLERANCE

15. Map of strategic risks in East Renfrewshire Council

L I K E L I H O O D	4			2.2; 5.2; 6.9; 6.10	5.1; 5.3	Risk Score	Overall Rating
	3		3.5	1.3; 3.2; 6.4; 6.1; 6.8; 6.12	1.1; 2.3; 6.14	11-16	High RED
	2			3.3; 3.4; 6.3; 6.7	2.4; 2.5; 3.1;; 3.6; 3.7; 4.1; 4.2; 4.4; 6.6;	5-10	Medium YELLOW
	1					1-4	Low GREEN
		1	2	3	4		
		IMPACT					

Count of risk	Category			
	Low GREEN	Medium YELLOW	High RED	Total
Local outcomes				
1. All children in East Renfrewshire experience a stable and secure start to their lives and are supported to succeed.	-	1	1	2
2. East Renfrewshire residents are fit and active and have the skills for learning, life and work	-	2	2	4
3. East Renfrewshire is a thriving, attractive and sustainable place for residents and businesses to grow.	-	7	-	7
4. East Renfrewshire residents are safe and supported in their communities and homes.	-	3	-	3
5. Older people in East Renfrewshire are valued; their voices are heard and they are supported to enjoy full and positive lives for longer.	-	-	3	3
Customer, Efficiency and People Outcomes	-	7	3	10
Total strategic risks	0	20	9	29

RISK PROGRESS

16. The CMT has discussed and reviewed the Strategic Risk Register on a regular basis. A number of updates have been made to reflect the risk Control Measures currently in place and the proposed risk control measures.

FINANCE AND EFFICIENCY

17. The review of the Strategic Risk Register forms a fundamental role in ensuring that the Council meets the objectives detailed in Fairer East Ren, the Modern Ambitious Programme (MAP) and the Outcome Delivery Plan.

CONSULTATION

18. The Corporate Management Team, Heads of Service and all Corporate Risk Representatives were invited to provide updates to the Strategic Risk Register. In addition, all operational risk registers were scrutinised and high risks examined to determine if they should be escalated to the Strategic Risk Register. Risks associated with East Renfrewshire Culture and Leisure (ERCL) and the Integrated Joint Board were also considered and escalated to the Council's Strategic Risk Register where appropriate.

CONCLUSION

19. As part of the review of the register, several new risks were added, some were removed and others were amended. There are now 29 risks on the register of which 9 are classified as "high" risk.

20. The risks captured in the Strategic Risk Register continue to be monitored and evaluated by the Corporate Management Team on a regular basis. The Strategic Risk Register is reported every 6 months to the Audit and Scrutiny Committee and annually to the Cabinet.

RECOMMENDATIONS

21. It is recommended the Cabinet consider and note the updated East Renfrewshire Council Strategic Risk Register noting that this is considered a "live" document and will be updated and amended by the Corporate Management Team (CMT) as appropriate.

Lorraine McMillan, Chief Executive

6 June 2019

Report Author: Gill Darbyshire, Chief Executive's Business Manager
gill.darbyshire@eastrenfrewshire.gov.uk

BLANK PAGE

Strategic Risk Register
East Renfrewshire Council

East Renfrewshire Council's Vision:
A modern ambitious council, creating a fairer future with all.

Completed by: Corporate Management Team (CMT) & Heads of Service

Date reviewed	22/05/2019
Version	6.7

Outcome 1: All children in East Renfrewshire experience a stable and secure start to their lives and are supported to succeed.

Risk status S/C/N (Same, Changed, New)	Risk No.	Risk (Threat/Opportunity to achievement of business objective)	Risk Control Measures currently in place	Assessment of Risk [As it is now]			Proposed Risk Control Measures	Date for completion of Proposed Risk Measure	Assessment of Residual Risk [proposed]			Risk Owner
				Likelihood (Probability)	Impact (Severity)	Risk Score			Likelihood (Probability)	Impact (Severity)	Residual Risk	
				[L]	[I]	[L x I]			[L]	[I]	[L x I]	
C (13/05/19)	1.1	Failure to deliver 1,140 hours of free early learning and childcare (ELC) by August 2020: Inability to deliver our preferred or at least an acceptable model to locally address the principles of quality, flexibility, accessibility and affordability.	Following resubmission of financial projections by Local Authorities (LAs) in March 2018, multi year revenue and capital funding announced by (SG)/COSLA (reflecting national population projections). Commitment made to review annually. Report to Education Committee in June 2018 highlighted funding gap due to higher local population projections and detailed options/ impact if additional funding not forthcoming. Recommendation accepted that officers and elected members continue to lobby SG/COSLA.	3	4	12	Subject to available funding, continue to grow our own workforce ensuring quality staff once trained are secured and retained within ERC. Invest in current and future playworkers by providing the opportunity to uplevel their qualifications to SVQ Level 3 or HNC equivalent. (This activity in readiness for August 2020 delivery.)	31/08/20	2	4	8	Director of Education
			Maintain tight programme governance as per ELC Expansion Board				Support new partner providers to establish high quality nurseries in areas where places are at a premium. (This activity in readiness for August 2020 delivery.)	31/08/20				
			Ongoing lobbying of SG/COSLA pending annual review of funding allocations. Revise preferred delivery model as necessary should shortfall in funding remain and report such to Council and Scottish Government. Regular review of delivery models based on affordability and preferences of parents from nursery applications.									
			The 8 year capital plan reflects infrastructure requirements. Establish new ELC provision as soon as practically possible. Sites for the new ELC facilities have been identified with planning decisions still awaited on a few. Tender package developed and issued for new build facilities.									
			Continue to monitor provision in light of any policy changes/legislation and make bids as appropriate for funding to take forward any required projects									
			Training programmes established for existing employees to gain the necessary qualification to work in the ELC sector and to pilot our preferred delivery model in some communities.									
			Engagement with partner providers, including childminders, to increase ELC places underway. Early Years Development Officer in post to support current and potential partner providers.									

			Work as part of an inter-authority partnership to develop clear guidelines on quality early learning and childcare provision.									
			Implement Early Learning and Childcare Strategy to plan longer term for extension to entitlement for preschool children.									
N (05/04/19)	1.3	New Scottish Government Funding Follows the child guidance in relation to parents accessing Early Learning and Childcare (ELC) in their choice of provider will have a significant financial impact on budget.	High quality, flexible accessible childcare available within East Renfrewshire Local Authority settings. Rigorous scrutiny process to determine partnership status for ERC Funded Providers. New facilities progressing offering further choice for parents. Forecasting of the current demand and cost of children accessing non-LA settings.	3	3	9	Contribute via ADES (Association of Directors of Education Scotland) and West Partnership to the guidance for Funding Follows the Child. (This activity in readiness for August 2020 delivery.)	30/08/20	1	3	3	Director of Education

Outcome 2: East Renfrewshire residents are fit and active and have the skills for learning, life and work.

Risk status S/C/N (Same, Changed, New)	Risk No.	Risk (Threat/Opportunity to achievement of business objective)	Risk Control Measures currently in place	Assessment of Risk [As it is now]			Proposed Risk Control Measures	Date for completion of Proposed Risk Measure	Assessment of Residual Risk [proposed]			Risk Owner
				Likelihood (Probability)	Impact (Severity)	Risk Score			Likelihood (Probability)	Impact (Severity)	Residual Risk Score	
				[L]	[I]	[L x I]			[L]	[I]	[L x I]	
C (21/05/19)	2.2	Increase in the number of children and adults with additional support requirements leading to a rise in demand on services.	Analysis of demographic changes. Increased financial forecasting.	4	3	12	Review transition arrangements - child to adult services	31/10/19	4	2	8	Chief Officer HSCP
			Inclusive Support redesign completed and implemented (April 2019)				Completion of Fit for the Future Phase 2.	31/03/20				
			Education Resource Group to manage specialist resources and admission to specialist provision.				Council continues to contribute to funding to demographic cost pressures	Ongoing				
			Phase 1 of Fit for the Future Redesign implemented.									
			Children's Services redesign implemented.									
C (13/05/19)	2.3	Ensuring sufficient catchment places for East Renfrewshire children and young people in light of new residential developments- in particular the Local Development Plan.	Regular review of places and demand; and implementation of admission arrangements policy.	3	4	12	Depending on what is ultimately approved for LDP2, projects will be included in appropriate capital plans and future Council's Capital Investment Strategy to take account of operational requirements/timescales.	In line with relevant timescales	2	4	8	Director of Education
			Current capital plan reflects new build educational estate supplemented as appropriate by developer contributions, according to timescales and extent of provision noted in LDP (1), approved June 2015.				Education statutory consultation to be undertaken in advance and within required timeframes.	In line with relevant timescales				
			On an ongoing basis, Education/Environment continue to review the release of housing and infrastructure requirements. This will also take cognisance of ongoing residential developments under the adopted LDP1 and any windfall sites.				Continue to review roll projections annually and Pupil Product Ratio (PPR) on a 2 yearly basis.	31/7/19 and 2 yearly thereafter				
			Education/Environment carried out a full review of demographic data to assist in forecasting future education needs and provision for LDP2									
			Council's Capital Investment Strategy reflects needs.									
			Report submitted to Council on 31 October 2018 noting the impact on education provision of LDP2.									

C (15/04/19)	2.4	Closure of facilities (related to Trust) as a result of unforeseen failure or management practices resulting in loss of attendance, revenue, damage to reputation and increased management fee.	Current capital plan reflects major new replacement for Eastwood Leisure Centre and provision for repair and maintenance of Culture & Leisure facilities to improve the customer environment. In addition the capital plan includes the intent to renew sports and library facilities for the village of Neilston as part of campus approach to replace outdated local educational provision.	2	4	8	Capital Plan reviewed annually and updated to reflect operational requirements of facilities operated by the Trust. This will be ongoing.	Ongoing	2	3	6	Director of Education/Head of Accountancy
			Quarterly meetings take place between the Trust and Property and Technical Services to monitor performance.				Progress new facilities planned for Eastwood Park and Neilston Leisure Centres in line with timescales set out in the Capital Plan.	In line with timescales set out in Capital Plan				
			Business Continuity Plans in place for services.				ERCL to take advantage of any opportunities offered by what is ultimately approved for LDP2 taking account of due process such as planning and consultation in partnership with East Renfrewshire Council and in line with relevant timescales.	In line with relevant timescales				
			SLA in place between ERC & ERCL.									
			Responded to the Main Issues Report and contributed to the new LDP (2) highlighting any impact in terms of the culture and leisure estate.									
		Additional capital maintenance budget agreed for Trust properties in February 2019.										
N (13/05/19)	2.5	Potential successful judicial review into lawfulness of charging for instrumental music leads to additional budget pressures due to loss of income as well as increased service demand.	Charges are reviewed annually as part of the Charging for Services exercise with any impact factored into the budget setting process.	2	4	8	Monitor progress of potential judicial review and assess the budget implications of the outcome.	Subject to timescale of potential judicial review	2	3	6	Director of Education/Head of Accountancy
Concessions currently in place providing free tuition for children and young people eligible for free school meals and discounts provided for siblings and no charges levied for pupils studying music in S4-S6.												
Following service review strategies to encourage uptake from pupils from less affluent households are being prioritised as well as an enhanced extra-curricular programme for pupils (within current budgets/staff allocations)												

Outcome 3: East Renfrewshire is a thriving, attractive and sustainable place for residents and businesses.												
Risk status S/C/N (Same, Changed, New)	Risk No.	Risk (Threat/Opportunity to achievement of business objective)	Risk Control Measures currently in place	Assessment of Risk [As it is now]			Proposed Risk Control Measures	Date for completion of Proposed Risk Measure	Assessment of Residual Risk [proposed]			Risk Owner
				Likelihood (Probability)	Impact (Severity)	Risk Score			Likelihood (Probability)	Impact (Severity)	Residual Risk	
				[L]	[I]	[L x I]			[L]	[I]	[L x I]	
C (14/04/19)	3.1	Glasgow and City Region City Deal infrastructure projects (including those projects outwith East Renfrewshire) do not proceed on schedule and/or do not produce the anticipated economic benefits resulting in a gap in funding provided by UK and Scottish Government.	<p>Collaborative agreement in place between the Clyde Valley partners committing to project delivery and additional GVA.</p> <p>Rigorous check of all business cases by Programme Management Office (PMO) prior to expenditure approval and project implementation.</p> <p>Assurance Framework in place, which will be subject of a Cabinet Report in April 2019.</p> <p>All business cases developed in accordance with green book guidance</p> <p>Existing and new employees trained in PRINCE2 to ensure effective project management</p> <p>Regularly minuted meetings of Regeneration Board and East Renfrewshire Council City Deal Programme Team to oversee progress with project delivery.</p>	2	4	8	Monitor City Deal projects through use of Microsoft Project.	Currently ongoing with monthly review	2	3	6	Director of Environment
C (14/04/19)	3.2	Increase in construction inflation costs may negatively impact on the planned capital plan and City Deal GVA.	<p>Major capital projects have been reviewed for inflationary impact in preparing the 2019/27 Capital Plan. Reassessment of capital plan to ensure budget can be met.</p> <p>Prudent budgeting with an increase in reserves</p> <p>Close monitoring of capital expenditure/income against budget throughout year</p>	3	3	9	<p>BCIS is updated annually and the mid construction point is used to inflate projects, and notified to the Finance service.</p> <p>Monitor potential effects of Brexit on construction costs and labour availability.</p>	<p>Currently ongoing with monthly review</p> <p>Currently ongoing with monthly review</p>	3	2	6	Director of Environment
C (14/04/19)	3.3	Potential breaches of State Aid compliance leads to lengthy investigations, suspension of works leading to costly delays and financial penalties.	<p>State Aid reference is made within appropriate Cabinet/Council reports, where relevant.</p> <p>An annual State Aid return is submitted to the Scottish Government's State Aid Unit in June of each year.</p> <p>A member of the Environment Department attends 2 meetings per year at the Scottish State Aid Local Authority Network, to keep up to date with any changes to State Aid compliance.</p> <p>The Scottish Government's State Aid Unit recently delivered a training session to employees from Environment, Legal Services, Finance and Procurement. A recent email was sent to all Heads of Service asking if new employees required training. Further training can be requested from the Scottish Government State Aid Unit. Training is carried out every two years, the last event being October 2018.</p> <p>There is an explicit inclusion of State Aid in East Renfrewshire Council's Financial Regulations and/or Standing Orders. Further information including examples of what constitutes State Aid is provided in the relevant links.</p>	2	3	6	Develop a Council-wide grant aid register and process for addressing State Aid with clear governance/guidelines.	31/12/19	1	3	3	Director of Environment

C (14/04/19)	3.4	Potential issues arising from public/fatal accident inquiries etc concerning the structural or other integrity of public buildings.	Annual visual inspections undertaken of all buildings. Any issues identified requiring further investigation are referred to specialists or consultants.	2	3	6	Regularly review the adequacy of visual inspections and supplement them with additional measures where required	Currently ongoing with 6 monthly review from 30/06/19	2	1	2	Director of Environment
C (14/04/19)	3.5	Failure to comply with the access restrictions to specific zoned areas of Braidbar Quarry, Giffnock leads to injury/ fatality.	Partial fencing of Council owned land perimeter.	3	2	6	Fence off complete perimeter of Council owned land.	30/11/19	2	2	4	Director of Environment
			Regular inspections undertaken and repair regime maintained and documented.				Extend inspection regime once full perimeter fence is in place..	30/11/19				
			Extensive warning signs around all areas of the site.				Maintain warning signs.	Currently ongoing				
C (14/04/19)	3.6	There is a risk of a ground collapse at Braidbar Quarry which could result in fatalities. Several residential properties are blighted by this site.	No mitigation factors are presently in place for a ground collapse.	2	4	8	Remediation of the affected land is the only measure which will completely remove this risk. Achieving this however would be a multi-million pound exercise and would require significant collaboration with land remediation specialists.	Long term project	1	4	4	Director of Environment
C (14/04/19)	3.7	Impact of severe weather (caused by climate change) disrupting the functioning of the Council and its ability to deliver services.	Business Impact Assessments and Business Continuity Plans consider implications of sudden and severe weather events.	2	4	8	Annual review of Business Impact Assessments (BIAs) and Business Continuity Plans (BCPs)	31/10/19	2	3	6	Director of Environment
			The Council participates in Climate Ready Clyde (CRC) project to evidence the impacts of climate change on the area and its assets and develop a climate change risk and opportunity assessment, adaptation strategy and action plan.				Develop Adaptation Strategy to assist the Council in anticipating the adverse effects of Climate Change to prevent or minimise the damage, mitigating the effects of climate change related hazards. A Strategy is being developed at a Glasgow City Region level.	31/01/20				
			Continue to construct and maintain all buildings and infrastructure to the best possible standard to reduce				Implement an Adaptation Strategy.	To be determined				
			Participate in Clyde And Loch Lomond Flood Risk Management Group (CALL)				Attend Flood Risk Management Group	Quarterly meetings				

Outcome 4: East Renfrewshire residents are safe and supported in their communities and homes.

Risk status S/C/N (Same, Changed, New)	Risk No.	Risk (Threat/Opportunity to achievement of business objective)	Risk Control Measures currently in place	Assessment of Risk [As it is now]			Proposed Risk Control Measures	Date for completion of Proposed Risk Measure	Assessment of Residual Risk [proposed]			Risk Owner
				Likelihood (Probability)	Impact (Severity)	Risk Score			Likelihood (Probability)	Impact (Severity)	Residual Risk	
				[L]	[I]	[L x I]			[L]	[I]	[L x I]	
C (22/05/19)	4.1	Inconsistent assessment and application of the public protection agenda (Child Protection, Adult protection and Multi-Agency Public Protection Arrangements- MAPPAs) may result in risk of children or vulnerable adults being harmed and lead to non-compliance with legislative standards.	The operation of Child Protection, Adult Protection committees and MAPPAs meetings to deal with the strategic and practice issues.	2	4	8	Adult Protection Committee (APC) workshop to develop new improvement plan for 2019/20	30/06/2019	1	4	4	Chief Officer HSCP
			Senior Manager Adult Support and Protection (ASP) responsible for chairing Case Conferences and leading on self evaluation and audit activity. Some refresher training delivered to Council officer and managers				Increased frequency of APC meetings and additional reporting requirements to be agreed at development session for APC.	30/06/19				
			Risk assessment integral part of the assessment process				Introduction of new practice standards and new programme of single agency audit commencing September 2019.	01/12/19				
			New Chair of Adult Protection Committee (APC) appointed April 2019.				Engagement with social workers not yet vetted to NPPV status	30/06/2019				
			Partnership working is at an advanced stage with Police Scotland, NHS, Scottish Prison Service and other statutory partners.				Introduce rolling review of PVGs on 3 yearly basis	30/06/19				
			The extension of MAPPAs to include Category 3 violent offenders - Risk of Serious Harm training completed.									
			PVG (Protecting Vulnerable Groups) scheme in place									
			The availability of data with varying limitation for analysis and evaluation.									
			"Safe Together" model implemented.									
			All front line managers provided with refresher training concerning statutory compliance.									
Job descriptions for statutory criminal justice social work posts in East Renfrewshire have been amended and candidates are required to be eligible to achieve NPPV(Non Police Personal Vetting) level 2 vetting status.												
Multi Agency Risk Assessment Conference (MARAC) fully operational (5th March 2019)												

C (14/05/19)	4.2	Recent increases in acts of violence and intimidation, directed at some religious groups abroad, migrate to the Council area, thereby undermining the Council's Equality Outcome 6, "Members of equality groups live their lives, safe from discrimination, harassment, victimisation and violence" .	A new Duty on public authorities under the Counter Terrorism and Security Act (2015) to have " due regard to the need to prevent people from being drawn into terrorism", in the exercise of their functions.	2	4	8	Continuing to liaise, as appropriate, with relevant national intelligence services. Local PREVENT arrangements in place with key partners aimed at supporting those who may be vulnerable to being drawn into terrorism	31/12/19	1	4	4	Director of Corporate & Community Services
			The establishment of a working group represented by appropriate departments of the Council to support the development of an action plan that will satisfy the requirements of the Duty under the Counter Terrorism and Security Act (2015) .				Presentations to Head Teachers and East Renfrewshire's Child Protection Committee to raise awareness.	27/09/19				
			The development of links with the appropriate Services within Police Scotland to enable and facilitate training to support those officers of the Council who work with vulnerable people, including young people and to raise awareness of the Duty and its requirements amongst appropriate employee groups									
			Joint monitoring of incidents between the Council, Police and relevant religious/community leaders. Liaising, as appropriate, with relevant national intelligence services.									
			Working group and posts for refugee resettlement programme in place.									
Ensuring that our emergency procedures are in line with good practice.												
C (22/05/19)	4.4	Historical Sexual Abuse Enquiry	Adult Protection Committee and Child Protection Committee have been sighted on these issues.	2	4	8	Identified leads in HSCP will work alongside Legal Services to manage the process of any allegations/claims made.	Ongoing	1	4	4	Chief Officer HSCP
			Clear process for managing historical cases and protocol in place with Legal Services.				Public Protection sub group to quality assure training and awareness raising for employees.	31/05/20				
			Risk although low may be difficult to determine due to historical nature.									

Outcome 5: Older people and people with long term conditions in East Renfrewshire are valued; their voices are heard and they are supported to enjoy full and positive lives for longer.

Risk status S/C/N (Same, Changed, New)	Risk No.	Risk (Threat/Opportunity to achievement of business objective)	Risk Control Measures currently in place	Assessment of Risk [As it is now]			Proposed Risk Control Measures	Date for completion of Proposed Risk Measure	Assessment of Residual Risk [proposed]			Risk Owner
				Likelihood (Probability)	Impact (Severity)	Risk Score			Likelihood (Probability)	Impact (Severity)	Residual Risk	
				[L]	[I]	[L x I]			[L]	[I]	[L x I]	
C (21/05/19)	5.1	Increase in older people due to demographic changes leads to an over demand on certain services and failure to meet legislation, overspend and negative publicity. Pressures from national delayed discharge targets of 72 hours.	Scottish Government -providing additional resources for Health and Social Care with emphasis on managing demographic pressures.	4	4	16	Next phase of HSCP Fit for the Future redesign to focus on rehabilitation and frailty pathways	31/12/19	4	2	8	Chief Officer HSCP
			Outcome Delivery Plan (ODP) and HSCP strategic plans build on foundation of CHCP and wider council prevention and early intervention strategy for older people.				Rollout of Talking Points as part of Community Led Support programme diverting people to community resources and building own assets.	Ongoing/ commences May 19				
			Agile working for HSCP employees improves efficiency.				Review Council funding for demographic cost pressures	Annually (29/02/20)				
			Annual budget setting takes account of demographic projections.									
			Partnership with various professional agencies and community/public to support hospital admission avoidance and safe hospital discharge for older people.									
C (13/05/19)	5.2	Risk of failure of a key care provider, including care home, care at home and other care providers due to financial instability or significant care concerns. Consequences could include: - disruption to service delivery - requirement to implement contingency plans - impact on individuals and families with potential disruption to care arrangements	Ensure robust monitoring and robust action plans for improvement are in place	4	3	12	Implement learning from independent review of recent provider failure, due to be completed summer 2019.	31/12/2019	3	3	9	Chief Officer HSCP
			Work with Scottish Government, Scotland Excel and Cosla on care home market				Work with providers at risk to agree phased and managed approach to closure if required	Ongoing				
			Consideration of balance of market share across external market providers									
			Company Credit Health Checks									
N (10/05/19)	5.3	Significant pressures and lack of service capacity (vacancies and absence) impacts on service delivery and quality standards resulting in an impact on service users and carers and a reputational risk to HSCP and Council	Movement of some packages to external providers	4	4	16	Improvement Task Force overseeing implementation of improvement activity supported by additional funding including revised care planning and risk documentation	30/9/19	3	3	9	Chief Officer HSCP
			Increased resource to support robust absence management				Recruitment of additional care at home staff	31/8/19				
							Ensure all Care at Home clients have an up to date review	30/11/19				
							Implement medication management policy and commence rollout of training	31/08/19				

Our Organisational Outcomes: Customers, Efficiency and People

Risk status S/C/N (Same, Changed, New)	Risk No.	Risk (Threat/Opportunity to achievement of business objective)	Risk Control Measures currently in place	Assessment of Risk [As it is now]			Proposed Risk Control Measures	Date for completion of Proposed Risk Measure	Assessment of Residual Risk [proposed]			Risk Owner
				Likelihood (Probability)	Impact (Severity)	Risk Score			Likelihood (Probability)	Impact (Severity)	Residual Risk	
				[L]	[I]	[L x I]			[L]	[I]	[L x I]	
C (22/05/19)	6.1	Reduced central government funding leading to failure to support the current level of service provision leading to public discontent and negative effect on the Council's reputation and increased pressure to draw down council reserves on future years' budgets.	Budget strategy group	3	3	9			2	3	6	Head of Accountancy
			Corporate ownership									
			Treasury management strategy									
			Increase in council's reserves (met target of maintaining reserves at 4% of net revenue budget)									
			3 Year budget arrangements									
			Change to financial planning timetable to allow earlier budget deliberations and a realignment of budget with council outcomes.									
			Close monitoring of expenditure/income against budget throughout year.									
			Prioritisation of Modern Ambitious Programme and continual review of projects to ensure effective progress and business cases.									
			In line with conditions attached to the financial settlement, the 2019/20 budget provides for the maintenance of pupil: teacher ratios.									
			Updated settlement figures received from Scottish Government.									
Long term budget and scenario planning. Outline Financial Plan, reserves and Council Tax level reviewed annually by Council.												
C (06/04/19)	6.3	Lack of appropriately skilled workforce due to the combination of loss of experience from redundancy / retirement, difficulties recruiting due to temporary contracts and shortage of skills in market place leads to a reduction in service levels damaging council reputation.	Leadership Competencies (which are linked to PRD) and the Leaders of the Future Development Programme.	2	3	6	Updated workforce plan detailing department actions and demonstrating alignment with financial plan.	22/05/19	2	2	4	Director of Corporate & Community Services
			Head of Service lead in each department on workforce planning with an active corporate workforce planning group.				Implement the actions from the Workforce Planning Action Plan.	31/03/2022				
			Use of organisational and financial business case when considering redundancies/ early retirees.				Strategic Programme reporting for Modern Ambitious Programme (MAP) (Phase 1) and Investment (Phase 2).	31/12/19				
			Workforce planning strategy approved with improved recruitment and selection procedures.									
			Succession planning toolkit available for managers.									
			Actively support COSLA working groups to benchmark best practices in workforce planning.									
			Modern Ambitious Programme (MAP) ongoing with core programmes on Digital and Core Systems supported by Organisational Development (OD).									

<p>C (06/04/19)</p>	<p>6.4</p>	<p>The drive to deliver our ambitious change programme has an adverse impact on our employees as they strive to balance a relentless pace and scale of change with day to day responsibilities, leading to slower delivery of benefits and/or lower performance as services go through change.</p>	<p>Modern Ambitious Programme with core workstreams on Organisational Development, Digital, Data and Modernising in place since 2015. Core Systems Programme live since 2017. Each department has its own change programme and governing board to oversee progress, capacity, performance and delivery of benefits. Programmes also in place for Digital and Core Systems.</p>	<p>3</p>	<p>3</p>	<p>9</p>	<p>Development of Strategic Programme management reporting in line with recommendations from Best Value Audit.</p>	<p>30/06/19</p>	<p>2</p>	<p>3</p>	<p>6</p>	<p>Director of Corporate & Community Services</p>
			<p>Use of Modernisation Fund to ensure projects are adequately resourced, including use of additional employees on temporary contracts.</p>				<p>Enhance the role of service design and user design in change projects to ensure that the outcome best meets customer needs.</p>	<p>30/04/20</p>				
			<p>CMT oversight of key corporate resources e.g. HR, ICT, PMO, Accountancy through MAP Board. MAP governance in place to prioritise resource and ensure benefits are delivered.</p>									
			<p>Development of change management skills across the Council using accredited Project Management Courses, agile courses, management training and yellow belt training to assist with service redesign and broader skills and capacity for change in house.</p>									
			<p>Capital Bids required to demonstrate alignment to 5 capabilities and single outcome agreement</p>									
			<p>Overall summary of cashable efficiency benefits produced as part of Annual Efficiency Statement.</p>									
			<p>Consideration of flexible external assistance and skills when change projects require.</p>									
			<p>Greater use of "agile" project methodology to chunk projects into smaller, more manageable iterations, with lower risk.</p>									
			<p>Review of Council's values with the OD Board, to support delivery of change.</p>									
<p>Use of resource planning tools to determine impact of new and ongoing projects for key corporate resources (e.g. ICT, HR, PMO, Accountancy)</p>												
<p>C (06/04/19)</p>	<p>6.6</p>	<p>Failure to effectively manage the Council's information assets to comply with Information legislation, in particular the Public Records (Scotland) Act, the Freedom of Information (Scotland) Act, the Data Protection Act and the General Data Protection Regulations. This could result in legal action, financial penalty, damage to council reputation and/or inability to provide council services.</p>	<p>Review of processes and procedures to ensure compliance with the General Data Protection Regulations and the Data Protection Act 2018 completed.</p>	<p>2</p>	<p>4</p>	<p>8</p>	<p>Consider review or resubmission of Records Management Plan</p>	<p>31/07/19</p>	<p>1</p>	<p>3</p>	<p>3</p>	<p>Chief Executive</p>
			<p>Review of current contracts and sharing agreements completed.</p>				<p>Implement a proportionate Information Governance Framework across the Council to ensure consistent approach to governance.</p>	<p>30/03/20</p>				
			<p>New procedures in relation to Subject Access Requests (SAR) introduced.</p>				<p>Creation of processes around privacy impact assessments.</p>	<p>31/12/19</p>				
			<p>Records Management Plan updated in line with Audit review and through ongoing revision.</p>				<p>Assessment of requirements for storage of hard-copy records to be considered</p>	<p>31/12/19</p>				
			<p>Retention schedule under ongoing review and revision.</p>				<p>Review of breach reporting.</p>	<p>31/12/19</p>				
			<p>Data Protection Officer started April 2019.</p>									

<p>C (05/04/19)</p>	<p>6.7</p>	<p>Interruption to service or total inability to provide ICT Services, resulting in impact to Council business, due to the loss of the Barrhead Data Centre and/or other critical infrastructure components due to fire, vandalism, equipment malfunction (including environmental controls).</p>	<p>Ensure that a robust data back-up and protection schedule for data is in place. Perform complete review of all current back-up arrangements to optimise resilience.</p>	<p>2</p>	<p>3</p>	<p>6</p>	<p>Undertake Critical Impact Assessments across all ICT delivered services to define priority for availability/recovery.</p>	<p>30/08/19</p>	<p>2</p>	<p>2</p>	<p>4</p>	<p>Director of Corporate & Community Services</p>
			<p>Ensure that the Council reviews Business Continuity Plans at least annually.</p>				<p>Plan and perform regular audited disaster recovery tests and rehearsals.</p>	<p>30/09/19</p>				
			<p>Ensure that equipment is regularly maintained and replaced as required.</p>									
			<p>Ensure supplier(s) contracts support recovery activities.</p>									
			<p>The Council is a member of several Information / Cyber Security groups to monitor emerging threats and risk and share security alerts. The CMT agreed that Information Security training should be mandatory to raise employee awareness of cyber threats and handling information securely. A policy and awareness of this is being developed.</p>									
			<p>Undertake independent review of core infrastructure design and architecture to gain validation and assurance of both security and operational capability.</p>									
			<p>Improve monitoring and alerting of hardware and environmental systems to provide a proactive response.</p>									
			<p>Cyber insurance taken out in 2018 to provide an element of cover in the event of such an outage.</p>									
			<p>Secure a co-located Data Centre or equivalent geographically different Disaster Recovery capability at a commercial or partner location to increase resilience and provide necessary service continuity.</p>									

S (22/01/19)	6.8	<p>Failure to pay invoices within a specified timeframe (Local Government Benchmarking Framework indicator) or failure to pay invoices correctly (either through fraud or error), which could lead to cessation of supplies; risks to delivery of critical services; inappropriate payments; loss of funds to the Council; reputational damage to Council; issues with insurers; and possibly, in the extreme, legal action.</p>	Successful implementation programme for EDRM system for invoice scanning, storage and retrieval to improve management and oversight of creditor payments	3	3	9	Continue to implement all audit actions timeously.	31/03/20	2	3	6	Director of Corporate & Community Services
			Centralisation of invoice delivery to Creditors implemented January 2017.				Continue to focus on financial compliance and control with development of regular management reporting on accuracy, processing rates and performance.	31/03/20				
			Good progress on delivery against Internal Audit recommendations.				Participate in Core Systems Programme to replace the Council's finance system in 2019.	31/03/20				
			Regular governance meetings of Purchase to Pay Improvement Steering Group, chaired by the Deputy Chief Executive. Daily tasking/production line meetings held with Creditors team.				New comprehensive procedures manual due later in 2019 to coincide with new system. Any changes to financial procedures will be signed off by Head of Accountancy.	31/12/19				
			Monthly performance figures produced for Corporate Management Team.									
			Regular sessions with departmental representatives to address progress. Progress reports to Audit and Scrutiny Committee in January and August 2017 and March 2018.									
			Compliance Officer recruited to focus on procedures, training, audit sampling and financial compliance.									
			Weekly updates on departmental invoice performance given to department representatives to direct action on payments.									
			Use of AP Forensics system to identify potential duplicate payments prior to each payment run.									
			All invoices over £20k subject to a double-check by senior employees prior to payment. Accountants included in this check. Checklist developed with Internal Audit.									
Percentage sample of all payments under £20k checked prior to each payment.												
Use of finance networks to share information on potential frauds.												

C (15/04/19)	6.9	Outcome of EU referendum leads to economic uncertainty and detrimental impact on the Council budget.	Economic situation monitored via Directors of Finance network/ Liaison with Scottish Government via COSLA to keep up to date with likely developments on UK/Scottish settlements. Corporate Management Team consider possible implications of Brexit for services and take action as appropriate.	4	3	12	Continue to monitor national position during 2019. Revise future budget plans if required, taking account of financial scenarios outlined in Financial Plans to Council in February 2019.	29/02/20	4	3	12	Head of Accountancy
C (05/04/19)	6.10	Impact of Living Wage on the council salary scales with continuing pressure on the lower grades of the scale. Not maintaining differentials between grades.	Supplement currently paid on Grade 1,2 and 3. COSLA paper has been prepared to share with Elected Members on the impact of living wage Use of finance networks to share information on potential frauds.	4	3	12	Consolidation of the Scottish Local Government Living Wage was agreed as part of the implementation of the 2018-21 pay award.	31/03/21	4	2	8	Director of Corporate & Community Services Director of Education Chief Officer HSCP
C (03/04/19)	6.12	Loss of data or interruption to service due to cyber attack from internal or external malicious actors, or indiscriminate malicious programmes, deriving from both Council operations and those of its supply chain.	ISO27001 range of technology, policy, procedures, standards and training exists across the council which is reviewed regularly to ensure it remains consistent with changes in technology, working practices and emerging threats. The CMT agreed that Information Security training should be mandatory to raise employee awareness of cyber threats and handling information securely. A policy and awareness of this is being developed. Security standards are reviewed and revised using a risk management approach. The Council is a member of several Information / Cyber Security groups to monitor emerging threats and risk and share security alerts. Ensure the security architecture follows layered approach as defined by best practice. Adopt and implement Scottish Government Cyber Resilience Action Plan which will result in Cyber Essentials Plus Accreditation. Information Security Schedule included within all procurement exercises establishing minimum security requirements supported by operational Data Sharing and Processing Agreements.	3	3	9	Enforce and report on mandatory information security training ensuring that managers are provided with reports of non-compliance. Undertake regular rehearsal of Cyber Incident Response process across ICT. Deliver additional capability for granular and specific data restores through the procurement of next generation back up and recovery tool. Implement additional protection technology to provide proactive threat detection. Use of a partner Security Operations Centre to deliver round the clock detection of malicious activity.	30/06/19 31/12/19 30/06/19 30/10/19	3	2	6	Director of Corporate & Community Services

C (21/05/19)	6.14	Failure to implement a new Finance/HR/Payroll System within planned timescales leading to the anticipated benefits and savings not being delivered for the Council	Strong and robust Core Systems Programme and associated Project governance and risk and issues registers backed by appropriate level of resources.	3	4	12	Close liaison with supplier to address any issues regarding connectivity and identify alternative solutions if required.	31/08/19	2	4	8	Chief Executive
			At least monthly meetings of the Core Systems Programme Board where Programme level risks and issues are discussed.				Comprehensive training of employees in the new system to support implementation.	31/12/19				
			Core Systems Programme Team using lessons learned from other public sector organisations who have implemented an integrated core corporate system.									
			Regular engagement with a wide range of stakeholders across the Programme and Projects.									
			Working closely with ICT, the Core Systems Team use enterprise architecture to ensure that the potential impact of each Project release is co-ordinated and accounted for.									
			Identification and recruitment of employees with key skills and expertise to form the appropriate Programme Team and associated Project Teams in place.									
			ICT are leading the work to architect the overall design of the Core System to ensure a Council wide approach to systems.									

BLANK PAGE

EAST RENFREWSHIRE COUNCILCABINET6 June 2019Report by Director of EnvironmentPROPERTY ASSET MANAGEMENT PLAN 2019-2021**PURPOSE OF REPORT**

1. To advise the Cabinet on the updated Property Asset Management Plan 2019-2021 (copy attached).

RECOMMENDATIONS

2. It is recommended that the Cabinet approves the East Renfrewshire Property Asset Management Plan 2019-2021.

BACKGROUND

3. This is the new Property Asset Management Plan which outlines the work being undertaken by the Council in relation to the management of the 115 non-housing operational properties across its area. This includes schools, offices and leisure trust properties.

REPORT

4. This Property Asset Management Plan seeks to provide a policy context for an overview of the scope, existing uses and current activities of our Council property portfolio.

5. It supports the delivery of all 5 outcomes in the community plan but in particular:

- Community Plan outcome 1 – “All children in East Renfrewshire experience a stable and secure childhood and succeed” through our nursery and family centre provision
- Community plan outcome 2 – “East Renfrewshire residents are healthy and active and have the skills for learning life and work” through our schools and our Culture and Leisure Trust facilities
- Community plan outcome 3 – “East Renfrewshire is a thriving, attractive and sustainable place for businesses and residents” with a focus on environmental sustainability.

6. It also supports the Council's strategic outcome:

- "Our Council is forward thinking and high performing" which has an intermediate outcome:
- "Our physical information and financial assets are efficiently managed"

7. It identifies future actions and potential risks and seeks to provide a well-managed property portfolio which supports service delivery and ensures the safety of building users.

8. The context for this Plan is informed by a range of legislation, policy, plans and strategies. There are also a range of key drivers which serve to shape the content of the plan and these are mainly development issues, performance measures and future activities.

9. The Plan highlights that property management and maintenance within the East Renfrewshire area is progressive, with significant work being undertaken with increased emphasis on improving building efficiency.

10. There is now a greater coordination between strategic and operational Council Services which has helped develop a better understanding of the Council's assets in terms of condition, future requirements and associated financial expenditure. This is vital as the workforce changes, both in numbers and in ways of working.

FINANCE AND EFFICIENCY

11. The Property Asset Management Plan will be used to inform and prioritise future capital and revenue spend while detailing the costs associated with maintenance. Core maintenance costs are met through the Councils revenue budget which is reviewed annually. Property maintenance budgets are tight and will require to be reviewed in due course.

CONSULTATION

12. The Asset Management Plan has been jointly prepared by Property and Technical Services and the Corporate Asset Management Group.

PARTNERSHIP WORKING

13. A number of activities within the Asset Management Plan demonstrate an established pattern of partnership working on the part of the Council. Key actions are detailed which will require continued collaboration with key stakeholders including external organisations such as the NHS (we have two shared major health centres).

IMPLICATIONS OF THE PROPOSALS

14. The Plan will enable a long term strategic and more informed approach to property management resulting in multiple benefits and value for money. This plan will have no negative impact on staffing, legal, IT or equalities.

CONCLUSIONS

15. With the continued pressure on budgets and expenditure, asset management is a critical tool in ensuring the Council achieves best value across its corporate estate. The property data refers to year 2017/18 figures. However, the Property Asset Management Plan will be updated annually to reflect each years completed data and used to assist decision making in relation to the property portfolio including property maintenance budgets.

RECOMMENDATIONS

16. It is recommended that the Cabinet approves the East Renfrewshire Property Asset Management Plan 2019-2021.

Director of Environment

Further information can be obtained from Andrew Corry, Head of Environment (Operations) 0141 577 3458 or andrew.corry@eastrenfrewshire.gov.uk

Convener contact details

Councillor Tony Buchanan
(Leader of the Council)

Office: 0141 577 3107
Mobile: 07976 360398

May 2019

BLANK PAGE

East Renfrewshire Council

Environment Department

Property Asset Management Plan
2019 – 2021

BLANK PAGE

CONTENTS

EXECUTIVE SUMMARY	1
1. INTRODUCTION.....	7
1. CORPORATE PROPERTY OBJECTIVES.....	10
2. CURRENT ASSET PERFORMANCE	12
2.1 Introduction.....	12
2.2 Tribal Asset Management System.....	12
2.3 Key Performance Indicators	13
2.4 Current Performance	15
2.4.1 Maintenance Requirement.....	20
2.4.2 Summary	21
3. FUTURE PROPERTY NEEDS.....	23
3.1 Future Property Needs.....	24
3.2 New Ways of Working.....	26
3.3 Sustainability	27
3.4 Equalities	29
3.5 Compliance and Risk	30
4. OPPORTUNITIES	31
4.1 Strategic Review of Office Accommodation.....	31
4.2 Rationalisation of Single Use Facilities	32
4.3 Review of Partnership Working with Public, Private and Voluntary Sector Partners.....	33
5. INVESTMENT & FUNDING	35
5.1 Approved Capital Projects 2019/2020 – 2026/2027	35
5.2 Revenue Budget	35
5.3 Funding Sources	35
5.4 Capital Project Appraisals.....	36
5.5 Procurement.....	37
5.6 Acquisitions and Disposals	37
6. GOVERNANCE AND STRUCTURE	39
6.1 Asset Management Governance	39
6.2 Corporate Asset Management Group (CAMG)	41
6.3 Ownership of the PAMP	42
6.4 Corporate Landlord Model.....	42
6.5 Communications	43
6.6 Customer Consultation.....	44
6.7 Closure Reviews and Lessons Learned	45
7. PERFORMANCE MANAGEMENT	46
8. THE WAY FORWARD	49

Appendix A: Property Asset Summary
Appendix B: Condition & Suitability Data
Appendix C: Leased Property
Appendix D: Capital Plan
Appendix E: PAMP Priority Activities
Appendix F: Future Planned Works



FIVE
Capabilities



Prevention



Digital



**Empowering
Communities**



Data



Modernisation

EXECUTIVE SUMMARY

This Property Asset Management plan provides an overview of the existing portfolio and current activities planned. It identifies future actions and potential risks and seeks to provide a well managed property portfolio to support the delivery of Council services.

Key actions are to

Manage property as a corporate resource. Support **Empowering Communities** with property options to allow residents to do more for themselves. Continue to provide commercial and industrial property to allow businesses to grow as part of the **Economy and Environment**.

Maintain and improve the portfolio of properties to support the delivery of Council services through different ways of working through **Modernisation** and also its statutory obligations with provision of quality facilities to support **Early Years and Learning, Life and Work**

Ensure all property investment and disposal decisions are based on thorough option appraisal using robust **Data**

Address underexpenditure in property maintenance and ensure planned works result in efficiency savings

Community Plan

**Early Years & Vulnerable
Young People**

All children in East Renfrewshire experience a stable and secure childhood and succeed.

**Learning, Life and
Work**

East Renfrewshire residents are healthy and active and have the skills for learning, life and work.

**Environment and
Economy**

East Renfrewshire is a thriving, attractive and sustainable place for residents and businesses.

**Safe, Supportive
Communities**

East Renfrewshire residents are safe and live in supportive communities.

**Older People & People
with Long-term
Conditions**

Older people and people with long-term conditions in East Renfrewshire are valued; their voices are heard and they are supported to enjoy full and positive lives.

This Property Asset Management Plan (PAMP) cover the period 2019 – 2021. It seeks to provide an overview of the quantity, existing uses and current activities across our corporate estate. Furthermore it identifies potential risks and future actions required across the estate to maximise value and suitability for the delivery of Council services.

The Council recognises that property assets are a significant and valuable resource to delivering efficient and effective services and therefore achieving the vision and objectives of the Council. Assets across the Council need to be aligned with the strategic aims and objectives in order to maximise their value and suitability. This means ensuring that they are managed in an active, efficient and effective manner to meet the needs of the occupying service departments.

Furthermore, this PAMP along with the Council’s other AMPs feeds into the overarching Capital Asset Management Plan.



There are key drivers which serve to shape the content of the plan. These are focused around development issues, performance measures and future activities.

The Council, through its Community Planning Partnership (CPP) Community Plan states that “East Renfrewshire Council is committed to improving the lives of local people, promoting equality and fairness and enhancing the area in which we live, now and for the future.” It also states “We are making progress in modernising how we work, improving use of our buildings, and making use of digital technology to ensure services are delivered quicker, are better value for money and easier for customers to access”.

The importance of well-maintained property is highlighted through the Community Plan and a key outcome of this is to ensure “East Renfrewshire is a thriving, attractive and sustainable place for businesses and residents”. Providing high quality property to support service delivery is key to attaining the goals of the Community Plan.

The overall backlog maintenance of the Councils estate has fallen from £72.10/m² in 2016/17. This improvement can be mainly attributed to a combination of rationalisation of property, introduction of the new Barrhead High and The Faith Schools Joint Campus St Clare's PS and Calderwood Lodge PS together with consideration of the previous year's expenditure across the operational property stock.

Investment in property assets directly supports the delivery of the Community Plan Outcomes "All children in East Renfrewshire experience a stable and secure childhood and succeed" through our nursery and family Centre provision and "East Renfrewshire residents are healthy and active and have the skills for learning, life and work" through our schools, Culture and Leisure Trust facilities and the two Health Centre's that we share with the NHS.

Additionally, effective property assets contributes to the Council being modern and ambitious by the provision of property for staff to work in whilst directly or indirectly delivering services. Our decision making processes around property needs to be linked back to these outcomes to ensure we fully support the achievement of the outcomes in the Community Plan.

Considerable information on the quality of property held by the Council and is used to inform future planning of its future use, value (financial / non-financial) and opportunities for development.

There is a significant level of investment, expenditure and activity relating to property however, this strategic approach to its management across the Council results in improved decision making and better coordination of effort across all property assets. Property asset management will be carried out using the five capabilities which the council have developed:

1. Prevention
2. Empowering Communities
3. Data, evidence and benchmarking
4. Modernising how we work
5. Digital

In this respect we will improve how we collect data on our properties using digital technology wherever possible. This will include information on air temperature, energy efficiency, room/space usage. This data will help better inform future decisions.

In addition we will modernize our working environment to ensure staff can utilize agile working opportunities which will improve efficiency and best use of valuable space.

In the future we will focus on prevention with regard to property maintenance. Appropriate capital investment could prevent revenue repairs in the future.

1. INTRODUCTION

This PAMP sets out the East Renfrewshire plan for the management of the Council's property assets for the period 2019 – 2021.

OUR PRIORITY

- Our priority is to ensure that the Council retains only properties that we can demonstrate are required and that surplus properties will be disposed following the agreed asset disposal framework with the inclusion of the local community.
- We will ensure that all properties are safe and secure through ensuring compliance and legislation are adhered to.
- We will ensure that all properties meet the needs of building users be they staff or customers, ensuring that school and nursery provision is sufficient to meet the needs of the population and that the quality of the accommodation reflects the ambitions of the Council
- Properties will be “modern buildings” deploying modern technology where appropriate to ensure that they are fit for purpose
- We will endeavour to manage all property related budgets in a corporate manner to ensure the most effective and efficient usage and deployment of resources to keep properties open and operational to support service delivery.

Effective and efficient use of Property by East Renfrewshire Council is vital in ensuring the delivery of many of the Council's key objectives.

This PAMP strives to provide a link to the Council's Outcome Delivery Plan and Capital Investment Strategy. Investment in property assets directly supports the delivery of Community Plan Outcome “All children in East Renfrewshire experience a stable and secure childhood and succeed” through our nursery and family Centre provision and Community Plan Outcome “East Renfrewshire residents are healthy and active and have the skills for learning, life and work” through our schools, Culture and Leisure Trust facilities and the two Health Centre's that we share with the NHS. It also contributes to the Council being modern and ambitious by the provision of property for staff to work in whilst directly or indirectly delivering services.

It is arguable that good property asset management will have a greater bearing than any other single asset category and this is reflected by the fact that much of the asset

Management that has taken place in Local Authorities to date has focused purely on property.

With regard to the importance of property asset management, it should be noted that:

- Properties form a large part of the public's perception of East Renfrewshire Council its services and partners.
- Effective property asset management can drive overall service improvement and enhancements.
- Construction of new and maintenance of existing Council property stock accounts for a significant amount of Council expenditure.

The value of the Council's property stock is considerable. Properties are now classified in line with International Accounting Standards (IAS) and International Financial Reporting Standards (IFRS) and there is some crossover between categories.

Properties leased out by the Council

Number	of	Properties
		47
Gross Internal Area		5,823m ²
Asset Register Value		£3.2M

Properties from which Council Services are delivered (Including ERCLT properties)

No. of Properties		115
Gross Internal Area		232,744m ²
Asset Register Value		£240M

A list of these properties is attached in Appendix 1.

Property Type	Number
Museums	1
Civic Amenity Site	2
Community Centre's	5
Depots	4
Halls	11
Houses	2
Leisure Centre's	4

Offices	13
---------	----

Miscellaneous	2
Pavilions	13
Public Libraries	8
Residential Houses	3
Resource Centres	3
Nursery Schools	8
Primary Schools	24
Secondary Schools	7
Special Schools	1
Stores	4
Total	115

1. CORPORATE PROPERTY OBJECTIVES

Effective property asset management is vital in addressing a number of key challenges for East Renfrewshire Councils property portfolio.

By following the procedures for asset management identified within the Capital Asset Management Plan it is anticipated that the overall corporate property objectives will be achieved. These objectives can be clearly stated as follows:

- Manage property as a corporate resource
- Ensure all property investment and disposal decisions are based on thorough options appraisal
- Regularly monitoring the performance of property and setting out responsibility for securing continuous improvement
- Collecting, storing and maintaining property asset management information
- Ensure best value in the delivery of property asset management services
- Ensure that only property that meets the councils corporate objectives is retained
- Consider the needs of stakeholders
- Ensure our property portfolio is suitable for its current use and supports efficient and effective service delivery both now and in the future
- Ensure properties are in an appropriate condition and maintained effectively
- Compliance with relevant property legislation
- Ensure properties are accessible for people with disabilities
- Use office space efficiently
- Minimise the number of poorly used properties
- Meet the demand of an increasing population
- Minimise the cost and consumption of resources in the operation of our properties
- Ensure that the commercial portfolio continues to generate sufficient revenue and encourage economic development
- Manage surplus property effectively
- Procure and project manage construction projects efficiently
- Minimise the impact to the environment from the construction and operation of our properties
- Properties and their facilities support services to deliver their corporate and strategic objectives and maximise their impacts.

1.1. Primary Risks to the Delivery of the PAMP

In the delivery and implementation of this plan there are a number of risks that require to be mitigated.

These include the following:

- **Political** – ensuring that there is appropriate political approval is essential to the success of the Plan. A lack of political support for the PAMP will increase the risk that the priorities and objectives of this document are not met, which could have a detrimental impact on the quality of our assets
- **Managerial** – it is vital to the success of the PAMP that high level managerial support is in place across all services. Leadership must recognise importance of property as an asset and take a strategic approach
- **Budgetary** – in dealing with construction projects and maintenance there is considerable expenditure on items where the price is influenced by external factors. These include fuel costs, material costs and professional fees. Unforeseen increases in these could lead to the full implementation of this plan being compromised
- **Legislative** - changes in statutory compliance regulation may mean that certain properties are no longer compliant for use. This would mean unplanned increased costs to make them compliant, or the potential closure of buildings. There could also be changes that affect construction standards thereby increasing costs
- **Staff Resources** – to progress the various activity themes and projects within the scope of this plan, the appropriate staff resources require to be available
- **Technical skills** - to progress the various activity themes and projects within the scope of this plan, staff will require the appropriate technical skills.

In terms of scale, each of these risks would have a significant effect on the successful implementation of the PAMP. Each has been considered and there are appropriate controls in place to mitigate risks. Whilst it is recognised that there will be instances where each of these will have some impact, whether on specific projects or activity themes, these are not considered to be highly likely, or insurmountable to the overall implementation and success of the plan.

2. CURRENT ASSET PERFORMANCE

2.1 Introduction

Essential to the process of property asset management is a detailed understanding of the current property portfolio.

This understanding is gained by the collection and interpretation of a considerable amount of data gathered for each property. This data consists of fully costed condition surveys following the Scottish Government elemental approach, a suitability assessment, energy usage and annual running cost figures. The data is then moderated, collated and stored in a software package which allows a very accurate assessment to be made of current asset performance. The moderation process is an essential review to ensure a consistent approach is applied to data capture and interpretation using appropriate officers. This performance is measured against a suite of performance indicators (illustrated in 3.3) which allow investment decisions to be made and benchmarking with other authorities. All property condition data will be reviewed and updated in the Tribal K2 system to reflect previous year's maintenance and upgrade works and expenditure. Responsibility: Principal Officer (Asset and Property Management) by 28th June 2019).

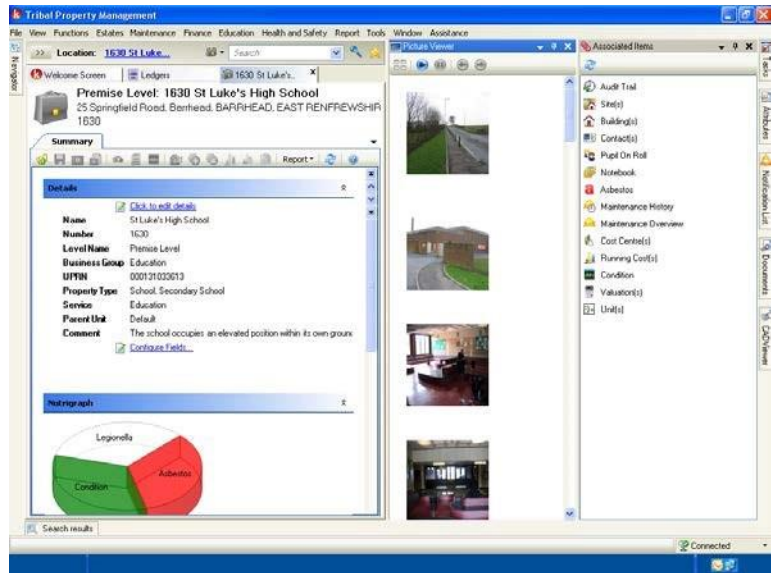
The following sections give more detail on the current arrangements and performance of property assets.

2.2 Tribal Asset Management System

Data management is at the heart of effective property asset management decision making. The Council's corporate property asset management system is Tribal K2. This is a modular, secure and integrated software system which is a repository for all corporate property data. The core system includes an asset register that holds all estate management and general property information such as property type, current use, size, property valuation, acquisitions, property costs, disposals and current lease arrangements.

The K2 system provides a single corporate resource for managing and maintaining the Council's property asset base and enables a proactive rather than a reactive approach to asset management. The information held in K2 informs the Council's performance management framework across the asset portfolio and is used in the property appraisal/review process and in developing the 10 year capital investment profile from 2020/21 and forward property maintenance programmes for planned and cyclical maintenance. The information also enables the Council to satisfy statutory and other compliance requirements.

The Tribal system continues to grow in functionality as data usage increases and the software develops. K2 provides a user friendly screen view and reporting capability through Microsoft Report Writer. This results in extremely flexible and accessible data querying. Reactive works orders and budgets are now monitored through the system ensuring expenditure is matched against property records. Responsibility for management of the system and property data rests with the Principal Officer (Asset and Property Management). The Council has the benefit of full data and system backup through the Council's IT Infrastructure team.



2.3 Key Performance Indicators

In recent years the Government Property Unit (GPU), established by the UK Government, has released a number of publications that focus on improving the utilisation and effectiveness of the public sector estate, and have released focus guidance on KPIs on the basis that effective KPIs will allow for the reliable, like-for-like comparisons between individual buildings, as well as across property portfolios, which will in turn improve the performance of the estate.

Performance indicators have a fundamental role to play within a strengthened performance management regime for the corporate running of property assets. The PAMP sets out that the Council will manage its assets efficiently and effectively to support the delivery of its service and corporate priorities. Going forward the Council recognises that efficient and systematic monitoring of individual asset performance is important in adding value, driving improvements and economies, which all have a positive effect upon how it will deliver its objectives.

The Council has built on GPU guidance to prepare a set of KPI's tailored to the needs of East Renfrewshire. The KPI's that are used comprise a mixture of statutory and non-statutory indicators and are shown below. It should be noted that those highlighted in blue are the statutory indicators.

Indicator Number	
Maintenance Indicators	
1	% gross internal area in condition categories A-D
2	Required maintenance by cost expressed as a % in priority levels 1 to 4 by value and by value/m ²
3	Ratio of planned and reactive maintenance expressed as a %
4	Current maintenance spend per square metre
5	Maintenance Backlog per square metre
Running Cost Indicators	
6	Revenue running costs per m ² GIA
Programme Indicators	
7	Percentage of projects completed with high client satisfaction
8	Percentage of audited invoices completed to cost, budget and specification
9	Percentage of non-operational properties let
Suitability Indicators	
10	Number of properties graded as good or satisfactory expressed as a %
Accessibility Indicators	
11	Number of buildings which are used by the public in which public areas are suitable and accessible to disabled people expressed as a %

The current property performance measurements against the three key performance indicators, **Condition**, **Suitability**, **Accessibility** is of critical importance. However a considerable number of other useful indicators can be generated from the data held to allow for informal decision making and option appraisals e.g. Energy /m², Gross Internal Area per person etc. and a wide range of targets and measures can be used to assess performance and direct resources on assets.

These performance measures will be captured within work plans agreed with clients/partners as part of Project Initiation Documents and the wider processes for programme and project management with a core set of KPIs used to manage the overall property programme and for reporting in the planned Annual Business Report.

To take measurement of performance forward, the Council will establish a solid baseline for each of the KPIs so that comparisons, change and improvement can be measured accurately.

For comparison, additional information collated by the Asset team will need to be used to 'benchmark' with other Local Authorities utilising indicators identified by the 'Scottish Benchmark Group'. The Group operates in conjunction with Federation of Property Services (FPS) and The Chartered Institute of Public Finance and Accountancy (CIPFA).

2.4 Current Performance

The Property Asset Management Plan will be a dynamic document which will be subject to annual update. Annual updates are provided to the PATS Service Plan and Departmental Performance Report. The performance data contained within this Plan is drawn from 2017/18 figures and finalised on June 2018 however continual update is made to individual property records as new information comes to light (for example details of a new defect may be added to a condition record).

The performance of the Council's operational property has been evaluated on a considerable volume of property data. A set of performance indicators has been developed, detailed in Appendix A, which enables accurate assessment to be made of individual properties, as well as assist in benchmarking with other Scottish Authorities through the National Best Value Benchmarking Scheme and ACES Asset Management Group. More importantly this enables East Renfrewshire Council to monitor its property performance against preceding years.

The decision making process relating to asset management has to be based upon a sound knowledge of the portfolio and an appreciation of how properties are meeting current and future service demands.

It is vital to present relevant information in a simple and informative manner to reflect a property's performance in supporting service delivery. The process can be

enhanced with the provision of reports generated to highlight priorities and target criteria based upon service needs supported by customer feedback.

The key questions are:

- What property do we have?
- How well is it performing?
- What are our long term needs?
- How can these be achieved and funded?

Suitability

Suitability is defined by CIPFA as:

“the extent to which a property meets the current and future needs of, and contributes toward improvement of, service delivery”.

Suitability assessments were carried out by managers responsible for all of the Council’s 115 operational properties. The statutory performance indicator (SPI) on Suitability reflects the number of operational buildings which are considered to be suitable for their current use. These properties fall into either category A or B.

Accordingly East Renfrewshire Council recorded 44 properties in category A and 46 in category B resulting in a return of 78.3% of properties as Good/satisfactory which is defined as *“performing well and operating efficiently/performing well but showing minor problems”*. This represents a decrease from last year’s figure of 78.8%. 22 properties were placed in category C and 3 category D which represents 21.7% of properties as poor/unsatisfactory which is defined as *“showing major problems/not operating optimally in that they are either impeding or seriously impeding service delivery”*. *This reduction is explained by the disposal of properties which, whilst no longer required to meet the needs of service delivery, were graded B for suitability and thus were a positive factor in the previous year’s return.*

Condition

This indicator measures the percentage of gross internal floor area of operational accommodation which can be considered as either:

- A performing well and operating effectively or***
- B performing adequately but showing minor deterioration or***
- C showing major defects and or not operating adequately or***
- D life expired and or at serious risk of imminent failure***

Property condition surveys are reviewed on an annual basis by PATS maintenance officers. This reflects any expenditure and defects rectified during the previous year and any new defects identified. This exercise is carried out using the universal survey format based upon the Scottish Government guidelines issued to assess the school estate. This format is based on a weighted elemental basis and ensures a consistent approach across the entire operational property portfolio.

This data is uploaded into the Asset Management Database to produce the overall property gradings and provide the basis for future capital and maintenance programmes. The Council was then able to report a condition statutory performance indicator (SPI) return of 83.6% of gross internal floor area in a satisfactory condition reflecting a marginal increase from last year's figure of 80.1%.

This resulting grading suggests that the property portfolio is in reasonably good condition, however it should be noted that there are some individual sites which have major condition issues and that even within sites which are generally good there will be individual buildings which are poor. The general good condition of the Estate should not conceal the need for adequate funding to maintain the current level, as well as addressing improvements to the standard.

Performance Indicator Targets

PI Code	Indicator Description	2016/17	2017/18
SCM4b	% of council buildings in which all public areas are suitable for and accessible to people with impairment	86%	86%
OD2ENVC80206	Total building maintenance requirement (backlog)	£16,910,298	£15543118
OD2ENVC8-0206I	Total building maintenance requirement (backlog) per square meter of Gross Internal Area	£72.10	£64.35

ODENVC8-0204	Percentage of operational (council owned or leased) accommodation which is in a satisfactory condition	80%	83.6%
OD2ENVC80205	Percentage of operational (council owned or leased) accommodation which is suitable for its current use	82%	83.3%
OD3ENVC80204	£ per m ² in property maintenance	£19	£19
OD3ENVC80203	Percentage planned maintenance against total maintenance spend to reflect efficiency of programmed maintenance works	69/31%	71/29%

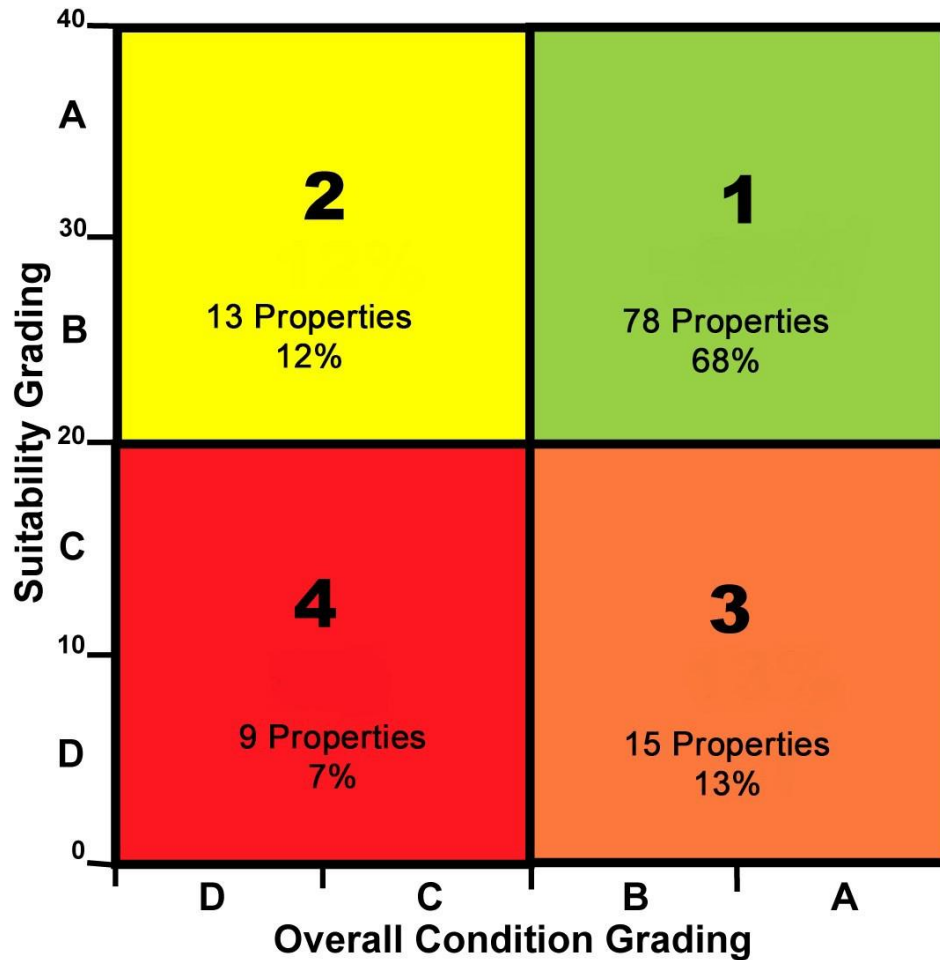
Responsibility for update: Principal Officer (Asset and Property Management) by 28th June 2019.

Property Appraisal Grid

The combination of condition and suitability gradings for each property enables the property appraisal grid to reflect the current status of the Council's property stock. Percentages have increased in quartile 2 and 3 by 1% with a decrease in quartile1 by 2%. This variation is the result of property rationalisation with a corresponding reduction in the total number of operational properties.

Property Appraisal Grid

East Renfrewshire Council
Property & Technical Services



- The best position for properties in good condition and high suitability
- 2nd position for properties; high suitability but condition requires improvement
- 3rd position for properties; good condition but low suitability
- The worst position for properties; poor condition and low suitability

Accessibility

This indicator measures the percentage of Council buildings from which the Council delivers services to the public and the percentage of these in which all public areas are suitable for and accessible to disabled people. For 2017/18 the figure sits constant at 86%. There continues to be accessibility work of a more targeted nature to assist with individual cases throughout the estate.

2.4.1 Maintenance Requirement

There is a non-statutory performance indicator for condition which can be used to measure the Council's performance, which analyses the Council's maintenance requirement over the next 5 years.

Utilising this indicator reveals a total maintenance requirement (backlog) of £15.54 Million or £64.35 per m² of gross internal area of the operational portfolio for the year 2017/18. The most urgent work, i.e. that requiring to be done in years 1 & 2 amounts to £32/m².

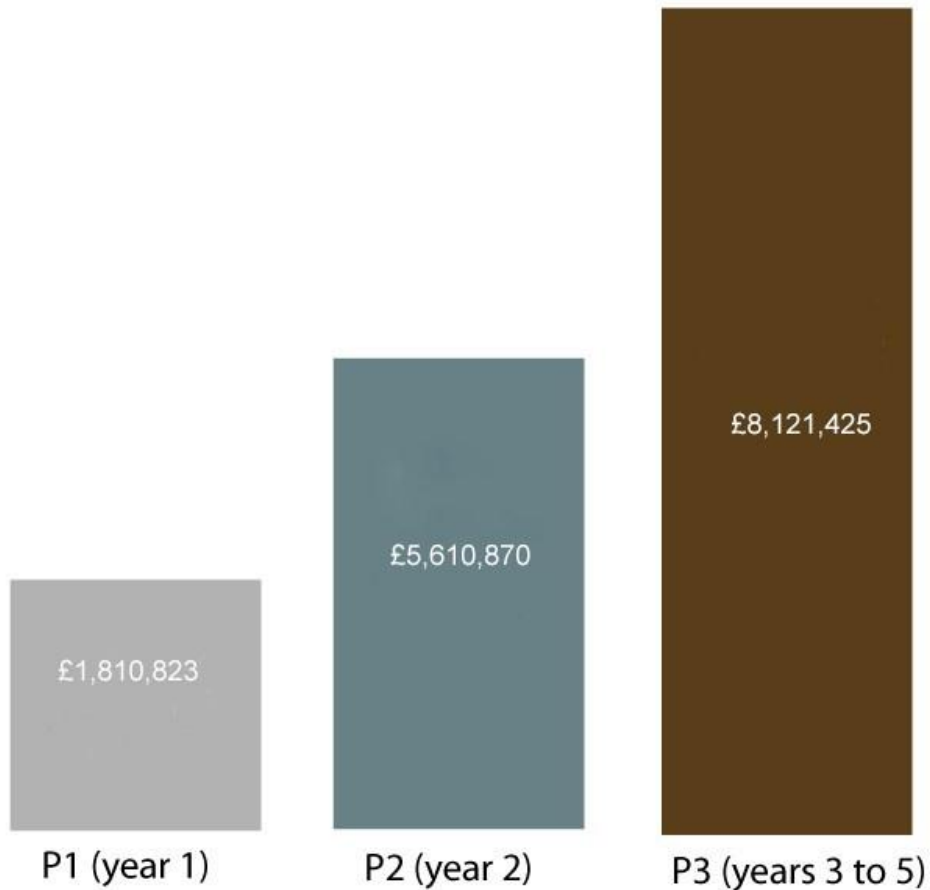
The overall backlog maintenance has fallen from £72.10/m² in 2016/17. This improvement can be mainly attributed to a combination of rationalisation of property, introduction of the new Barrhead High and The Faith Schools Joint Campus St Clare's PS and Calderwood Lodge PS together with consideration of the previous year's expenditure across the operational property stock.

The current spend of £18.80/m² (£3,625,010) is still some way short of the best practice spend of £23/m² (£4,433,457) as recommended by the Building Maintenance Institute. Work originally planned within 2016/17 including some window replacement projects and community facilities improvements were combined to form larger bodies of work for improved economies of scale and reduction in service disruption and completed in 2017/18. This has been reflected in the marginal increase in maintenance expenditure.

Additional funding on maintenance or reduction of total maintainable area will be required in order to not only maintain condition at 83%, but also seek to reduce the overall backlog maintenance figures.

The following diagram reflects the current levels of maintenance backlog over Priority 1 (work to be done within year 1), Priority 2 (work to be done in year 2) and Priority 3 (work to be done in years 3 to 5).

Maintenance requirement over the next 5 years
£15,543,118 or £64.35/m²



2.4.2 Summary

In summary, the current performance of property assets is an improving one but it is recognised that further investment will be required to at least maintain current levels or improve them. The requirement to drive up performance indicators against a backdrop of fixed or even reducing resources presents a substantial challenge. Only by adopting an asset management approach to property is there likely to be an identifiable improvement in the overall performance of property and resultant service improvements.

2.5 Common Good and Trust properties

The Council manages a number of Common Good and Trust properties throughout East Renfrewshire and where the Council occupies properties for service delivery purposes an appropriate rental is paid into the Common Good and/or Trust Funds. These Common Good and/or Trust property assets are held in trust for the benefit of the local population/communities and comprise a range of asset types including amenity land, historical buildings, offices, sports pavilions/pitches, public parks and public buildings. Income generated from the leasing of Common Good/Trust Funds is used to maintain and repair the property assets where required. Tenants of common Good/Trust properties have responsibility for internal repairs and maintenance.

3. FUTURE PROPERTY NEEDS

Matching the requirements of changing and evolving individual service needs with a system whereby departments “own” the properties they occupy represents a considerable challenge. It is essential therefore that these needs are reviewed continuously with a view to maximising opportunities and generating efficiency in items of all property usage.

To allow this to happen it is essential that reviews are carried out with individual services to examine current use, property costs and future services’ needs.

Property & Technical Services continue to work closely with individual services to continuously develop and review service asset management plans with a view to providing enhanced services. This includes interpreting new and possible future government legislation and initiatives and the impact they may have on property requirements. In addition, continued utilisation of property for multi-use is sought where possible with service departments.

It is recognised that schools and early years facilities have specific legislation and guidance in terms of ensuring effective and efficient management of educational places such as the Schools (Consultation) (Scotland) Act (includes seeking to make changes to establish new schools, close or merge schools or change catchment areas, sufficient places for the resident pupil population and the operation of placing requests for the remaining available places). Other relevant local and national educational policies can also impact on the school and ELC estate e.g. changes to class size, and establishing and operating admission arrangement policies. These are the responsibility of the Director of Education. Accordingly the management of places and changes to education establishments is necessarily the responsibility of the Education Department. It is recognised however that East Renfrewshire’s education estate is a significant property asset of the Council and as such must be viewed from a strategic perspective.

The location, sufficiency, condition and suitability of its education premises are crucial to the achievement of education service objectives, which are best delivered through a corporate approach to the Council’s property portfolio.

Property Services are the custodians of educational buildings in terms of maintenance and fabric improvements in addition to providing relevant technical assistance and project management for adaptations/ new builds. Colleagues in Education and Environment have established good working relationships and continue to work collaboratively for the benefit of all building users and the wider East Renfrewshire community.

The educational estate will be developed taking cognisance of relevant legislation and guidance and in the context of the Council's corporate objectives, the Education Department's strategic objectives and national aspirations and principles for the learning estate.

In identifying services' needs, opportunities for cross service solutions are examined and proposals found which can be further developed corporately. It is anticipated that future solutions may not only be cross service but also include consideration being given to other asset usage. In this way, recommended courses of action will address many service requirements and so be truly corporate.

2015/16 saw the introduction of a Culture and Leisure Trust taking a license to occupy over a range of properties to deliver community and leisure service. Property Services undertake maintenance of these properties on behalf of the Trust through a devolved budget, however, an additional capital budget has been approved through the CPA process. Furthermore, the Council committed to looking at replacement or refurbishment of Eastwood Leisure Centre and properties at Neilston as part of a potential campus and to continuously increase the level and quality of services available to East Renfrewshire residents.

Currently, in addition to the individual service requirements, to address service delivery relating directly to suitability and accessibility, which has never been costed, a significant maintenance backlog exists. This amounts to a value of £15.54 million which is equivalent to £64.35m² over the next five years. Current spending on property maintenance equates to £3.6M per annum or £18.8/m² as against a recommended best practice figure of £23/m².

This situation is an improvement on previous years however there needs to be continued effort to direct available funding most efficiently and attempt to address the gap in required spending. To resolve this position two courses of action can be pursued in order to prevent continued degradation of the Council's property stock.

These are:

Significant increases in funding for maintenance will require to be sourced; or

Reduce the total maintainable area of the Council's property stock.

3.1 Future Property Needs

There is a need to re-establish programmes of planned maintenance across major building elements within the property portfolio.

Roofing is a major concern for property maintenance. The roof, as a major element, has significant effect on the continued operation of a building to deliver service. Funding for major maintenance has reduced annually in real terms for application to roof maintenance. There needs to be rolling programme of roof maintenance to address the very real concerns relating roof fabric and potential failure. See Appendix F for detail of roofs requiring works

Boiler Replacement

A planned and phased programme of boiler replacement should be carried out, working in conjunction with the Energy Team to identify aging and efficient boilers and plan for replacement before failure occurs to ensure continuity of service provision. This would also ensure more efficient and cost effective properties with reduced running costs. This would require consideration of current energy performance in conjunction with any planned works through the potential of the Non Domestic Energy Efficiency Framework.

Tarmac Repairs

Tarmac repairs are a further consideration requiring investment. There is currently no provision for maintenance of hardstanding areas and carparks attached to properties. The maintenance budgets held for property repairs are applied to building fabric and as such there is no element to address car parking and associated hard standing. The provision of adequate car parking is required to support the service delivery from council properties. The pathways within the grounds also require to be safe and well maintained ensuring no trip hazards or impediment to building users. A programme of maintenance is required to ensure that buildings can continue to support service delivery potentially through the CPA process.

Leisure Trust Property Issues

A programme of improvements will be introduced across the property portfolio occupied by the Leisure Trust. In the same way that it was recognized that community facilities were in need of capital works to address underperforming properties, there was a need for funding directed to address failings within the remainder of Leisure Trust properties. These works fall out with revenue maintenance and the new Capital Budget line will assist the Trust in competing with private concerns for the same client base.

See Appendix F for detail of future required works

3.2 New Ways of Working

Agile and flexible working has to be embedded into the Council's approach to new ways of working and rolled out across the Council area through a corporate approach.

New and enhanced working styles can bring multiple benefits to an organisation but often require a great deal of planning and consideration prior to adoption. It is clear that changes to work styles and culture are not enabled solely through the provision of new and improved working environments and technology. In order to implement new working styles successfully, new disciplines and management protocols need to be implemented to assist in the change of mind set and style of management. The successful utilisation of new ways of working will require a wide range of protocols to be agreed and implemented by managers. Such protocols might include home working protocols, new management arrangements, data security protocols, clear desk policies, legitimised regular clear out of paper or archiving of hardcopy and electronic files, in line with the concept of a "less paper" (and possible future "paperless") office by using an electronic document management system.

Ad-hoc home working arrangements can deliver many benefits to the individual such as improved work-life balance, quiet concentration away from a busy office and reduced travel time. There are also many other benefits such as improved productivity, reduced travel costs, improved staff retention, but without formal policies, guidance and management the up take can be limited and the financial and productivity advantages are reduced. The logical next step is to integrate a wider strategy that covers the broader concept of new ways of working, standardising a number of working styles and associated technology improvements in tandem with providing modern, flexible office accommodation.

Furthermore, none of this can be achieved without further investment in new technology and being supported by staff management through outcomes (i.e. the effectiveness of workers in terms of delivery), as opposed to outputs. To this end, staff need to be able to deliver what is required of them on time and managers need to take an enlightened approach to when or where the work is carried out, provided that deadlines are met.

The methods pursued to use office space and facilities effectively will be adopted and implemented across the Council, and the development of supporting policies and change management activities need to be recognised as key to the future efficient use of the Council's office accommodation. To ensure that this is the case, there must be leadership by example – right from the top of the Council and down through the management structure.

3.3 Sustainability

Sustainable working practices needs to be a fundamental part of the Council's approach to resolving the challenge of delivering high quality services with very limited resources. This is not a luxury: it is first and foremost focusing relentlessly on avoiding waste in the way buildings and staff use resources. The way the Council maintains and uses its property assets are among the most important ways in which it can cut waste and achieve a more sustainable use of resources.

East Renfrewshire's Environmental Sustainability Strategy and Action Plan 2015/16 – 2017/18 set out the Council's ambitious, but achievable plans to work together with the communities, businesses and other groups to help to make a difference in the sustainability of East Renfrewshire. It set out the Council's commitment to minimise the environmental impact of all its operations through, policies, services and the Council's use of resources. A new Sustainability and Adaptation Strategy 2019/20 – 2022/23 are nearing completion and will be presented to cabinet for approval.

Climate change is widely acknowledged as a significant issue that must be addressed and as a general principle the Council will utilise land and buildings assets to help achieve consumption reduction to drive revenue and carbon savings. This applies to both existing property assets and new property assets coming through the capital programme.

Challenging targets to reduce greenhouse gas emissions have been set by the UK and Scottish Governments. Scottish targets to reduce the impacts of climate change are included within the Climate Change (Scotland) Act 2009, and are broadly summarised as a 42% reduction in greenhouse gas emissions by 2020 and an 80% reduction by 2050. Energy efficiency in the public estate is a driver of these required reductions. The Council's commitment to tackling climate change is underpinned by the Energy Management Policy Statement and Environmental Sustainability Policy Statement. The climate change agenda is also aligned with the Council's Five Capabilities. The asset management of the Council's properties will therefore reflect ongoing

Commitments to climate change action, facilitate the low carbon agenda and address mandatory climate change reporting requirements.

The Council's ultimate aim is to have fewer, more modern buildings with reduced carbon output that help modernise new ways of working and reduce costs. Mandatory annual climate change reporting commenced in November 2016 and the Council will have in place a rolling projects register, based around investment in energy efficiency within properties, to facilitate the low carbon transition. The projects register will include details of funded projects that will be commissioned to address climate change impacts.

The Council has been using the Non-Domestic Energy Efficiency (NDEE) Framework to deliver a rolling investment programme of energy savings by adopting a full building retrofit approach that allows the Council to move to a position of implementing whole building solutions i.e. implementing lighting, heating, cooling, controls and thermal efficiency as one large 'NDEE' project where it can be evidenced that there are savings to be made.

Ensuring that sustainability elements are considered in all decision-making is important; whilst some sustainable options might be more costly in construction or refurbishment, savings in a building's operation can often outweigh the higher capital expenditure. The Council will account for environmental and sustainable impacts alongside cost to enable sustainable asset management.

The Council's Environmental Sustainability Strategy and Action Plan 2015/16 – 2017/18 provided a clear focus on areas where individual Council departments and services can:

1. Improve their own performance to deliver efficiencies
2. Reduce environmental impacts
3. Support compliance with the Public Bodies' Duties, and
4. Make a positive contribution to Scotland's Climate Change Declaration (SCCD) commitments.

The target areas for improvement included, but not be limited to - energy efficiency and carbon reduction and waste minimisation, recycling and water conservation within Council buildings. In certain areas of Council activity, where appropriate, targets will be devolved to departments and services.

Senior management within each Department/Service are expected to identify a Building Responsible Person(s) within each building who will be responsible for:

- The site-specific energy/fuel/carbon/waste etc. reduction target
- Liaising with the Energy Efficiency & Carbon Reduction Unit (EECRU) to identify opportunities and implement changes to current practice to deliver outcomes
- Establishing on-site support and buy-in (e.g. setting up energy teams or 'champions' etc.)
- Securing funding or match funding for implementation of measures from within existing [Departmental] budgets

Key indicators and activities in the Environmental Sustainability 2016/15 – 2017/18 Action Plan will be carried over into the new Environmental Sustainability Strategy document as Corporate Boundary Targets and Wider Emissions Targets. This document will be presented to Cabinet in 2019.

3.4 Equalities

The Equality Act 2010 became law in October 2010. The Act aims to streamline all previous anti-discrimination laws within a Single Act. The new public sector Equality Duty, which is part of the Equality Act 2010, came into effect on the 5 April 2011.

East Renfrewshire's Equality and Human Rights Mainstreaming and Outcomes Programme 2017 – 2021 provides an overarching framework and focus for the Council's work on equalities, helps ensure compliance with the Equality Act 2010 and describes the Council's commitment to equality for all citizens, service users and employees. It sets out the Council's journey to embed equality considerations into our policies and the outcomes we will pursue to ensure that no one is disadvantaged or left behind in East Renfrewshire. It is underpinned by a set of high level strategic objectives which incorporate the requirements of the Equality Act 2010 and the Public Sector Equality Duty.

Management and investment in the Council's operational estate has the potential to make a significant difference to opening up access to services and enabling service delivery to become more inclusive and physically accessible as well as responsive to risk. The Council carries out audits on corporate operational buildings to identify and address the requirements of the Equality Act 2010 Disability Discrimination Act (DDA) 1995 and 2005. The audits include recommendations for required remedial actions and ongoing monitoring and control measures.

Accessibility and compliance with the DDA will be integrated into any future work to optimise and invest in the corporate operational estate.

3.5 Compliance and Risk

There is a need to ensure the health and safety of residents, staff and others using the Council's buildings is the top priority for the effective management of the corporate estate, recognising that buildings should be maintained in accordance with legislation.

It is also important that management of the property portfolio ensures compliance with legal agreements, minimises the Council's exposure to risk as a result of environmental, social and economic change and understands and addresses the Council's exposure to risk of all kinds including financial, legal and reputational. All current statutory requirements will be adhered to in delivering our services.

3.6 Benchmarking and workplace density

Benchmarking is increasingly recognised as having a critical role to play in the development of a corporate property portfolio, and is a key tool in effective asset management, being a reference point and an effective resource tool to establish an organisation's relative performance and to set new strategies for office occupation practices.

Occupational density benchmarking and performance measurement is less about cost-cutting to find the minimum amount of space required, but more about occupying existing space or planning future space more effectively. Rationalisation, relocation or acquisition all fundamentally depend on the basic inputs of these types of performance measurement.

The definition of workplace density is the total net lettable area (NLA) divided by the total number of full time equivalent (FTE) staff and the office accommodation workplace density benchmark target for public sector office accommodation is 10m² per person maximum (workstation + circulation + ancillary spaces).

In certain circumstances, this benchmark can be exceeded. For example, small individual tenancies of fewer than 10 people might require more than 10m² per person and some tenancies in heritage buildings might require more space due to planning inefficiency or structural constraints.

To take advantage of benchmarking data the Council will, through membership of the Chartered Institute of Public Finance & Accountancy (CIPFA) Scotland Benchmarking

Club, utilise and share appropriate benchmarking data on office accommodation and the wider estate with other Local Authorities and share/benefit from best practice generally throughout the Public Sector. The Council will also continue to sit on ACES Asset Management Working Group.

4. OPPORTUNITIES

East Renfrewshire Council must continue to seek innovation and challenge existing working practices in order to identify property asset management opportunities. These opportunities should be appraised with a view to meeting corporate objectives. A number of opportunities have so far been identified and these are as indicated below potentially generating savings, easing revenue funding requirements and enhancing service provision.

- **MODERNISING HOW WE WORK**
Modern methods of working, flexible, agile and mobile have an impact in how buildings support service delivery
- **STREAMLINING SERVICES**
Staff relocations will provide opportunities to improve public interface and facilitate interdepartmental initiatives for change.
- **CENTRALISED PROPERTY BUDGETS**
With property budgets ring fenced to allow more effective and efficient utilisation of available funding to target areas of highest priority and ensure continuity of service delivery.
- **IMPROVING COMMUNICATION**
By relocating staff into new locations where communication with other departmental colleagues is more readily achievable. Many of the transfers will also provide opportunities to break down departmental barriers and further facilitate communication between staff.
- **SHARING COMMON RESOURCES**
By providing opportunities to centralise administration and filing resources
- **COST SAVINGS**
The review paves the way for the eventual disposal of a number of properties together with annual revenue savings.

4.1 Strategic Review of Office Accommodation

The office accommodation strategy will follow after the early years programme and the review of the provision for leisure. We will be using our newly developed approach to program management to manage the complex interdependencies and develop an appropriate timeline. There are no three-year savings contingent on this area. The formal work on our accommodation strategy will begin in the financial year 2019/20.

4.2 Rationalisation of Single Use Facilities

Scope

The scope of this is to review in detail Council facilities that currently offer only single use. It is considered that these no longer afford best value usage and therefore do not align with good asset management. The proposal would be examined on two levels. Firstly to attempt to deliver additional service from these properties and therefore remove their single usage. Secondly an examination of these services to determine the viability of delivering the services by other methods or from others currently operational multi use facilities. Whilst most of the existing schools offer single use, the specific needs of schools are recognised and also their valuable place in the community, being open to families and available for lets. It is acknowledged that almost all of our schools are already operating at high occupancy levels and there are plans to provide new facilities to meet demand. When establishing new facilities careful consideration will be undertaken to explore possible shared arrangements without compromising the specific needs of an appropriate education environment.

Timescale

The timescale for this would be on a rolling programme based on a property by property basis.

Financial Implications

The full financial implication of this rationalisation will not be known until individual property assessments are carried out. However there should be significant savings identified in terms of maintenance backlog and ongoing revenue costs. Opportunities may also be identified for capital receipts.

The Land and Property Asset Disposal Framework is now approved and in place to give clear instruction on the method to dispose of surplus property or the requirements for community asset transfer.

Surplus properties are now being effectively marketed and this ensures that property

stock will continue to evolve to a more efficient and higher performing level.

4.3 Review of Partnership Working with Public, Private and Voluntary Sector Partners

Scope

East Renfrewshire Council, like most councils, has a track record of Partnership Working and is currently partnering with a range of partners and organisations involving a range of building types.

The undernoted list, although not exhaustive, provides an example of the various partnerships in place.

- Private Landlords – Leased Office Accommodation
- PFI/PPP Partners – Schools and Community Facilities
- Local Community Groups – Community Transfers

One of the key recommendations of the recently published Audit Scotland Report “ Asset Management in Local Government “ clearly states that Councils should:

“ ..agree with community planning partners arrangements for joint planning , management and property sharing. This should include identifying and tackling the barriers to strategic joint working around public assets and developing shared property databases to facilitate joint working”

If the East Renfrewshire Council Property Portfolio is to be sustainable, effective and efficient the Council will have to explore all opportunities and in particular Partnership Working and overcome some of the barriers which currently inhibit the adoption of a partnership approach due to the misalignment of governance arrangements , financial planning, priorities and timescales.

These represent significant challenges but must be addressed to expand and improve successful partnership solutions.

Current Examples:

1. East Renfrewshire Council has recently completed a Partnership solution with the Greater Glasgow and Clyde NHS for the provision of a jointly owned Community Health and Care Centre located in the heart of Barrhead together with the similar provision within Eastwood.

2. The Council currently holds PPP and PFI contracts with two organisations: BAM and Bellrock. Property and Technical Services Team (PATS) meet with these organisations quarterly for minuted meetings, along with the Education Client to monitor all property issues. The new Barrhead High School has a different model which involves BAM operating the facilities management of mechanical and electrical aspects with ERC responsible for internal décor.
3. East Renfrewshire Culture and Leisure Trust (CLT) was established by East Renfrewshire Council as an independent charity, registered with the Office of the Scottish Charity Regulator (OSCR) on July 1st 2015. The Charitable objectives of the Trust are laid out in the *Articles of Association*:

“The Company will promote, advance and further Charitable Purposes and activities through the provision of services which enhance and contribute to the health, fitness, personal development and wellbeing of the residents of East Renfrewshire (and beyond) including, but not limited to, educational, sporting, culture and heritage based and community activities.”

The CLT has over 400 employees delivering sport, leisure, arts and culture services in East Renfrewshire, operating 10 libraries, 4 sports Centre’s with gyms and pools, a 330 seat theatre, 18 community facilities incorporating a wide range of halls, social function and events venues, community Centre’s and pavilions. It also manages the letting of schools in the evenings and weekends.

The Council retains ownership of all buildings transferred to the Trust and as such retains responsibility for repairs and maintenance and any capital works. The Trust is also unable to decide to permanently close a facility for any reason. Such a decision, should one be required, is retained by the Council. The Council will continue to provide core back office support to the Trust such as HR, Accountancy, IT, Legal and Property being provided through a service level agreement.

At present PATS hold client liaison meetings every four weeks with the CLT to discuss current and future priorities. A financial update is provided on maintenance expenditure at each financial period.

4. With the arrival of the Community Empowerment Act the Council has engaged with the Development Trusts Association Scotland to carry out a review of potential properties which would be suitable for asset transfer within the community and also identify community groups who had the structure and ability to manage one of these assets appropriately. The Council remains committed to

working with community groups and recognises the importance of supporting these groups seeking to progress community asset transfers. The Asset Transfer process is linked to the Council's Land and property Asset Disposal Framework. Community Asset Transfer also follows Scottish Government guidelines in compliance with the Community Empowerment Act.

5. INVESTMENT & FUNDING

5.1 Approved Capital Projects 2019/2020 – 2026/2027

Within the total planned expenditure of £150m for the period 2019/20– 2026/27 major developments include the replacement of Eastwood Leisure Centre, Maidenhill Primary and Early Learning and Childcare expansion. There is currently a figure of £16m identified in the capital plan as planned maintenance investment in property over this period.

The 8 YR GENERAL FUND CAPITAL PLAN 2019/2020 - 2026/2027 provides a breakdown of planned expenditure and is included as Appendix D.

As part of a commitment to inform client departments on the properties they use, Property and Technical Services are now providing financial updates on the level of repairs and maintenance expenditure on a regular basis and communicate any issues which may require additional funding which would stretch the regular maintenance budget.

5.2 Revenue Budget

Whilst capital investment is predominantly used to improve the performance of our property assets whether through new projects or planned improvements significant revenue resources are also employed in the general ongoing day to day management activities.

The property revenue budget for the Council for the period 2019/20 is £4,750,000.

The revenue budget covers a number of expenditure items including utilities costs, reactive repairs, cyclical works (servicing and testing), non-domestic rates charges, staff costs, legal and other professional fees, carbon reduction credit allowances and software licences etc.

5.3 Funding Sources

The management and planning of the Council's Capital Programme is undertaken by the Corporate Asset Management Group (CAMG). This group oversees both the capital funding and capital expenditure for the programme, taking into account the disposal programme, prudential borrowing and funding strategy, together with oversight and monitoring of the Capital Project Appraisal (CPA) processes.

The Council also has a number of different funding sources available to meet its proposed expenditure plans but new Prudential Borrowing is only incorporated in the rolling capital plan when this is essential to the delivery of agreed Council priority projects.

In the past East Renfrewshire Council has used alternative models including PFI, PPP and the support of the Scottish Futures Trust/Hub West Scotland to fund and deliver a number of significant capital projects. The exemplar new Eastwood High School was an example of this approach. The Council will in the future continue to consider all potential procurement routes for future capital delivery along with any other suitable/innovative forms of funding capital projects in circumstances where such arrangements maximise value for the Council. Funding options with the Scottish Futures Trust continue to be utilised for continued improvement across the School Estate.

5.4 Capital Project Appraisals

The Council has an approved corporate process for the prioritisation of Capital bids. It follows a structured Capital Project Appraisal (CPA) process which starts in April of each year and concludes by November with the Corporate Management Team (CMT) making recommendations to the Budget Strategy Group.

A CPA Appraisal Form is prepared for each project, with an initial list of all CPA's submitted to Directors for approval.

The Corporate Asset Management Group (CAMG) then considers CPA's and approves those applications which will be taken forward to the next stage. This involves assessing whether the project is capable of delivery, is appropriate for funding through the capital plan and makes best use of corporate resources.

The next stage is the development of a full CPA including a description of how the project contributes to the Council's key objectives, an option appraisal, an assessment of benefits to be delivered and detail of costs (Capital and Revenue).

5.5 Procurement

Procurement for Capital Projects will follow Council practice. The Council's Procurement Strategy is designed as a framework for the Council to obtain best value in all its procurement activities. All procurement decisions are made using whole life costing principles which spans from the identification of need, to appraising "make or buy options", through to the end of the contract or asset life.

The Council will ensure that all capital project procurement reflects corporate objectives of the Council through the prioritisation of projects under the Capital Appraisal Process (CPA).

Further detail on the Council's Procurement Strategy is provided in the Capital Asset Management Plan.

5.6 Acquisitions and Disposals

Supporting the work of Corporate Asset Management Group (CAMG) is the Land and Property Assets Disposal Framework which sets out the process for the disposal of surplus property assets. There are clear benefits to the Council to reduce its portfolio of properties and therefore a rigorous examination of assets is required. The policy sets out a clear methodology for assessing whether a land or property asset is surplus to Council requirements, what alternative purpose the asset might have and how this should be taken forward. The policy includes an Asset Appraisal Framework against which all Council property can be considered and identifies the various methods and procedures for disposal of assets to other parties.

The Council determines, through the surplus property assets process, which property assets are surplus to both Directorate and Council requirements and assesses potential Community Asset transfer and Partner requirements. The asset will be declared surplus to requirements through sign off by the Cabinet and will be passed to the Director of Environment to commence the marketing and disposal process.

Council officers have been working to identify land and property assets which are no longer required for any ongoing operational use. Such disposals might take the form of an outright sale on the open market, where no other options exist. However there are also assets which might be able to be disposed of to local community groups, through alternative management arrangements, thus relieving the Council of any ongoing

revenue costs whilst allowing such assets to continue to operate as community facilities where a robust Business Case exists.

Council Officers continue to work to effectively manage our land and property assets. As this work progresses, other opportunities will emerge and these will similarly be brought to Cabinet in due course. The Capital Receipt Monitoring Group also meets quarterly to review progress on asset disposals.

Acquisitions are generally undertaken once a need has been established by a Directorate. A full Options Appraisal exercise should be completed and Business Case prepared for approval through CAMG with consultation with the relevant Directorate via the aforementioned Capital Project Appraisal (CPA) process.

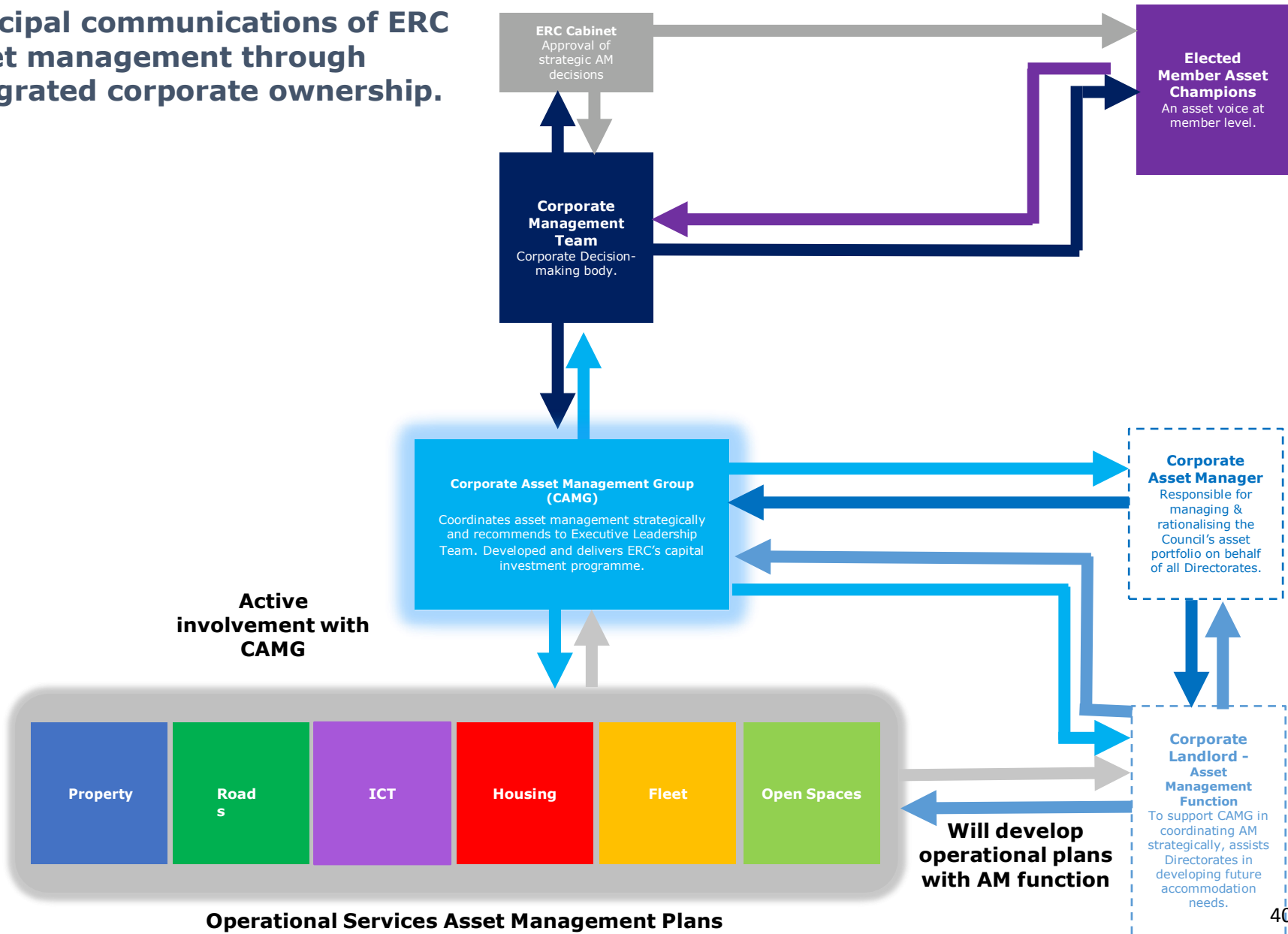
6. GOVERNANCE AND STRUCTURE

6.1 Asset Management Governance

East Renfrewshire Council has created an integrated corporate ownership model for the management of Council assets. This model ensure that all service's needs, as well as those of local residents are considered when strategic decisions are being made.

The figure below shows the principal governance structure within East Renfrewshire Council for asset management.

Principal communications of ERC asset management through integrated corporate ownership.



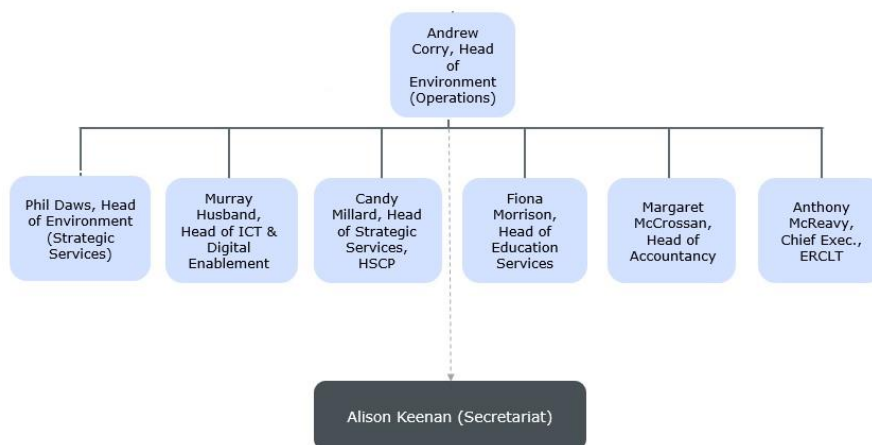
6.2 Corporate Asset Management Group (CAMG)

The need to manage Council property assets as a corporate resource is recognised and championed at the highest level to ensure that decisions to rationalise, invest and acquire property to further service aims are considered corporately. This will ensure that opportunities for rationalisation and shared use are not missed and property investment decisions are considered corporately.

The Corporate Asset Management Group continues to drive Property Asset Management within the Council. As a result Property Asset Management is now very much embedded within the Council's corporate structure. The importance of the group continues to be recognised particularly in terms of the management of the Capital Programme and the support it provides to all Services in developing their Service Asset Management Plans. The group meets on a monthly basis with support from the Asset Management Team. Performance management arrangements in relation to Capital projects are also part of the remit of CAMG.

Andrew Corry, Head of Environment (Operations) chairs the CAMG, with the following officials representing each service:

- Phil Daws, Head of Environment (Strategic Services)
- Murray Husband, Head of ICT and Digital Enablement
- Candy Millard, Head of Strategic Services, HSCP
- Fiona Morrison, Head of Education Services
- Margaret McCrossan, Head of Accountancy
- Anthony McReavy, Chief Executive, ERCLT
- Louise Pringle, Head of Customer and Business Change
- Alison Keenan (Secretariat)



CAMG Organisation Structure

6.3 Ownership of the PAMP

The PAMP will become a live document, controlled through a named officer who is responsible for:

- Distribution to appropriate staff, members and the public
- Monitoring of improvement actions and the implementation plan
- Authorising and actioning the updates to the plan

The named officer is Stuart Free, Principal Officer Asset and Property Management

This PAMP will be reviewed biannually and presented to Cabinet for noting.

6.4 Corporate Landlord Model

The Council's Corporate Asset Management is in the process of being reconfigured to reflect a Corporate Landlord Model, which would see the full strategic management of council land and property assets, where asset utilisation is better co-ordinated. A key focus of this reorganisation is to ensure a more commercial and outcome focused approach through the use of commissioning, monitoring and managing delivery rather than self-delivery. This will enable our resources to be prioritised and directed where they are most needed and ensures that the asset and property portfolio is aligned with ERC's strategic objectives.

By embedding this new corporate property model to manage the Council's portfolio effectively, we will be in a better position to provide best value for our services and the people of East Renfrewshire. There are necessarily specific requirements in effective management of educational places including new schools/ closure/ mergers/catchment changes that must take account of relevant education legislation, local and national education policy in addition to appropriate general property guidance and legislation. This was highlighted earlier in this document and is recognised as the former are the responsibility of the Education Department. The education estate will however be developed as council community assets in partnership and comply with corporate objectives and general building standards.

Corporate management of the portfolio will include:

- Overseeing day to day management including maintaining and repairing existing properties
- Developing new buildings that are well designed and fully meet service needs
- Identifying and disposing of surplus properties through locality planning with Directorates
- Capital Project Delivery
- Effective management of leases and licences
- Ensuring that the estate is used as effectively and efficiently as possible.

Part of this restructure will be the creation of a Corporate Landlord Manager role. The Corporate Landlord Manager will be responsible for co-ordinating and driving forward, on a corporate basis, the Council's approach to asset management. They will engage with representatives from all service departments and will maintain oversight of the Capital Asset Management Plan, and each of the individual Service Asset Management Plans, supporting the improvement of asset performance and delivery of the Council's priorities.

This restructuring will contribute to the wider reduction in costs needed by the Council but is also an opportunity to establish better structures and embed the skills needed to manage the Council's assets, delivering the agenda set out in this Capital Asset Management Plan. A programme of work is now underway to deliver this new model.

The Council is committed to providing access to appropriate learning and development opportunities to all employees involved in asset management in order to enable them to acquire the necessary skills, knowledge, abilities and qualifications, to carry out the duties of their posts efficiently and effectively, and to acquire new skills relevant to the duties they will have to undertake in the future. Officers responsible for asset management have a good appreciation of the importance and role of the Council's assets and there is a good range and basic level of asset management skill and experience within the Council, including professional and technical expertise and a depth of commitment and approach. In the long term, a specific training programme and continual professional development for asset managers and asset management staff will be a key requirement within East Renfrewshire Council.

6.5 Communications

Effective communication is critical to the successful implementation of the PAMP, and as we move forward with delivery it is recognised that communication and consultation will be key to our success.

The basis of a communications plan for the Council is provided in the Corporate Asset Management Plan (CAMP) which focuses on the following fundamentals to good communication:

- **Identify stakeholders:** this is the process of recognising all the people and organisations affected by the AMP and documenting specific information concerning their interests, level of involvement and impact on the success of the project
- **Plan communications:** this involves identifying stakeholder information needs and approach to communications
- **Distribute information:** this is the process of making relevant information available to stakeholders as planned
- **Manage stakeholder expectations:** this is about working with the stakeholders to meet their communication needs and dealing with issues as they occur
- **Report performance:** this involves collecting and distributing performance data, such as status reports, progress measurements and forecasts.

6.6 Customer Consultation

In the development and implementation of this PAMP it is important for us to ensure that we are aware of our unique customers groups, their needs and expectations.

Consultation with key internal and external stakeholders is recognised as being key to the delivery of a successful PAMP that is aligned to the wider outcomes of the Council. There are a number of customers that the Council engages with directly, including:

- Services that occupy and use property for service delivery
- Tenants of the commercial non-operational portfolio
- East Renfrewshire Culture and Leisure Trust
- Community organisations and third sector bodies who occupy and use Council properties and land
- Potential purchasers of property and land held by the Council
- Trustees of Common Good Funds and Trusts
- Community planning partner organisations.

It is important that the above stakeholders are involved in planning requirements relevant to their area of interest and that the Council involve and engage with them in an effective manner. This process is managed for both external and internal customers by:

- One-to-one briefings
- Responding to direct requests for additional information regarding specific issues of concern
- Regular meetings to align customer service needs with the Council's asset base
- Established working partnerships with stakeholders, so they are fully aware of respective roles and responsibilities.

Feedback from our customers, both positive and negative, is analysed to identify areas of the service that require extra attention in response to customer needs.

6.7 Closure Reviews and Lessons Learned

Arrangements for governance and performance monitoring include a closure review of completed capital schemes to ensure that the Council has delivered the outcomes we expected and to understand any lessons learnt that need to be embedded within the organisation. Closure reviews occur at project level, and the outputs are used to inform future activity.

The focus of closure reviews are the outcomes that were achieved, benefits realised as well as the processes followed. There is also a focus on the how risk is managed and efficiency delivered.

7. PERFORMANCE MANAGEMENT

Proper and effective challenge of the performance of property assets provides the cornerstone of the Council's approach to Property Asset Management. In order to measure success and identify areas for improvement, the Council will review Council property assets on an ongoing basis. This process relates to setting, monitoring and reporting against performance targets.

Outlined below is what successful delivery of this PAMP will look like:

- Increased occupancy levels within the Councils commercial estate and increased economic growth
- Reduction in Council operational floor space
- Improved estates and property asset management
- Increased proportion of buildings suitable for their current use
- Increased number of local businesses occupying Council owned premises
- Increased income generation from the Council's commercial estate
- Improved capital governance of construction projects
- Projects delivered on time, on budget and to required specification
- High level of customer satisfaction
- Improved customer and service user experience

The Council's asset base is continuously being reviewed to ensure it maximises the contribution assets can make to the Council's strategic aims and objectives, maximise capital resources available for investment, encourage innovation in the use of assets and ultimately to only retain the best level of assets to deliver services.

Wherever possible, locality planning arrangements will be used to inform future capital investment opportunities.

The Performance Management arrangements in relation to Capital projects are part of the remit of the service representatives on the Corporate Asset Management Group (CAMG). Arrangements for performance monitoring and review include:

- Review and challenge of any slippage and variance in the Capital Programme / Plan
- Detailed management and monitoring of the Capital Programme / Plan

- Undertake a closure review of completed capital schemes to include lessons learned
- Obtain feedback from projects / stakeholders to facilitate continuous improvement

For this PAMP to achieve its objectives, its ambition needs to be accompanied by year on year delivery of significant, meaningful and measurable benefits to the Council and the residents of East Renfrewshire. The Council needs to be capable of demonstrating these benefits through its own performance measures and to satisfy both external scrutiny and comparison against external benchmarks.

The entire content of this Property Asset Management Plan is focused on improving the efficiency and making more effective use of Property within East Renfrewshire. By way of summary, the following key changes and messages are listed as being essential in this improvement process and it should be noted that many of these are already in place or underway within East Renfrewshire Council:

- Collection, review and improvement in Key Property Data
- More Corporate Approach to all Service Delivery
- Importance of Corporate Asset Management Group in providing forum for improvements
- Appointment of Member Champions to facilitate required improvements
- Greater Public Engagement and Consultation on future service delivery
- Continual exploration of Partnership opportunities.

Looking forward, the Council's improvement plans for Property will additionally focus on:

- Ensuring that school and nursery provision is sufficient to meet the needs of the population and that the quality of the accommodation reflects the ambitions of the Council;
- Ensuring that all properties are wind and water tight with Health & Safety prioritised to support the delivery of service provision;
- Ensuring that property usage is maximised in order to reduce ongoing revenue and capital costs;
- Investment in projects to improve energy efficiency, property utilisation and the working environment of staff to enable more efficient ways of working to ensure the efficient use of buildings to reduce future revenue costs;

- Subject to available resources, the physical appearance and welfare facilities will be addressed in order to improve customer satisfaction and maintain the Council's image.

8. THE WAY FORWARD

East Renfrewshire Council's vision for Property Asset Management is to ensure that we have the right properties in the right places, in order for them to be fully utilised and providing best value to the Council.

We are:

- Modernising how we work by making better use of technology;
- Improving the mobility of our staff so that they can work effectively either in the field, in offices or at home depending on the needs of the service and its customers;
- Keeping management costs down, reducing inefficient processes, improving the management of our assets and continually reviewing the way we do things to ensure they are efficient;
- Using data wisely to improve services and plan for the future of the local area
- Undertaking capital investment in the development of new assets (e.g. the new Eastwood Health and Care Centre, new Maidenhill PS, Neilston Campus and new St Clare's PS (part of the Faith Schools' Joint Campus) as part of our Local Development Plan) and ensuring we make efficient use of existing assets such as the council's estate.
- Adapting the council's buildings to meet the needs of a modern workforce and maintaining and improving public buildings to better serve local residents.

As we continue to move forward we will maintain a strong focus on ensuring that we are reducing the carbon footprint of the Council's buildings, as this will make a significant contribution to Scottish Governments target of a 42% reduction by 2020. Part of this focus will involve the disposal of any unnecessary assets that the Council has and fully utilising those that we keep, this could be through collaboration and sharing of assets with public sector partners.

Furthermore, as a Council we will become more agile and increase the flexibility of workspace for our employees, to ensure that our accommodation is configured to be more efficient in using its limited resources and can support new agile working practices. We want to design in agile working where this adds value to the service

delivery and then give people the tools, processes and access to information that will make this successful, which is largely dependent on our ability to have the right assets in the right places.

Property is a key resource for the Council. It has value; costs money to use and maintain and is a critical component in supporting service delivery. Property must be planned over the long term against clear corporate and service objectives. East Renfrewshire Council's Property Asset Management must therefore, not only focus on providing and maintaining buildings, but should also be more strategic and innovative, becoming a Council that challenges how the property portfolio as a whole can be more effectively used to support the communities that the Council serves. Going forward the focus will be on:

- Energy efficiency measures will be implemented to reduce future costs and environmental harm;
- Community and customer engagement will be undertaken to help shape the provision of new properties;
- Robust data is used to support options appraisals for all property investment and disposal decisions;
- Properties will be upgraded to support modern ways of working.

Appendix E outlines a programme of activity required to further develop this AMP in line with good practice criteria. The Council will address these actions as a matter of urgency.

Appendix A: Property Asset Summary (Maintenance Backlog)

Business Unit Ownership Business Unit Name	Property Type	P1 to P3 Value
Albertslund Community Hall	Hall	£11,250.00
Ardentinney Mountain Bike Store	Hall	£5,000.00
Area Registration Lowndes Street	Office	£10,800.00
Arthurlie House	Community Centre	£59,800.00
Barrhead Community Museum (no longer a museum)	Community Centre	£34,300.00
Barrhead Sports Centre	Leisure Centre	£929,697
Boathouse - Rouken Glen Park	Pavilion	£11,700.00
Bonnyton House	Residential House	£133,900.00
Braidbar Primary School	School, Primary School	£91,050.00
Building 5 Eastwood Park (ex Storage Building A)	Store	£10,000.00
Busby Library	Public Library	£64,240.00
Busby Primary School	School, Primary School	£84,550.00
Capelrig House	Civic Building	£171,100.00
Carmichael Hall - Eastwood Park	Hall	£39,800.00
Carolside Nursery	School, Nursery School	£1,420.00
Carolside Primary School	School, Primary School	£678,550.00
Bank Street Hutment	Office	£7,400.00
Clarkston Hall	Hall	£120,600.00
Clarkston Library	Public Library	£33,250.00
Clarkston Public Toilet	Public Toilet	£34,900.00
Council Offices Lowndes Street	Office	£243,480.00
Council Offices Main Street Barrhead	Office	£42,865.00
Cowan Park Lodge	House	£143,950.00
Crookfur Pavilion	Pavilion	£26,350.00
Crookfur Primary School	School, Primary School	£400,010.00
Cross Arthurlie Primary School	School, Primary School	£250,465.00
Dalmeny Community Centre	Community Centre	£4,650.00
Duff Memorial Hall	Hall	£50,550.00
Dunterlie Community Centre	Community Centre	£65,600.00
Eaglesham Cemetery Office	Store	£36,425.00
Eaglesham Library	Public Library	£27,600.00
Eaglesham Pavilion	Pavilion	£13,925.00

Eaglesham Primary School	School, Primary School	£280,850.00
Eaglesham Public Toilet	Public Toilet	£32,350.00
East Renfrewshire Council Offices	Office	£46,800.00
East Renfrewshire Council Offices Burnfield Avenue	Office	£12,750.00
Eastwood High School	School, Secondary School	£65,000
Eastwood House	Hall	£72,450.00

Eastwood Park Garage/Stable Block	Depot	£7,775.00
Eastwood Pool	Swimming Pool	£1,114,600.00
Eastwood Theatre	Hall	£40,200.00
Fairweather Hall	Hall	£17,000.00
Giffnock Library	Public Library	£93,250.00
Giffnock Primary School	School, Primary School	£147,600.00
Glen Family Centre	School, Nursery School	£45,900.00
Glen Halls & Day Centre	Community Centre	£32,400.00
Glenwood Nursery School	School, Nursery School	£31,700.00
Greenhags - Transfer Station	Civic Amenity Site	£43,910.00
Hazeldene Nursery School	School, Nursery School	£140,670.00
Huntly Pavilion	Pavilion	£41,650.00
James Maguire Community Centre	Community Centre	£18,590.00
Johnny Kelly Sports Pavilion	Pavilion	£23,400.00
Kingston Pavilion	Pavilion	£13,700.00
Kirkhill Primary School	School, Primary School	£143,700.00
Lodge 6 Eastwood Park	Office	£3,355.00
Lygates	Office	£25,460.00
Madras Nursery School	School, Nursery School	£24,450.00
McCready Centre	School, Nursery School	£63,375.00
Mearns Castle High School	School, Secondary School	£854,575.00
Mearns Castle Sports Pavilion	Pavilion	£6,450.00
Mearns Library	Public Library	£34,000.00
Montgomery Hall	Hall	£43,550.00
Muirend Pavilion	Pavilion	£50,400.00
Mure Hall	Community Centre	£30,100.00
Neilston Cemetery - Former Lodge House	Store, Default	£34,100.00
Neilston Leisure Centre	Leisure Centre	£805,149.00
Neilston Library	Public Library	£29,100.00

Neilston Primary School	School, Primary School	£804,820.00
Netherlee Nursery Class	School, Nursery School	£26,900.00
Netherlee Pavilion	Pavilion	£129,850.00
Netherlee Primary School	School, Primary School	£77,950.00
Newton Mearns Cemetery Store	Store	£20,550.00
Our Lady of the Missions Primary School	School, Primary School	£73,160.00
Overlee House	Residential House	£49,350.00
Overlee Lodge	Residential House	£13,690.00
Overlee Park Depot	Depot	£31,850.00
Overlee Pavilion 1	Pavilion	£216,100.00
RG Park Walled Garden Stores	Depot	£9,750.00
Rouken Glen Boat House Public Convenience	Public Toilet	£6,950.00
Rouken Glen Park Picnic Pavilion	Pavilion	£51,400.00
Office Busby Road	Office	£17,325.00
Hillview Primary School	School, Primary School	£256,140.00
St Andrew's House	Office	£36,940.00
St Cadoc's Primary School	School, Primary School	£207,070.00
St John's Primary School	School, Primary School	£325,970.00
St Joseph's Primary School	School, Primary School	£355,805.00
St Luke's High School	School, Secondary School	£685,350.00
St Mark's Primary School	School, Primary School	£385,360.00
St Ninian's High School	School, Secondary School	£667,780.00
St Thomas' Primary School	School, Primary School	£314,240.00
Thornliebank Depot	Depot	£420,900.00
Thornliebank Library	Public Library	£78,640.00
Thornliebank Nursery Class	School, Nursery School	£18,900.00
Thornliebank Primary School	School, Primary School	£215,050.00
Thornliebank Resource Centre	Resource Centre	£21,200.00
Thorntree Hall	Hall	£43,600.00
Uplawmoor Primary School	School, Primary School	£156,490.00
Wardens Lodge Overlee Park	House	£5,300.00
Woodfarm High School	School, Secondary School	£1,138,347.00
Woodfarm Pavilion	Pavilion	£262,700.00
Woodfarm Sports Pavilion & Car Park	Pavilion	£14,225.00

BLANK PAGE

Appendix B: Condition & Suitability Data

		Condition	Suitability	Quartile	GIA
1541	Albertslund Community Hall	B	A	1	272
2021	Ardentinney Mountain Bike Store	A	A	1	42
1542	Arthurlie House	B	B	1	725
1604	Former Arthurlie Family Centre	B	C	3	708
1574	Barrhead Community Museum	B	C	3	256
1627	Barrhead High School	A	A	1	11507
1746	Barrhead Sports Centre	C	B	2	5011
1726	Boathouse - Rouken Glen Park	B	A	1	52
1716	Bonnyton House	B	A	1	1440
1585	Braidbar Primary School	B	B	1	2529
1533	Building 5 Eastwood Park (ex Storage Building A)	D	D	4	89
1566	Busby Library	B	B	1	58
1586	Busby Primary School	B	B	1	2065
1587	Calderwood Lodge Nursery & Primary School	A	A	1	1941
1539	Capelrig House	B	B	1	558
2023	Carlibar Primary School	A	A	1	5948
1544	Carmichael Hall - Eastwood Park	B	B	1	298
1635	Carolside Nursery	B	A	1	267
1589	Carolside Primary School	C	C	4	5516
1723	Cathcart Cemetery Store	B	D	3	63
1545	Clarkston Hall	B	B	1	795
1567	Clarkston Library	C	B	2	454
2016	Clarkston Public Toilet	C	B	2	37
1538	Council Offices (Former Housing Offices)	C	B	2	672
1534	Council Offices Main Street Barrhead	B	A	1	4083
1731	Cowan Park Bandstand	B	B	1	100
1732	Cowan Park Lodge	C	C	4	145
1733	Cowan Park Pavilion	C	B	2	318
1546	Crookfur Pavilion	B	B	1	345
1590	Crookfur Primary School	A	A	1	3244
1591	Cross Arthurlie Primary School	B	B	1	2843
1547	Dalmeny Community Centre	B	B	1	218
1548	Duff Memorial Hall	B	C	3	404
1549	Dunterlie Community Centre	B	A	1	548

1724	Eglesham Cemetery Office	C	C	4	56
1568	Eglesham Library	B	C	3	84
1734	Eglesham Pavilion	B	C	3	91
1592	Eglesham Primary School	B	B	1	3095
1773	East Renfrewshire Council Offices	B	A	1	4025
2024	East Renfrewshire Council Offices Burnfield Avenue	B	A	1	1130
1628	Eastwood High School	A	A	1	17282
1198	Eastwood High Games Hall	A	A	1	3696
1550	Eastwood House	B	A	1	1706
C1531	Eastwood Park Garage/Stable Block	B	A	1	366

1747	Eastwood Pool	C	B	2	2310
1576	Eastwood Theatre	B	A	1	1995
2034	Education Offices St John's	B	A	1	1194
1551	Fairweather Hall	B	B	1	579
1569	Giffnock Library	B	B	1	489
1593	Giffnock Primary School	B	B	1	2586
1577	Glen Family Centre	B	B	1	460
1552	Glen Halls & Day Centre	B	C	3	560
1579	Glenwood Nursery School	B	A	1	343
1639	Greenhags - Transfer Station	C	B	2	78
1580	Hazeldene Nursery School	B	A	1	420
1735	Huntly Pavilion	C	B	2	235
1529	James Maguire Community Centre	C	A	2	277
	Joint Faith Campus	A	A	1	5812
1977	Bank Street Hutment	C	B	2	97
1736	Kingston Pavilion	C	C	4	77
1594	Kirkhill Primary School	B	A	1	3486
1532	Lodge 6 Eastwood Park	C	B	2	65
2025	Lygates	B	A	1	462
1581	Madras Family Centre	B	B	1	345
1636	McCready Centre	B	B	1	397
1629	Mearns Castle High School	B	A	1	16896
1744	Mearns Castle Sports Pavilion	B	A	1	207
1571	Mearns Library	B	C	3	486
2020	Mearns Primary School	A	A	1	6276
1554	Montgomery Hall	B	B	1	432

1555	Muirend Pavilion	B	C	3	390
1556	Mure Hall	B	B	1	505
1725	Neilston Cemetery - Former Lodge House	C	C	4	102
1748	Neilston Leisure Centre	B	B	1	1278
1572	Neilston Library	B	B	1	312
1595	Neilston Primary School	C	C	4	2475
1582	Netherlee Nursery Class	B	A	1	167
1557	Netherlee Pavilion	B	C	2	433
1596	Netherlee Primary School	B	A	1	4238
2019	Newton Mearns Cemetery Store	B	C	3	41
2029	Office Pavilion 2	B	A	1	1576
1597	Our Lady of the Missions Primary School	B	A	1	5463
2014	Overlee House	B	A	1	311
2015	Overlee Lodge	B	A	1	224
1739	Overlee Park Depot	C	B	2	168
1558	Overlee Pavilion 1	B	C	3	334
1730	RG Park Walled Garden Stores	B	B	1	214
1727	Rouken Glen Boat House Public Convenience	B	A	1	85
1728	Rouken Glen Park Picnic Pavilion	A	B	1	339
1720	Office, Busby Road	B	A	1	244
1599	Hillview Primary School	A	B	1	2719
1527	St Andrew's House	B	A	1	446
1600	St Cadoc's Primary School	B	B	1	2967
1601	St John's Primary School	B	B	1	3284
1602	St Joseph's Primary School	B	B	1	2349
1630	St Luke's High School	B	C	3	9142
1603	St Mark's Primary School	B	B	1	2592
1631	St Ninian's High School	B	B	1	18141
1605	St Thomas' Primary School	C	B	2	1352
2033	The Barrhead Centre	B	A	1	613
1528	Thornliebank Depot	B	C	3	6321
1573	Thornliebank Library	B	C	3	156
1583	Thornliebank Nursery Class	B	B	1	150
1606	Thornliebank Primary School	B	B	1	2102
1721	Thornliebank Resource Centre	B	A	1	976
1561	Thorntree Hall	B	A	1	623
1607	Uplawmoor Primary School	B	A	1	694

2007	Wardens Lodge Overlee Park	B	A	1	81
2022	Williamwood High School	A	A	1	17999
1633	Woodfarm High School	B	A	1	12785
1562	Woodfarm Pavilion	B	C	3	412
1750	Woodfarm Sports Pavilion & Car Park	B	A	1	369
2052	Barrhead Health Centre ERC element	A	A	1	1203
2053	Isobel Mair School	A	A	1	4577
2047	Whitlee Warden's Hut	A	A	1	13

The properties most at risk (Quartile 4 :Red) are detailed below

1. Cowan Park Lodge is under review for potential reuse, however investment would be required to attend to rot issues
2. Building 5 at Eastwood Park will be ear marked for demolition in the next tranche of available funding
3. Eaglesham Cemetery Office : Requires additional maintenance works
4. Neilston Cemetery Lodge : Requires additional maintenance works
5. Kingston Pavilion : Requires additional maintenance works.

Additional properties under consideration:

6. Eastwood Leisure Centre: Replacement / Refurbishment – subject to appropriate feasibility studies, masterplans and business case.
7. Neilston Campus to replace Neilston Primary/St Thomas' Primary/Madras Family Centre/Neilston Leisure and Library

Appendix C: Leased Property

Business Unit Name	Total Total GIA	Valuation
Former Area Registration Office	139	60,000
Mure Hall	505	310,000
Lodge 3 & Stable Block Eastwood Park	82	65,000
Industrial Unit 1-4 & 8-11	395	119,000
Industrial Unit 05	44	30,000
Industrial Unit 07	44	15,500
Industrial Unit 12	87	30,000
Unit 1 Muriel St	186	65,000
Unit 2 Muriel St	93	40,000
Unit 3 Muriel St	48	23,000
Unit 4 Muirel St	48	23,000
Unit 5 Muirel St	48	23,000
Unit 6 Muirel St	48	23,000
Unit 1 Crossmill Business Park	100	50,000
Unit 2 Crossmill Business Park	50	25,000
Unit 3 Crossmill Business Park	50	25,000
Unit 4 Crossmill Business Park	100	50,000
Unit 5 Crossmill Business Park	100	50,000
Unit 6 Crossmill Business Park	50	25,000
Unit 7 Crossmill Business Park	150	58,000
Unit 1 Spiersbidge Business Park	178	57,000
Unit 2 Spiersbidge Business Park	178	40,000
Unit 3 Spiersbridge Business Park	178	40,000
Unit 4 Spiersbridge Business Park	178	40,000
Reversionary interest in commuted lease	463	20
Boathouse - Rouken Glen Park	370	540,000
Craft Workshop - Rouken Glen Park	161	91,500
Gatehouse Gallery - Rouken Glen Park	204	60,000
Shop 100 Cross Arthurlie Street	43	50,000
Shop 102 Cross Arthurlie Street	127	30,000
Shop 208 Main Street	122	110,000
Shop 210/212 Main Street	120	110,000
Shop 214/216 Main Street	60	110,000
Shop 220 Main Street	60	55,000
Shop 222 Main Street	60	55,000
Shop 224 Main Street	60	55,000
Shop 226 Main Street	60	55,000
Shop 228 Main Street	60	55,000
Shop 10 Main Street	96	50,000
Shop 14 Main Street	53	35,000
Shop 18/20 Main Street	106	62,500
Shop 24 Main Street	64	35,000
Shop 61a Main Street	69	80,000

Shop 61b Main Street	110	125,000
Shop 61c Main Street	94	90,000
Shop 55 Paisley Road	26	20,000

EAST RENFREWSHIRE COUNCIL**8 YR GENERAL FUND CAPITAL PLAN 2019/2020 - 2026/2027****SUMMARY**

Project	£'000									
	Total	Spent Prior to 31.03.19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
A. PROPERTY - SCHOOLS	81,481	14,822	19,489	21,788	19,099	2,328	1,255	900	900	900
B. PROPERTY - CULTURE & LEISURE TRUST	28,023	281	1,492	13,650	12,100	100	100	100	100	100
C. PROPERTY - OTHER	40,113	9,876	8,429	7,165	6,669	4,134	960	960	960	960

A. PROPERTY - SCHOOLS

Project	£'000									
	Total	Spent Prior to 31.03.19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
MAJOR MAINTENANCE (SEE ANNEX 1)	7,200	0	900	900	900	900	900	900	900	900
CASHLESS CATERING	154	51	103	0	0	0	0	0	0	0
NEW NON-DENOMINATIONAL PS FOR NEWTON MEARNS (2 STREAM + 60:60 NURSERY)	15,300	11,182	3,841	277	0	0	0	0	0	0
ST CADOC'S PS REMODELLING TO PROVIDE PRE-FIVE PROVISION FOR 3 & 4 YEARS OLDS	690	260	430	0	0	0	0	0	0	0
KIRKHILL PS REWIRE	491	343	148	0	0	0	0	0	0	0
EARLY LEARNING & CHILDCARE - EXPANSION TO 1,140 HOURS, PHASE 1	2,560	2,560	0	0	0	0	0	0	0	0
EARLY LEARNING & CHILDCARE - EXPANSION TO 1,140 HOURS, PHASE 2	22,092	366	13,269	8,457	0	0	0	0	0	0
EARLY YEARS - CROOKFUR/FAIRWEATHER/OVERLEE MASTERPLANNING	60	60	0	0	0	0	0	0	0	0
ST NINIAN'S HS ADDITIONAL TEMP ACCOMMODATION	2,200	0	30	1,168	1,002	0	0	0	0	0
LEARNING & LEISURE IN NEILSTON	30,384	0	418	10,986	17,197	1,428	355			
ST MARK'S CAR PARK	350	0	350							

B. PROPERTY - CULTURE & LEISURE TRUST

Project	£'000									
	Total	Spent Prior to 31.03.19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
BARRHEAD FOUNDRY FINAL PHASE WORKS	650	250	400	0	0	0	0	0	0	
EASTWOOD PARK LEISURE - REFURBISHMENT	26,000	0	500	13,500	12,000	0	0	0	0	
LOCK & LEAVE LIBRARY COMPLETION	44	31	13	0	0	0	0	0	0	
ERCLT GENERAL BUILDING IMPROVEMENT FUND	900	0	150	150	100	100	100	100	100	1
EASTWOOD HS SPORTS CENTRE CHANGING ROOMS/DISABLED FACILITIES	429	0	429							
TOTAL	28,023	281	1,492	13,650	12,100	100	100	100	100	1

C. PROPERTY - OTHER

Project	£'000									
	Total	Spent Prior to 31.03.19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
4. ENVIRONMENT - OTHER PROJECTS										
COWAN PARK CHANGING FACILITIES	300	3	297	0	0	0	0	0	0	0
CROOKFUR PAVILION CHANGING UPGRADE	805	0	650	155	0	0	0	0	0	0
OVERLEE PAVILION CHANGING	905	0	905							
BONNYTON HOUSE	434	0	434							
5. COUNCIL WIDE PROPERTY										
RETENTIONS - ALL SERVICES	400	0	50	50	50	50	50	50	50	50
PROPERTY MAINTENANCE (SEE ANNEX 2)	9,395	1,333	1,292	1,210	1,010	910	910	910	910	910
VACANT (SURPLUS) PROPERTY DEMOLITION	276	206	70	0	0	0	0	0	0	0
EASTWOOD PARK CAMPUS IMPROVEMENTS	522	346	176	0	0	0	0	0	0	0
OFFICE ACCOMMODATION	2,200	750	1,450	0	0	0	0	0	0	0
CAPITAL INVESTMENT IN ENERGY EFFICIENCY MEASURES (NDEE INITIATIVE)	1,754	1,106	648	0	0	0	0	0	0	0

Appendix E: PAMP Priority Activities

The following Action Plan identifies the activities that need to be carried out not only corporately across all service, but also activities that are specific to each of the services, in order to ensure a robust asset management approach across the Council.

Ref	Capital Asset Management Actions (Applicable to all services)	Owner	Timescale	Progress (%)	Comments
AMP1	This service asset management plan requires to be updated to reflect new 2018 performance and condition data.	Head of Service, Environment	June 2019		
AMP2	Medium (3-5 years) and Long (5-10 years) term objectives for asset management need to be set and stated in each individual asset management plan.	Head of Service, Environment	April 2020		
AMP3	KPI's will be adopted to better manage and understand the performance of our assets within the PAMP.	Head of Service, Environment	April 2020		
AMP5	Develop and maintain a 10 year Investment Programme across this service. This plan will take into account – funding options, whole life costing and sustainability.	Head of Service, Environment	April 2020		

AMP11	We will put a greater emphasis on customer consultation across all services, with a clear process embedded throughout the Council, where asset management is concerned.	Head of Service, Environment	April 2020		
AMP12	We will take an active role in driving forward external partnership working in areas of asset management, and be able to evidence this, including sharing of assets.	Head of Service, Environment	In place and ongoing		
AMP15	Push forward all activities and initiatives that ensure the sustainability of all assets.	Head of Service, Environment	April 2020		

Ref	Property Asset Management Actions	Owner	Timescale	Progress	Comments
AMP14	Property to develop an operational action plan to be appended to the asset management plan highlighting the short to medium term delivery needs of the service.	Head of Service, Environment	April 2020		

Appendix F Future Required Works

Roofs of concern:

- Busby PS £200k Slate/rot repairs
- Woodfarm HS £200k flat roof
- St Joseph's £200k flat roof
- Netherlee PS £200k Tiled/flat roof/rot repairs
- St Lukes roof needs re done £150,000
- Springhill last section of roof £50,000
- Eastwood rec including Carmichael hall/ Theatre etc.£350,000
- Bonnyton House - £200,000
- St Cadoc's Primary School - £100,000
- Carolside Primary school - £120,000
- Barrhead Foundry – £140, 000
- Eaglesham Primary school - £60,000
- Hazeldene Nursery - £30,000
- Mearns Castle high school - £180,000
- Kirkhill Primary School - £80,000
- Neilston leisure centre - £70,000
- Uplawmoor PS £60K
- St Thomas PS £20K
- Barrhead Museum £60K
- Lowndes St £40K
- Arthurlie House £50K
- James McGuire £50K
- Thornliebank Library £50K

Works required for CLT Properties

Albertslund:	New flooring in Lesser hall, foyer, toilets More Car Park Spaces Replace Tarmac in Car Park Loop System Slab across grass from fire exit gate
Arthurlie House	New floor in snooker room Sand and seal main hall flooring
Busby Library	- Flooring in library needs replaced - Entrance doors are heavy and difficult for customers. External doors may need replaced / upgraded to facilitate implementation of Open + lock and leave. (See images) - New windows with blinds - currently single glazed windows. - Heating is ceiling based electric fan heaters: noisy and expensive
Carmichael Hall	Upgrade Toilets Sand and Seal Floor Upgrade Kitchen Loop System Built in PA System Upgrade lighting in main hall Upgrade lighting at entrance
Clarkston Hall	Resurface/slab rear of building from fire exit door Air Conditioning in Main Hall. Refurbish all radiators.
Clarkston Library	Flooring in library needs replaced. Library car park prone to flooding. External doors may need replaced / upgraded to facilitate implementation of Open + lock and leave.

Crookfur	Upgrade Toilets New Windows Main Hall New Fire Exit Door Main Hall New floor suitable for dance groups Upgrade changing rooms Install door leading to outside shed from ladies toilet area
Dalmeny	New Floor in Main Hall Create a car park, tarmac or slab round perimeter of building New fire exit doors
Duff Memorial Hall	Upgrade Toilets. New windows. Reorganisation of Facility Officers room. Heating in library noisy and inadequate.
Dunterlie	External painting External stairs need repaired
Eaglesham Library	Heating is noisy and inadequate. Electrical ceiling height heaters - Entrance doors are heavy and difficult for customers. - External doors may need replaced / upgraded to facilitate implementation of Open + lock and leave and self service. (see images) - Large counter now too big for single staffing environment. Needs replaced with more appropriate sized workstation. - Windows all single glazed - Kitchen / Staff area not suitable: room contains Electrical distribution board
Eastwood House	External lighting Extending Car Park Creating Doors into Café area French Polishing Restore Fireplaces

Fairweather	Upgrade Toilets Sand and Seal Floor Internal painting External painting New Windows
Glen	Sand and Seal Floor New flooring in foyer and corridors Compartmentalise the area at lesser hall Toilets upgraded Upgrade front door and gate Replace fire exit door in lesser hall with a steel door
Mearns Library	Lighting poor: mainly yellow diffusers which make library look dull Storage area at rear needs to be developed. Currently used for van boxes but creation of a bookable, usable private public space would be advantageous. External doors may need replaced / upgraded to facilitate implementation of Open + lock and leave.
Montgomerie Hall	External Painting Internal Painting Upgrade toilets Loop system New fire exit doors Main hall floor painted
Muirend	Upgrade Changing Areas and Showers Upgrade toilets
Neilston Library	Complete redesign needed internally to improve sightlines within library. - Windows need replaced - External doors and shutters may need replaced / upgraded to facilitate implementation of Open + lock and leave. - Lighting upgrade

Netherlee	New Windows and shutters in Main Hall
	<p>Sand and seal floor</p> <p>Extend library area in changing room area</p> <p>Extend store cupboard into old sump area Upgrade disabled toilet</p> <p>Refurbish Facility Officers room</p> <p>Glass reception screen foyer area into Facility Officers room</p> <p>Upgrade heating and radiators, convector heater</p>
Thornliebank Library	<p>New flooring, doors and heating required. Redesign entry.</p> <ul style="list-style-type: none"> - External doors may need replaced / upgraded to facilitate implementation of Open + lock and leave. - Dampness in toilet and other parts of the building - <p>No air conditioning and no windows that open.</p>
Thorntree	<p>Upgrade toilets</p> <p>Extend car park area</p> <p>Create another fire exit from main hall to exit at front of building</p>
Woodfarm	<p>Remove or cover glass in changing areas Upgrade external lighting</p> <p>Double glaze windows at front of building</p> <p>Upgrade all toilets</p> <p>Main Hall sand and seal floor</p> <p>Extend car park with disabled bays</p> <p>New flooring in toilets and changing rooms New fire exit doors with push bars</p>
Neilston	<p>Former Sauna area - Phase 2 of Gym development. Staff area refurbishment.</p> <p>Pool Plant and poolside store - paint - and zone floor and wall spaces.</p> <p>Muti Function Site with Schools - Masterplan for Future</p>

Barrhead Foundry	Original Lift in Sports Centre refurbish. Air conditioning in Library Space. Access control to sports area changing and pool, to improve customer safety, assist in meeting child protection responsibilities and protect income. Staff Areas and office accommodation, reconfigure office accommodation and redesign for expansion of programmes
Eastwood High School	Disabled Change require upgrading.
Eastwood Park Theatre	Looking at new energy efficient lighting to reduce running and maintenance costs. Improving Sound Systems and technology to ensure live music can be introduced to the programme.
Eastwood Park Leisure	Structural Technical survey for integrity. Master Plan for replacement / reconfiguration.